

# Town of Colchester



## FY 2013 – 2014 ADOPTED BUDGET



Town Website



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FY 2013–2014 ADOPTED BUDGET**

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# SECTION ONE

## Introduction





**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

## **Section One – Introduction**

**Item**

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- GFOA Budget Award
- Executive Letter
- Town Description
- Government Description (Form of Government)
- Organizational Chart
- Principal Municipal Officials
- Town Profile







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Colchester  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morrell*

President

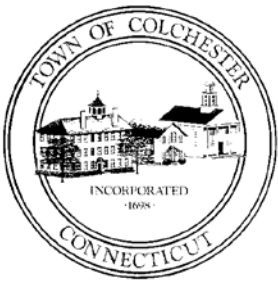
*Jeffrey R. Emer*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Colchester, Connecticut** for its annual budget for the fiscal year beginning **July 1, 2012**. 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 we are submitted it to GFOA to determine its eligibility for another award.





# *Town of Colchester, Connecticut*

127 Norwich Avenue, Colchester, Connecticut 06415

Gregg Schuster, First Selectman

July 1, 2013

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the next twelve months. This adopted budget was approved at a town-wide referendum, held at Town Hall on May 7, and validated by an official recount on May 16. This year's budget placed an emphasis on public safety and education and I am proud that the community supported this effort.

## **I. INTRODUCTION/BACKGROUND**

The overall Town government budget, including capital costs and debt payments, increased over last year's budget by just over three percent (3.08%), or by \$392,484. The vast majority of this increase is a \$200,410 increase in health insurance costs. The remainder of the increase is represented by employee contractual raises and increased public safety needs.

While the budget increased this year to just over \$13 million, it still represents the lowest Town budget since 2004-2005, with the exception of the FY2012-2013 budget.

## **II. BUDGET OVERVIEW**

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

	<u>FY12-13</u>		<u>FY13-14</u>		<u>DIFFERENCE</u>	
					<u>\$</u>	<u>%</u>
General Government	\$	3,266,599	\$	3,516,486	\$ 249,887	7.65 %
Public Safety	\$	2,211,618	\$	2,334,112	\$ 122,494	5.54 %
Public Works	\$	3,271,201	\$	3,145,849	(\$ 125,352)	(3.83) %
Community & Human Services	\$	1,385,631	\$	1,436,721	\$ 51,090	3.69 %
Debt	\$	2,095,890	\$	2,093,641	(\$ 2,249)	(0.11) %
Transfers	\$	526,427	\$	623,041	\$ 96,614	18.35 %
<b>TOTAL TOWN</b>	<b>\$</b>	<b>12,757,366</b>	<b>\$</b>	<b>13,149,850</b>	<b>\$ 392,484</b>	<b>3.08 %</b>
Education	\$	37,524,160	\$	39,076,054	\$ 1,551,894	4.14 %
<b>TOTAL BUDGET</b>	<b>\$</b>	<b>50,281,526</b>	<b>\$</b>	<b>52,225,904</b>	<b>\$ 1,944,378</b>	<b>3.87 %</b>

### Mill Rate

The mill rate for the combined adopted budget increases from 28.80 to 30.28, a 1.48 mill or 5.14% increase. This is based on the October 1, 2012 Net Grand List of \$1.202 billion and a 98.4% tax collection rate. The tax collection rate has been increased due to several years of higher than projected collections.

### Summary

Summary data on the adopted budget is listed below:

	<u><b>FY2012-2013</b></u>	<u><b>FY2013-2014</b></u>
Net Grand List	\$1,186,104,840	\$1,202,303,420
Mill Rate	28.80	30.28
Fund Balance Use	\$0	\$0
Debt Service	\$2,095,890	\$2,093,641
Transfers/Capital	\$526,427	\$623,041
Tax Collection Rate	98.3%	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. That said, Colchester is still playing catch-up from a growth explosion that greatly increased the Town and school populations. 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.

Up through this current budget year, the economy continues to struggle and the effect on the Town is dramatic. For example, wages have remained the same in the past 12-months while prices for all purchased goods increased by 1.5% and for food goods by 1.4%. However, energy costs did decrease by 1.0% in the past year. The region has made a slight improvement in its employment statistics, dropping from 8.3 to 8.2 percent unemployed. *(Information taken from U.S. Bureau of Labor Statistics, Hartford Area Economic Summary, May 2013)*

A year after the town's ten-year physical revaluation where the grand list dropped by almost ten percent, the Town saw a slight increase in the grand list this year. For this fiscal year, the 2012 Grand List increased by \$16,198,580, or 1.37%, adding an additional \$470,000 in tax dollars based on last year's mill rate.

At the time of the Town's budget adoption, the Connecticut General Assembly remained ambiguous about municipal funding and grants. The governor's budget kept municipalities "whole" on funding, while shifting various grant monies around, including no funding for Payment-in-lieu-of Taxes (PILOT) reimbursements and doubling Local Capital Improvement Program (LoCIP). While the adopted revenues in the financial section of this document and in

this letter reflect the governor's proposed budget, the General Assembly has since adopted the State's bi-annual budget.

## Priorities

The priority for this year's budget was to increase and fully support public safety.

Over the past couple of years, the Town has been working its way towards 24/7 local police coverage. While no new officers were added to the budget this year, the Town is still dedicated towards making this a reality in the near future.

This year, the Police Department included the full cost of overtime into their budget to more accurately reflect the amount spent in a given year.

Also, as the Town has been working with the Fire Department over the past three years to increase volunteerism and better response times to calls, many ideas have come forward to encourage both new volunteers to join and current volunteers to respond more regularly. Thus, the Town will be instituting a pay-per-call and a pay-per-shift for ambulance calls to meet those goals.

Finally, a deputy emergency management director was added as a stipend position to assist with planning and execution during prolonged emergency events.

## IV. BUDGET SUMMARY

### A. Revenues

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

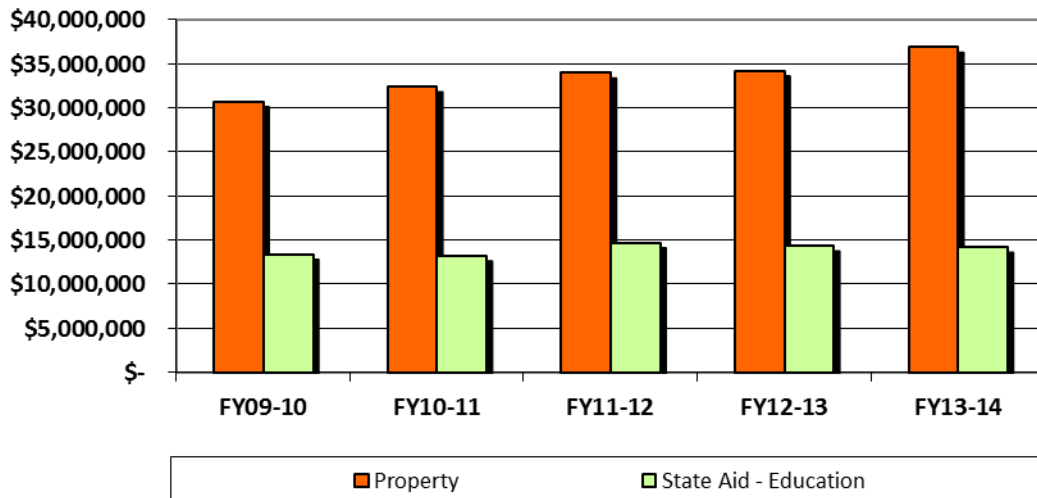
The main revenue factors to highlight in this year's budget are as follows:

- Anticipated reduction of \$136,641 in state-funded, budgeted municipal aid, including:
  - Elimination of Manufacturing Transition Grant for a total of \$30,957
  - Elimination of Municipal Revenue Sharing Bonus Pool
- No budgeted use of Fund Balance for a third straight year

	% OF TOTAL REVENUE			
	<u>FY 2010-2011</u>	<u>FY 2011-2012</u>	<u>FY 2012-2013</u>	<u>FY 2013-2014</u>
<b>Property Taxes</b>	68.09%	67.28%	68.04%	69.51%
<b>State Aid - Education</b>	27.84%	29.20%	28.58%	27.24%
<b>Licenses/Fees</b>	1.28%	1.19%	1.16%	1.13%
<b>Charges for Services</b>	1.08%	0.98%	0.97%	0.93%
<b>State Aid - Town</b>	0.74%	0.67%	1.03%	1.01%
<b>Fund Balance/Transfers</b>	0.63%	0.42%	0.00%	0.00%
<b>Interest</b>	0.11%	0.08%	0.10%	0.10%
<b>Other</b>	0.23%	0.18%	0.12%	0.08%

For fiscal year ending 2013, budgeted total revenue amounted to \$50,281,526, including state aid for education. This year's budget anticipates total revenues to increase over last by 3.87%, or by \$1,944,378. The Town is expecting property tax revenue, state aid to the Town, investment revenues, and fees from permits and licenses to increase. However, it is anticipated that state aid to the schools, charges for services, and "other revenues" will decrease.

### MAJOR REVENUE SOURCES



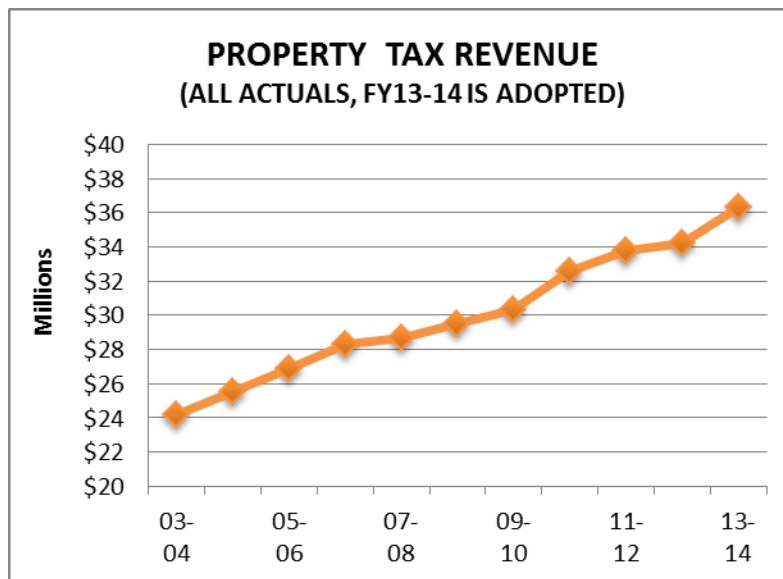
\*FY10-11 estimated revenues to fund Education exclude \$1,932,716 to be funded directly to the Board of Education from Federal State Stabilization grant funds.

### Taxes & Grand List

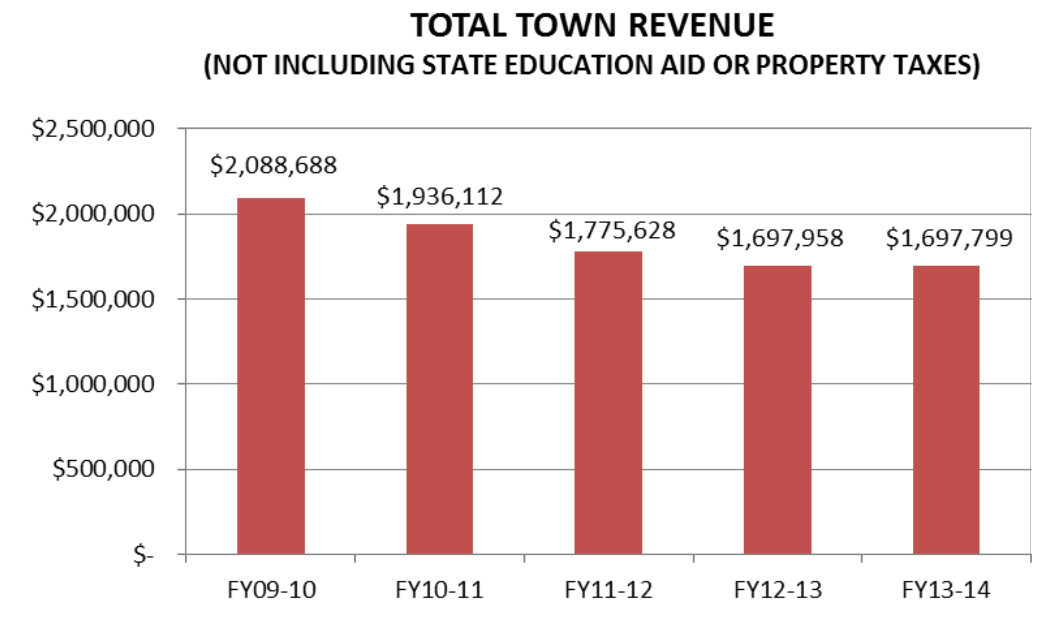
The adopted budget uses an estimated tax collection rate of 98.4%. Actual collection rates have averaged 98.3% for the past five years, with the past three years exceeding the average with 98.45% (2012), 98.61% (2011), and 98.28% (2010). Colchester has remained steadfast in budgeting a tax collection rate of 98.3% for years. Due to the several years now of a higher-than-98.3% collection rate, we have adjusted up our anticipated collection rate to 98.4%.

As stated above, the Grand List increased from FY 2012-2013 to FY 2013-2014. The 2012 Grand List increased by \$16,198,580, or 1.37%, in value. The increase in health insurance costs, additional costs for public safety upgrades, additional community services costs, and general contractual and personnel costs added to the need for a mill rate increase from 28.80 to 30.28.

Property taxes over the past ten years have steadily increased from just over \$24 million in FY 2003-2004 to this year's budgeted revenue of \$36.3 million, a 50% increase. In the same time period the Town budget has increased by under \$100,000, from \$13.052 million to \$13.150 million. The Town budget has fluctuated within that time period, with a high of \$13.871 million in FY 2006-2007 and a low of \$12.757 million last year (FY 12-13). Otherwise, the budget has remained relatively flat over the 10-year time period due to debt reductions.



The table below references the total amount of Town revenue received through various means, with the exception of property taxes and state education aid (the two largest sources of town aid). As is shown, the persistent downward trend from all other revenue sources for the past five years amounts to a total decrease of \$390,889, or 18.71%, from FY 09-10. This continues to put an increased burden on the Town to reduce services or increase property taxes.



## State Aid

Aid has remained relatively flat over the past couple of years even though mandates on towns for various services continue to be a burden. Last year, a new revenue source for municipalities (Municipal Revenue Sharing Fund) was adopted by the State and was included for the first time in the FY2012-2013 budget. Unfortunately, this same fund was eliminated this year along with zeroing-out municipal aid in some areas and doubling it in others. The net effect of these changes was relatively flat year-over-year. 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
<b>2013-2014</b>	\$ 13,149,850	\$ 528,649	4.02 %
<b>2012-2013</b>	\$ 12,757,366	\$ 518,015	4.06 %
<b>2011-2012</b>	\$ 13,679,697	\$ 336,542	2.46 %
<b>2010-2011</b>	\$ 13,569,651	\$ 351,532	2.59 %
<b>2009-2010</b>	\$ 13,344,980	\$ 408,306	3.06 %

Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
<b>2013-2014</b>	\$ 39,076,054	\$ 14,223,810	36.40 %
<b>2012-2013</b>	\$ 37,524,160	\$ 14,371,085	38.30 %
<b>2011-2012**</b>	\$ 36,821,590	\$ 14,746,948	40.05 %
<b>2010-2011*</b>	\$ 34,049,000	\$ 13,258,838	38.94 %
<b>2009-2010*</b>	\$ 32,895,008	\$ 13,432,941	40.84 %

\*Education budget and estimated revenues to fund Education exclude \$1,932,716 to be funded directly to the Board of Education from Federal State Stabilization grant funds.

\*\*Education budget excludes \$550,000 to be funded directly from Federal Jobs Bill grant funds.

The Board of Education relies heavily on state aid to maintain operations. Of the school's \$39 million adopted budget, 36.40%, or \$14.224 million, comes from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at \$13,773,810. As noted previously, the Town budget was based upon the Governor's proposed budget, which included elimination of funding for student transportation. Although the final adopted State budget reinstated these funds, they are not included in the Town budget as it was adopted prior to the State budget.

Fiscal Year	BOE Budget	ECS Funding	ECS % of BOE Budget
<b>2013-2014</b>	\$ 39,076,054	\$ 13,773,810	35.25 %
<b>2012-2013</b>	\$ 37,524,160	\$ 13,723,859	36.57 %
<b>2011-2012**</b>	\$ 36,821,590	\$ 13,547,231	36.79 %
<b>2010-2011*</b>	\$ 34,049,000	\$ 11,614,515	34.11 %
<b>2009-2010*</b>	\$ 32,895,008	\$ 11,614,515	35.31 %

\*Education budget and estimated revenues to fund Education exclude \$1,932,716 to be funded directly to the Board of Education from Federal State Stabilization grant funds.

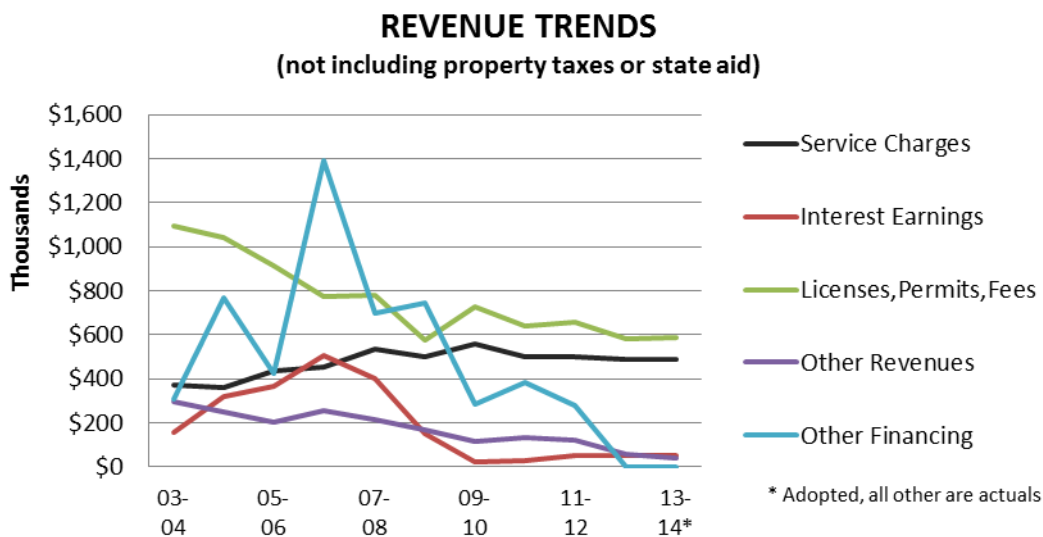
\*\*Education budget excludes \$550,000 to be funded directly from Federal Jobs Bill grant funds.



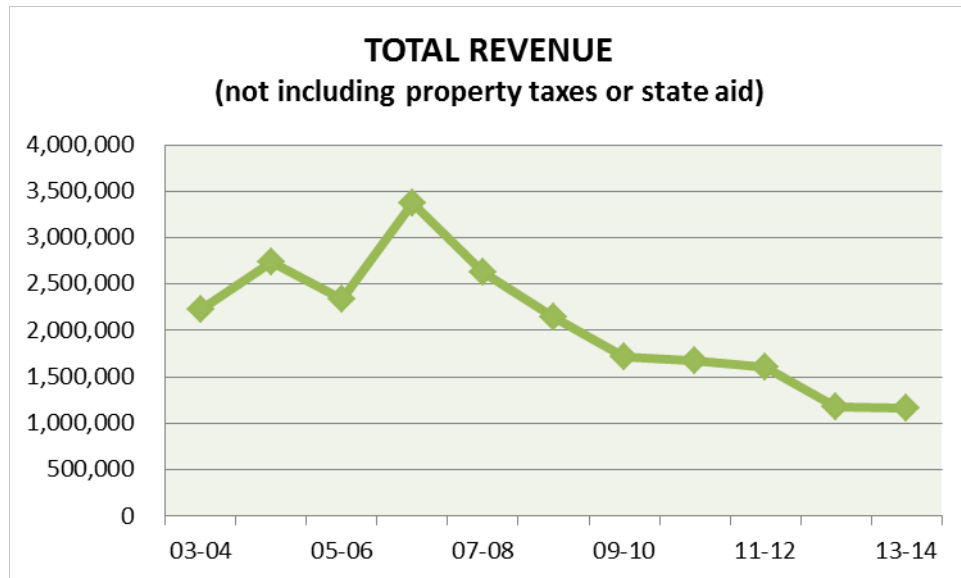
As stated before, ECS funding is a major part of the Board of Education budget. Over the past several years, ECS funding as a percentage of the Board of Education budget has been trending downward. This has a negative effect on the Town and for the Board of Education. Since the State requires that no Board of Education budget is less than the year before (with some minor exceptions), our reliance on an increase of state aid raises each year or the result is a tax increase. Therefore, because of flat year-over-year aid and structural increases (i.e. general operations, health insurance, and contracts) the difference (and need for further aid) compounds annually. The table above depicts the importance of ECS funding.

### Other Revenue

There are four other revenue sources for the Town after property taxes and state aid: charges for services, licenses/permits/fees, "other revenue," and other financing sources (which can include use of fund balance). The total budget for these categories is projected to decrease from FY 2012-2013 to FY 2013-2014 by \$10,793, or -0.92%. Total revenue from these categories is projected to bring in about \$1.17 million, or about 2.24% of total revenue.



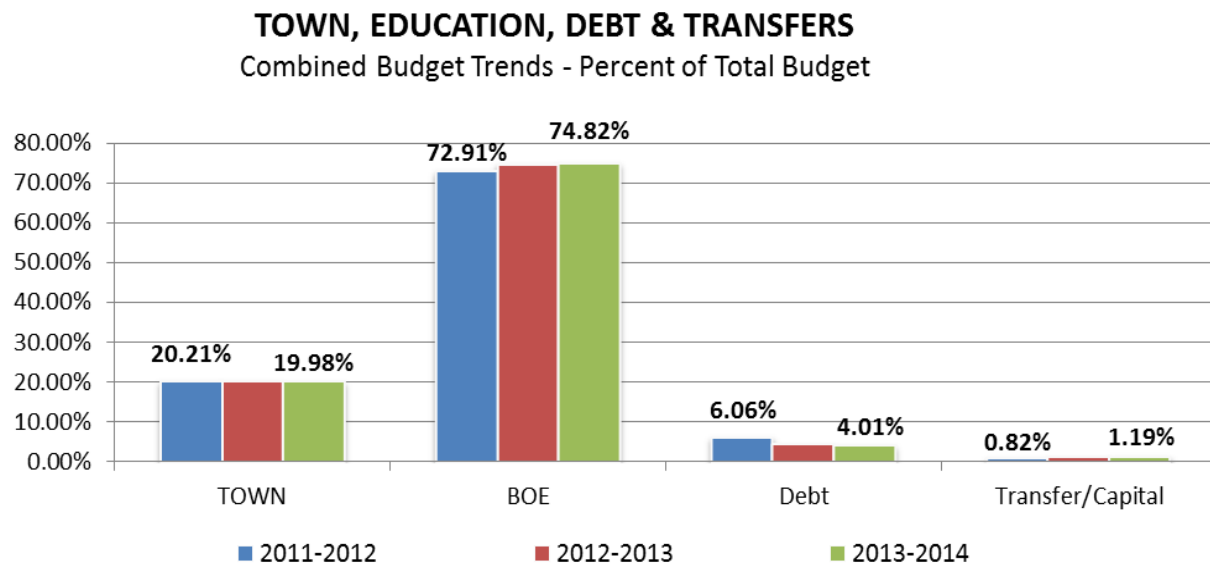
While state aid continues to decrease or become a smaller percentage of the Town and Board of Education budgets and other revenue sources also remain flat or decrease, the Town is forced each year to evaluate needs and budget accordingly. As the table on the next page shows, other revenue sources have been declining consistently since FY 2006-2007, from a high of over \$3.375 million. That represents a two million dollar decrease in revenue in seven years coupled with roughly another one million in state aid decrease over the past couple of years. The main reason for the dramatic decrease is the reduced or non-use of fund balance towards the operating budget, which hit a high of \$1.2 million in use in FY06-07.



With regards to investment income, the Town is budgeting for a slight increase as the financial sector has been cautiously improving and analysts project a positive outlook. We are projecting investment income to increase \$2,500 to \$52,500 for FY 2013-2014. This too is significantly lower than the pre-crash numbers the Town was consistently receiving. For example, from the 02-03 to 07-08 fiscal years, the Town averaged over \$250,000 in investment income. Since the 09-10 fiscal year, the Town has averaged under \$50,000 in interest income.

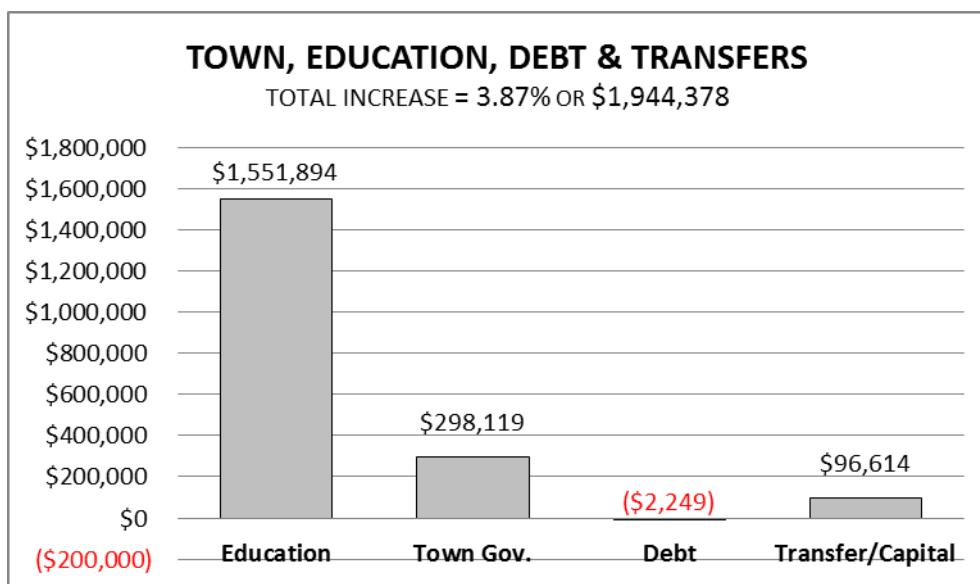
## B. Expenditures

### Summary of Expenditure Trends



The preceding chart references the trends in Town, education, debt, and transfers/capital allocations, as a percentage of the total budget over the past three years. As a percentage of the total budget, Town operations have remained relatively flat in recent years, ranging from 20.21% to 19.98% of the total budget; education costs have increased roughly two percent from 72.91% to 74.82% in three years; while debt allocations have continually decreased (over 2.00%), from 6.06% to 4.01%. Meanwhile, transfers (as a percentage of the total budget), due mainly to capital reserve and capital improvement funding has increased over the past three years from \$412,361 to \$623,041, a 51% increase.

A summary of expenditure increases/decreases compared to last year's adopted budget (FY12-13) for the four major budget categories are depicted in the following graph:



### **General Government**

The general Town operations budget increased by \$249,887, or 7.65%. Two areas of the General Government budget are primarily responsible for the increase: Human Resources and Insurances.

The area that produced the most significant increase to the Town general budget was under Insurances. The cost of health insurance for Town employees increased by \$200,410, or 25%. Please refer to the insurances section of this letter on page 26 for a more detailed explanation.

With regards to Human Resources, the contract settlement line item increased by \$55,911. This line item is used to set aside funds for contractual union settlements in negotiation and non-union, merit-based salary increases. A significant portion of the increase is due to the fact that three union contracts are currently being negotiated as opposed to one contract in the previous year.

### **Public Works**

This year, the total public works budget decreased by \$125,352, or -3.83%. The decrease is primarily due to personnel costs being lower than last year. The elimination of a Maintainer II

position, the hiring of a new Director of Operations, and the movement of the Director of Facilities & Operations to be solely funded by the Board of Education, along with associated personnel and retirement costs, reduced the Public Works personnel budget by \$76,773.

One key aspect to look at in this year's budget is the projected savings in electricity costs. This reduction is due to completion of a comprehensive energy audit and subsequent energy performance contract that the Town contracted with Honeywell to perform and is estimated to be completed by 12/31/2013. Throughout the Town, electricity budgets have decreased by \$60,890, a reduction of 34.07%

One other item of note is in the Transfer Station budget where the Town is no longer budgeting for the Septage Disposal Facility. This \$13,300 line item represented a 20-year annual payment for Colchester's share of a new facility to hold septic waste after the landfill was closed. This 20-year payoff was completed in FY12-13.

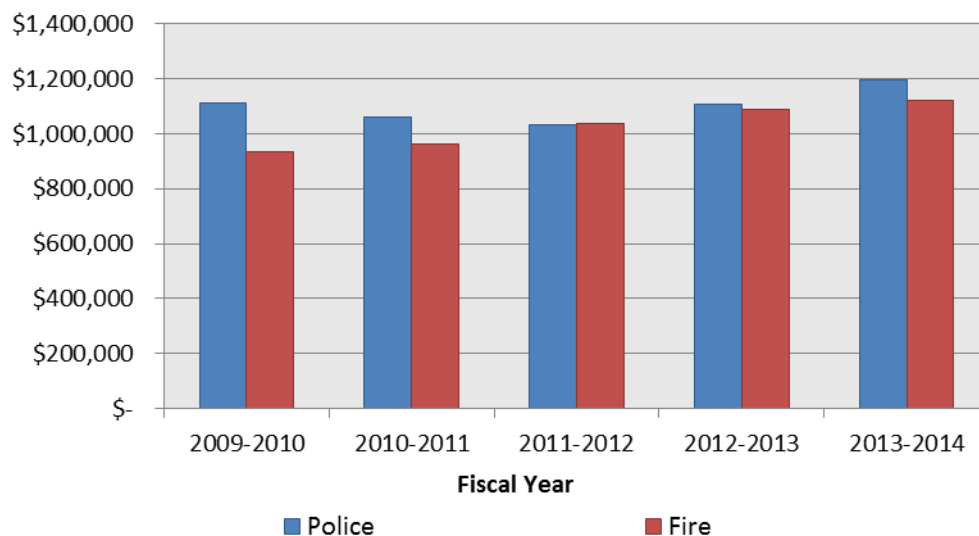
### **Public Safety**

Combined Police, Fire, and Emergency Management budgets increased by \$122,494. Specifically, the police department budget increased by \$84,479. The increase is due to personnel, including contractual salary increases, increases in patrol overtime, and retirement contributions.

Fire protection (including dispatch) increased by \$32,640. The increase was due to adding the pay-per-call and pay-per-shift incentive for ambulance staffing by volunteers.

The chart below represents a five-year trend in public safety expenses. Since FY 2009-2010, the police department budget has increase by 7.59%, or \$84,224. Likewise, the fire department budget has increase by 20.38%, or \$190,078. Overall, in the past five years, town investment in public safety has increased by 13.67%, or \$280,667.

### **PUBLIC SAFETY EXPENSES**



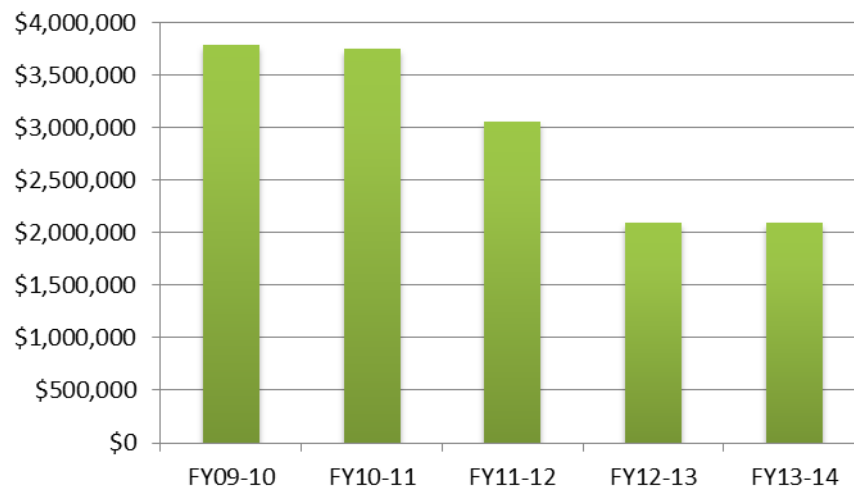
## **Community & Human Services**

The total Community & Human Services budget increased this year by \$51,090, or 3.69%. While the increase does reflect an increase to the Town budget, the cause is a personnel transfer from the Recreation Program Fund (which is funded through program registrations and expenses) to the Recreation budget. Specifically, the Recreation Supervisor, whose compensation was funded through the Program Fund from FY09-10 to FY12-13, will be funded, once again, through the Town budget.

Other notable increases include a contribution to the Colchester Collaborative for Children (C3) within the Youth & Social Services budget, building improvements to the Youth Center, and membership assessment increases to the Chatham Health District. On the other hand, a decrease to highlight is telephone costs within the Community & Human Services budget, which fell a combined \$2,931, or 24.45%, due to last year's conversion to a voice over IP system and consolidation of multiple hard lines and excess lines into one general line.

## **Debt**

### **DEBT SERVICE**



The Town's budgeted debt service, or debt payments, for FY13-14 is \$2,093,641. While bond interest is decreasing from last year to this year by \$53,875, the Town has approved lease-financing for the refurbishment of a fire rescue truck that has a budgeted lease principal and interest payment of \$51,626. Therefore, the resulting difference in debt service year-over-year is a net decrease of \$2,249, or 0.11%. As shown in the chart below, in the past five years, the Town's debt service has decreased by just under \$1,700,000, or by 44.78%.

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.

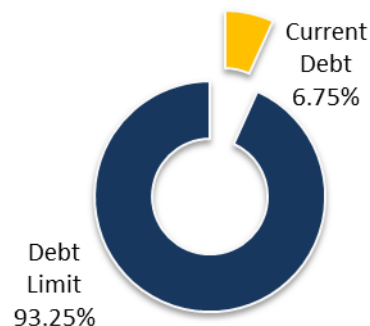
Moody's Investors Service assigned a bond rating to the Town of Aa3 for the refunding bonds issued in March 2012 and affirmed the Aa3 rating assigned to the Town's outstanding debt.

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

As of June 30, 2012, this amount was roughly \$237 million and the Town's outstanding bonded debt was about \$16 million, or about 6.75% of the debt limit. The Town currently does not have a written debt service policy.

#### Current Total Debt vs. Debt Limit

*As of June 30, 2012*



### **Transfers**

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

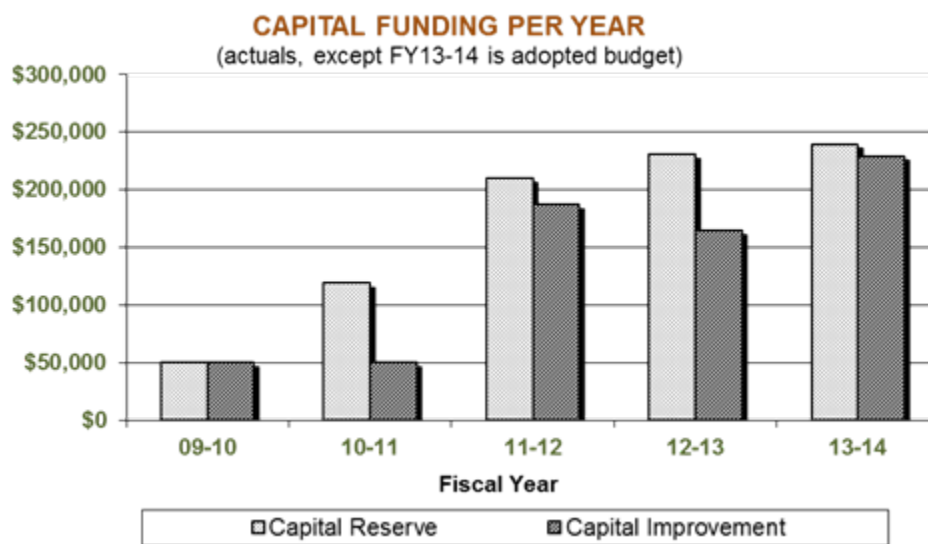
The overall increase in transfers from last year to this year is \$96,614, or 18.35%.

One item of note under transfers that is new this year is a transfer to debt service for the energy project lease payment. For FY13-14, the Town share of the project lease is \$64,320 and is due in January 2014.

### **C. Capital**

Capital expenditures are found, as mentioned above, in the "Transfers" section of the annual Town budget. Within transfers, capital expenditures are further broken 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. In this year's budget, capital reserve is split between vehicle reserve, equipment reserve, and buildings and grounds maintenance capital reserve, and, in total, has increased \$14,950 or 6.65%, over last year's adopted budget, to a total of \$239,900. The increase in the capital reserve fund 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 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 continued to fund \$42,500 towards a future revaluation and \$5,000 for potential future open space purchases, while funding \$42,000 for sidewalk repairs at the Town Hall, \$65,000 to mill and pave the parking lot and ramp at Fire Company One, \$25,000 to overhaul the overhead doors at Fire Company One, and \$50,000 towards a police cruiser (as part of the vehicle replacement plan).

Investing in capital allows the town to off-set higher costs over time rather than budgeting or borrowing large amounts all at once. The Town has already seen the fruits of its labor in having funded these accounts, albeit a little bit at a time. For example, in order to keep overall expenditures down in the operations budget, equipment requests from departments this year were funded through equipment reserve.

This year, the Town does not have any significant capital expenditures that will affect future capital or operational budgets.

### Capital Improvement Plan

Within the budget document the Town has outlined its five-year capital improvement plan (CIP) on page 233. The CIP is made up of four different sections: vehicles, facilities, equipment, and reserves. The CIP is developed alongside the operating budget process and helps determine which project will be funded through the operating budget and those needed to be set aside for funding through capital reserves. Also, department head requests for "big-ticket" items may be set aside for funding in future years based on priority rankings and ability to fund within the operating budget.

The five-year plan is updated every year to fine-tune cost, adjust availability of resources, and plan projects within the projected financial capacity of the Town, taking into account external economic circumstances as well.

#### Vehicles

The vehicles listed represent those that currently need to be replaced based upon age and condition. These vehicles will then be added into the vehicle replacement plan. Some vehicles in this list are overly expensive and, thus, will be replaced by bonding, such as the ladder truck, while the majority will be purchased through the operating budget. Each Town vehicle has an estimated life span, whether it be five, seven, ten years, or other (depending on the type and use of the vehicle). Once a vehicle is purchased, an amount is then included in the vehicle reserve budget for replacement on an annual basis until the life of the vehicle is up again.

#### 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 pushed to the next year for review and possible replacement or purchase. Last year, the fire department requested hydraulic tools through the CIP which was funded through the operating budget. This year, many of the items requested will be purchased out of the existing equipment reserve fund.

#### Facilities

Due to the cost to keep safe and manageable the facilities of the Town, improvement 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. The sidewalks at Town Hall have been deteriorating and breaking down for years. They have become a safety hazard and must be repaired. Therefore, those upgrades were included in this budget. Also, the parking lot at Fire Company One has disintegrated so much that it causes operational problems and needs to be addressed immediately.

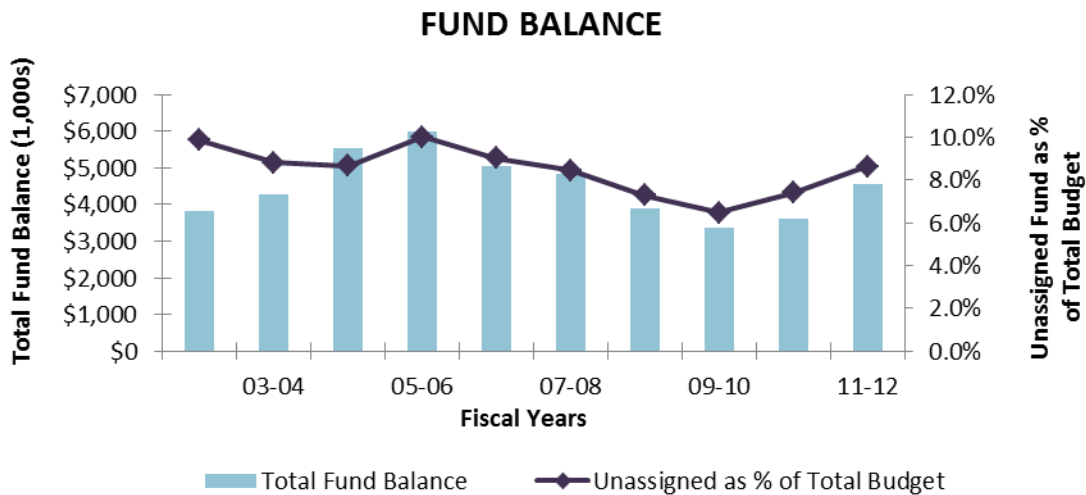
#### Reserves

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**

Fiscal Year 2013-2014 will be the third straight year that the Town has not budgeted the use of its rainy-day fund to balance the budget. Although the fund balance is improving, it would not be fiscally prudent to use any for mill rate relief at this time.





As one of our key priorities, the reinstatement of funding to reserve funds for needed capital projects and equipment/facility replacement will decrease the need for future use of fund balance to address these issues. The Board of Finance has instituted a fund balance policy that strictly outlines the balance level the Town should strive for. Working with the Board, the Town has started to reestablish the fund balance to a responsible level, which will improve our bond rating and subsequently lower future borrowing costs. This will save taxpayers the burden of higher taxes in the future.

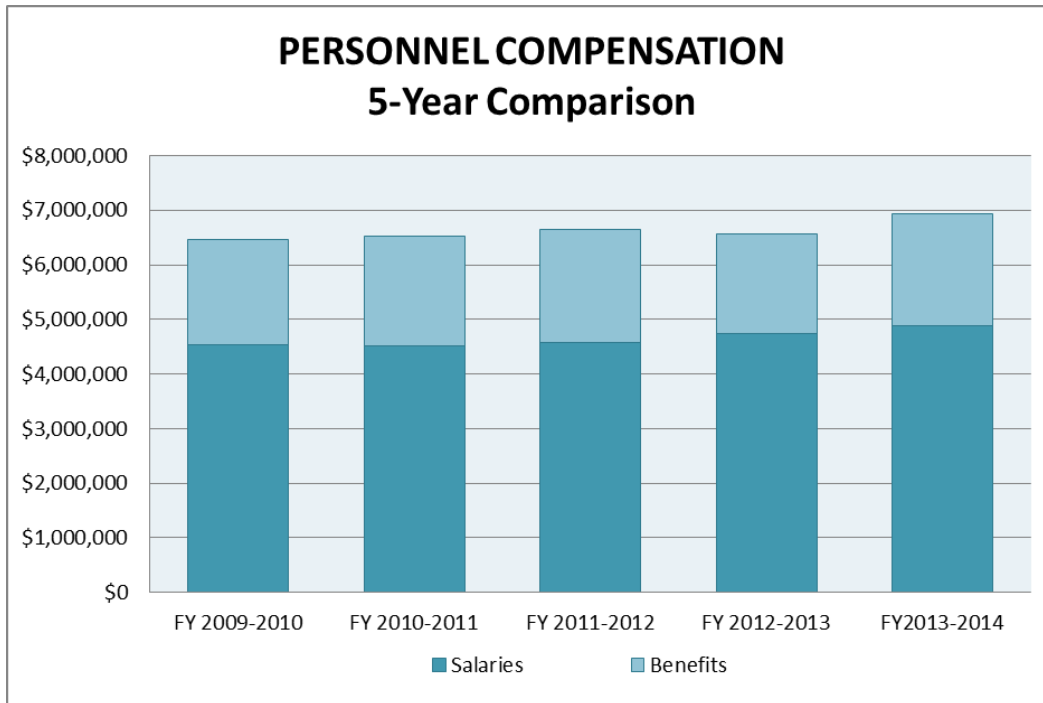
### E. Personnel and Wages

Total Town compensation for FY 2013-14, which includes salaries and benefits, increased \$373,120, or 5.69%, to \$6,934,506. The majority of this rise was due to an increase in health insurance costs, which went up \$200,410, or 53.71% of the total increase.

Union and non-union employees will receive salary adjustments. Union increases can be viewed within the Personnel Summary, on page 48. Non-union employees are receiving merit-based increases.

Health insurance costs increased this year due to a miscalculation in our anticipated insurance costs. After health insurance plan design changes were implemented in several union contracts last fiscal year, the Town's insurance carrier failed to include estimated claims for these groups in their total cost estimate, which amounted to a decrease of over \$200,000 year-over-year in the Town budget. This year, while still lower than FY 2010-2011, shows the correction to the miscalculation.

Over the past three years, the budget for salaries has increased by 6.64%, from roughly \$4.57 million to \$4.87 million; due primarily to contractual increases, the full funding of an additional police officer, and further Town responsibility for SAFER grant-funded positions in the Fire Department. As a percentage of the total Town budget, salaries make up about 37% and benefits constitute around 15.67%.



The chart above shows the total amount budgeted each year for employee salaries and benefits. Further, it breaks down the total amount for salaries compared to benefits.

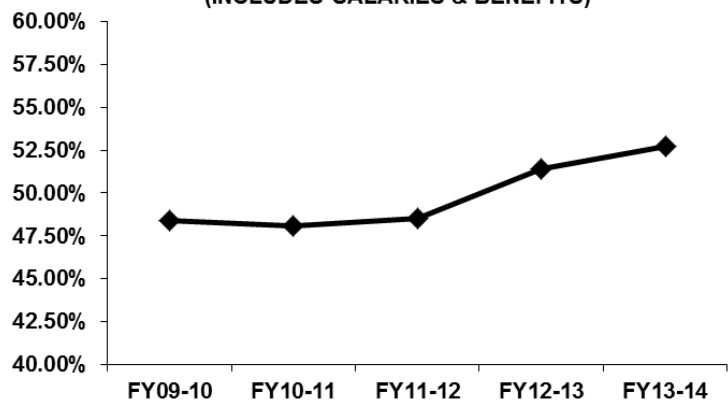
Over the previous four years, from FY2009-2010 to FY2012-2013, total compensation remained relatively flat, due to restructuring of contracts for many of the Town unions in FY2010-11 and being conservative during the struggling economic recovery. Similarly, employee benefits have remained flat at between \$1.9 and \$2.06 million for the past five years (with the exception of FY12-13).

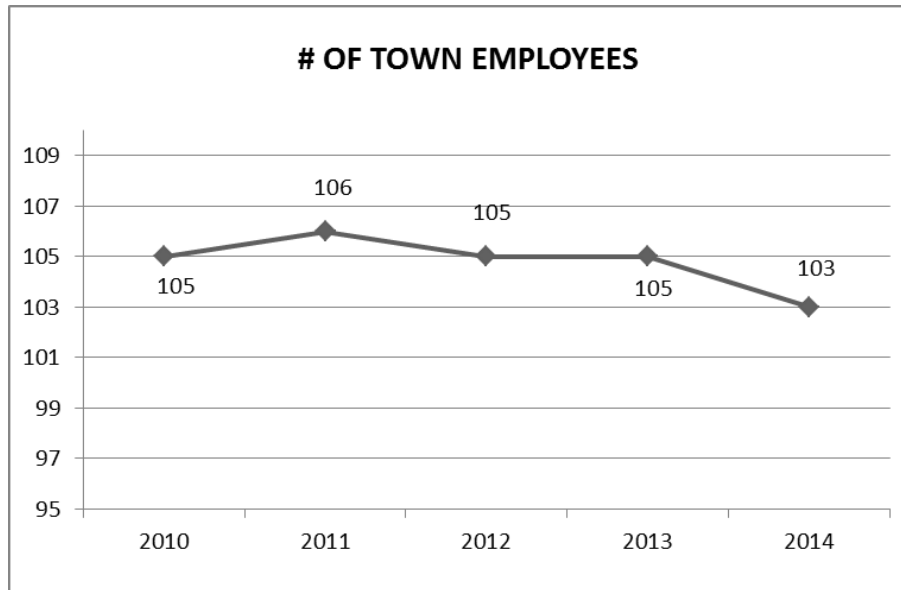
Combined, total salaries and benefits for Town employees make up 52.73% of the total Town budget.

As depicted in the chart to the right, you can see the trend over the past five years of the percentage of employee compensation to the total Town budget.

The next chart, below, references the total number of Town employees, including full-time, regular part-time, and elected officials, over the past half-decade. Since 2010, the Town has had roughly the same number of employees performing ever increasing responsibilities and demands for services. This year, through the budget process, the delinquent tax collector and a highway maintainer position were eliminated.

**COMPENSATION AS % OF TOTAL TOWN  
BUDGET  
(INCLUDES SALARIES & BENEFITS)**

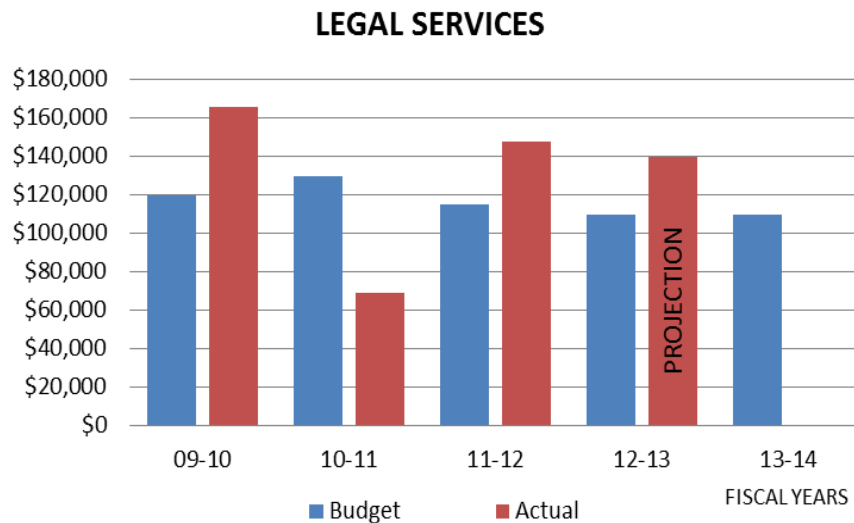




### Legal Services

As stated last year, the legal budget was broken out to their respective departments. Therefore, the budget section, "Legal & Insurances," of two years ago has become only, "Insurances," and the legal budgets have been reclassified to, "Department of First Selectman," "Human Resources," and "Planning & Code Administration." The purpose of the breakdown was to set defined budgets for particular legal issue areas.

For Fiscal Year 2013-2014, the Town has maintained its legal budget at \$110,000 for potential fees. The total legal budget has been allocated as follows: \$20,000 to Department of First Selectman for general government legal purposes, \$45,000 to Human Resources for labor, and \$45,000 to Planning & Code Administration for land use.

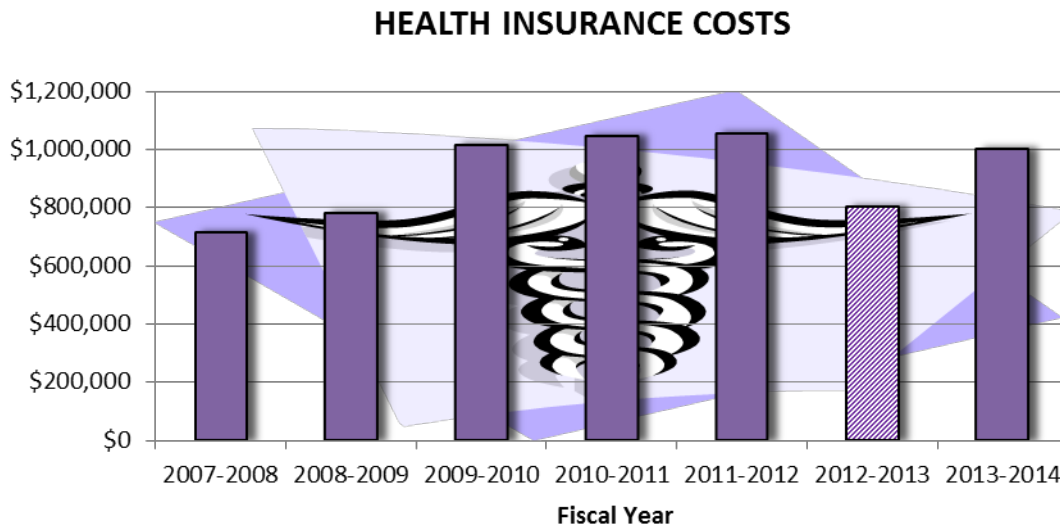


The five-year trend fluctuates so dramatically either over or under the adopted budget because the Town cannot predict future litigation, serious personnel issues, or duration or complication of collective bargaining. For the past several years, the total municipal legal budget has been over-expended mainly due to one litigious action that continues to be appealed even though the Town has successfully defended itself each time.

### Insurances

This year, the insurance budget, including employee health insurance, municipal liability insurance, workers' compensation, and unemployment; increased by \$216,318, or 16.01%. As stated above, the primary reason for the increase was a miscalculation of insurance claims after several insurance plan design changes last year, which resulted in an over \$200,000 decrease in the Town's health insurance costs.

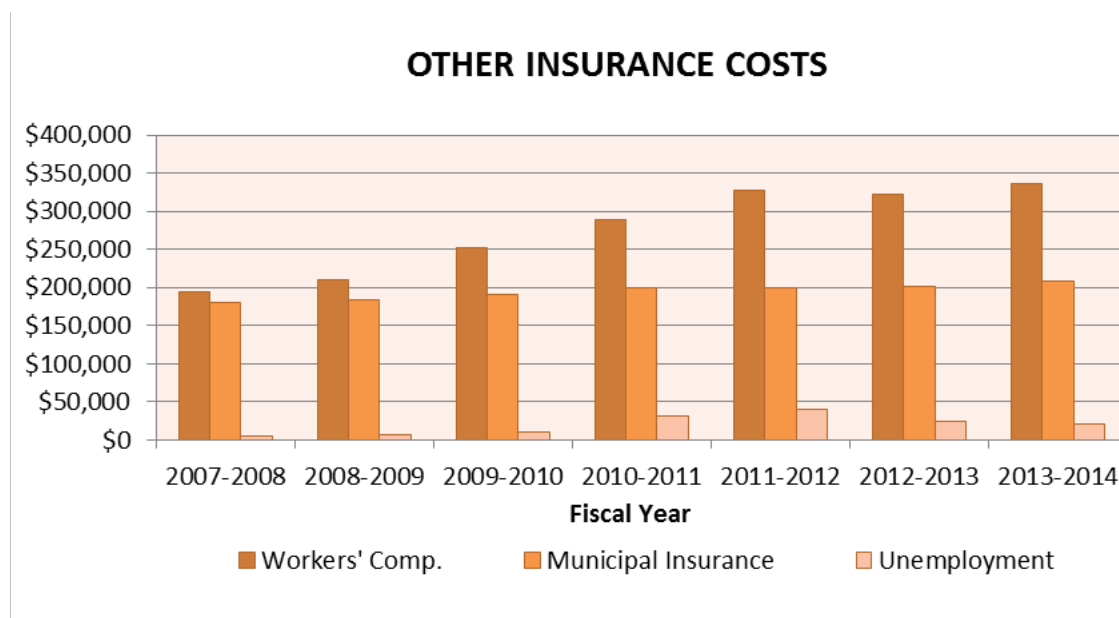
Health insurance costs for FY 13-14 are estimated at \$1,002,760. This is lower than FY2010-11 and FY2011-12, which were \$1.046 and \$1.122 million, respectively. The Town has continued to negotiate plan design changes and is pursuing a wellness initiative as a cost control measure.



While health insurance costs reflect two-thirds of the Town's insurance liability, workers compensation, general municipal insurance, and unemployment compensation, reflect the remainder of the Town's total insurance budget.

Over the past several years, municipal liability insurance has remained relatively unchanged, increasing 9.23% since 2010. As was expected, since the economic downturn of 2009, unemployment insurance claims have increased from \$10,000 in FY2009-2010 to a high of \$39,200 in FY2011-2012. This year, the unemployment budget has decreased for a second year in a row, from \$23,880 to \$20,080, or by 15.91%.

Finally, the Town is budgeting an increase in Workers' Compensation expenses, with a budgeted difference of \$14,061, or 4.36%.



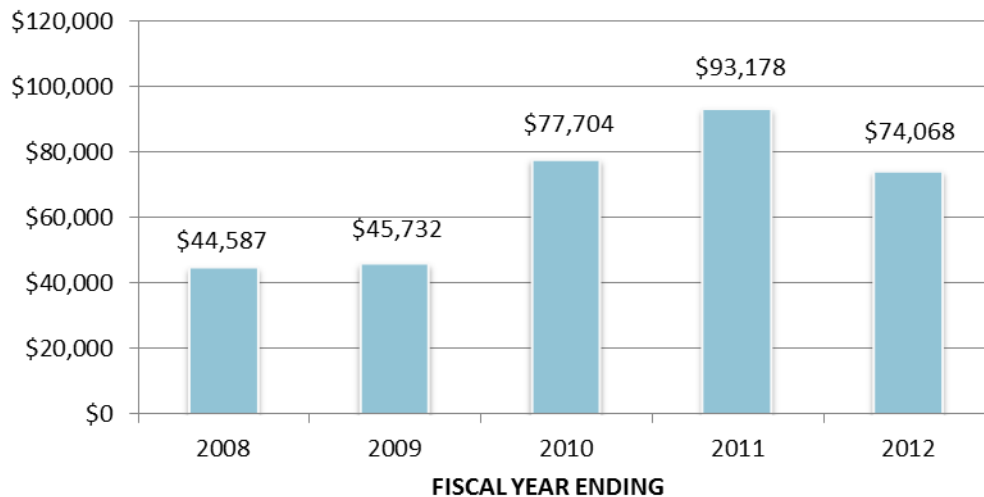
The Town has an active Health & Safety Committee, who works closely with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns, which will reduce workers compensation claims, and general employee health issues, which affects the Town's health insurance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

#### Pension / Retirement

Town police officers are the only 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. As of January 1, 2012, all newly-hired police officers 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.

As of July 2012, police officers are required to contribute 12.5% of their base pay and the Town contributes the remainder of the Annual Required Contribution (ARC). As of the last audit (June 30, 2012), employees contributed \$48,173, while the Town contributed \$101,034, for a total addition to the police pension fund of \$149,207. At the beginning of fiscal year 2011-2012, the pension fund amounted to \$559,948 and ended the year at \$702,577, taking into account contributions and investment performance. The ARC to the police pension for Fiscal Year 11-12 (the latest audit available) was \$74,068, which was a decrease from the prior year's by \$19,110. The table below shows ARC trends for the past six years:

### ANNUAL REQUIRED CONTRIBUTION (ARC) TOWARDS POLICE PENSION



The Town has consistently funded its obligation towards the police officers pension. For the past six years, the town's contribution was between 93% and 142% of the required contribution. Due to the Town's dedication to fully-funding the pension, based on the annual required contribution, at the end of the last fiscal year, the Net Pension Asset was \$(46,829). At the date of the last actuarial valuation (July 1, 2011), the actuarial accrued liability was \$705,953 and the actuarial valuation of assets was \$559,948, leaving an unfunded liability of \$146,005 and a funded ratio of 79.3%, up from 62.5% the year before.

#### 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 247, there are other funds that the Town maintains and tracks, such as: the Bonded Projects Fund, Sewer Capital Fund, Water Enterprise Fund, Special Revenue Funds, Capital Projects Funds, Debt Service Fund, Medical Self-Insurance Fund, Internal Service Fund, Pension Trust Fund, Private-Purpose Trust Fund, and Agency Funds.

Debt Service and Bonded Projects have been included in this document. Debt Service is described in this letter on page 19 as well as on pages 221 & 239. Bonded projects are described in Section Six of the budget document on pages 239-246.

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 want, 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. The next phase of development is beginning in the designated areas of town which should add to our commercial tax base. With this economic growth, maintenance of state aid, and stabilization of health insurance costs, Colchester is poised to exit the recession in a strong position.

Our future budget goals are to continue to adequately fund our capital needs, cost effectively restore eliminated services, and expand services to meet the needs of residents. Roads, facilities and vehicles have been greatly underfunded until more attention was placed on them four years ago. We are now funding capital needs at a more acceptable level. Future budgets will have to determine how we deal with the changing needs of residents. Public safety concerns still exist as we experience stagnant volunteerism with our fire department. Also, the lack of dedicated overnight police coverage is an issue facing the town. More resources to address these concerns may be required in future budgets.

I hope 2013-2014 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,

A handwritten signature in cursive script, reading "Gregg Schuster".

Gregg Schuster  
First Selectman

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





TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**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 16,034 by the Connecticut Department of Public Health in 2012. 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.

As of November 2012, the Town of Colchester has a population density per square mile of roughly half of the state average, had a per capita income of 97.3% of the state average, and a median household income 107.2% of the average. With regards municipal statistics, the Town's debt per capita was half of the state average, at \$1,130; a tax collection rate two percentage points higher than the state average; and an unemployment rate one percent lower than the average. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 72<sup>nd</sup> in population, 108<sup>th</sup> in population density, 121<sup>st</sup> in debt per capita, 39<sup>th</sup> in median household income, and 70<sup>th</sup> in unemployment. (*Municipal Fiscal Indicators*, CT Office of Policy & Management, Nov. 2012.)

Since the 2001 Plan of Conservation & Development (the "Plan") recommended preserving more open space, the Town has not only set aside open space acquisition funds in its capital reserve, but has bought over 100 acres of open space since 2010. According to the Statewide Comprehensive Outdoor Recreation Plan, Colchester has slightly more State-owned open space than other towns in Connecticut. However, Colchester has much less Town-owned open space than the State average. About 45% of all land in Colchester currently participates in the farm and forest components of the PA-490 program that reduces the tax burden on those parcels and spreads development out over time. Further, since the recommendation by the Town's 2001 Plan, the Town has established an Open Space Committee to assist in recommending open space for acquisition.

**TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET**

**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.

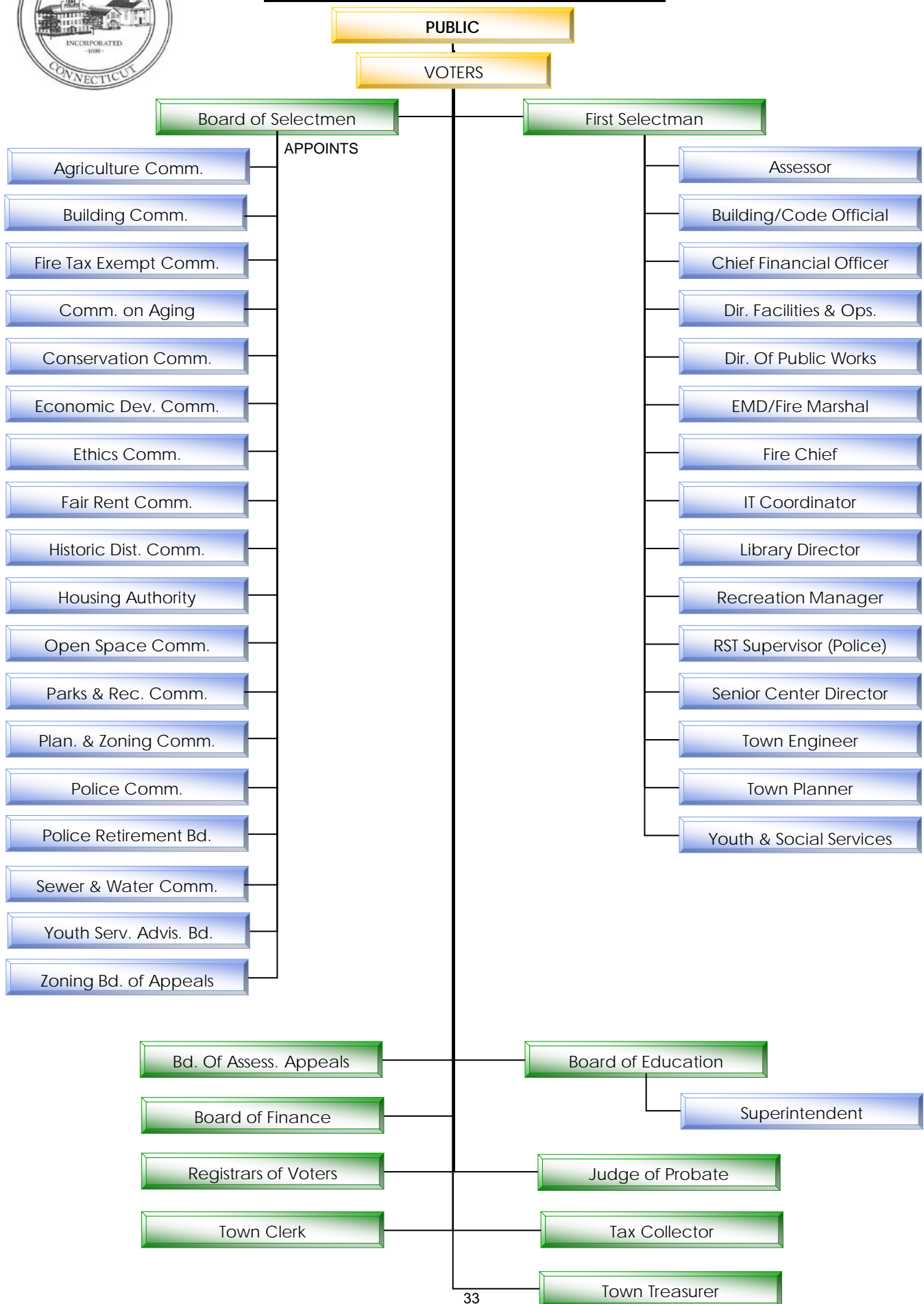
The Board of Finance is the budget-making authority and is responsible for financial and taxation matters, presenting the annual fiscal budget for Town Meeting and referendum approval and establishing the tax rate.

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**

**Gregg Schuster, First Selectman**  
**Rosemary Coyle**  
**Stan Soby**

**Gregory Cordova**  
**James Ford**

### **Board of Finance**

**Robert Tarlov, Chairman**  
**Cathy Pompei**  
**Robert Esteve**

**Thomas Kane**  
**Art Shilosky**  
**John Ringo**

### **Board of Education**

**Ronald Goldstein, Chairman**  
**Donald Kennedy**  
**Bradley Bernier**  
**Michael Egan**

**John Reeve**  
**Mitchell L. Koziol**  
**Mary Tomasi**

### **Administration**

**Chief Financial Officer**  
**Town Clerk**  
**Town Treasurer**  
**Tax Collector**  
**Superintendent of Schools**

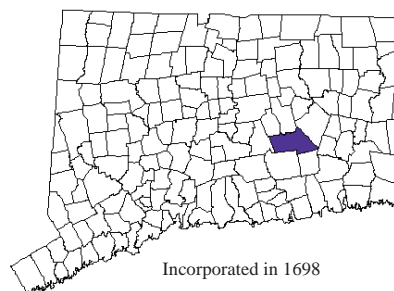
**Maggie Cosgrove**  
**Nancy Bray**  
**Gregg G. LePage**  
**Tricia Coblentz**  
**Jeff Mathieu**

# Colchester, Connecticut

## CERC Town Profile 2012

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



Incorporated in 1698

### Demographics

<i>Population (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	<i>Race/Ethnicity (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>
1990	10,980	254,957	3,287,116	White	15,294	228,237	2,800,328
2000	14,551	259,088	3,405,565	Black	271	16,228	365,949
2011	16,306	277,700	3,610,073	Asian Pacific	226	11,708	138,364
2016	17,170	292,047	3,754,486	Native American	83	2,537	11,369
'11-'16 Growth / Yr	1.0%	1.0%	0.8%	Other/Multi-Race	432	18,990	294,063
				Hispanic (any race)	594	25,778	512,039
Land Area (sq. miles)	49	666	5,009	<i>Poverty Rate (2010)</i>	2.6%	7.2%	9.2%
Pop./ Sq. Mile (2011)	332	417	721	<i>Educational Attainment (2011)</i>			
Median Age (2011)	41	40	40	Persons Age 25 or Older	<i>Town</i>	<i>%</i>	<i>State</i>
Households (2011)	6,059	108,680	1,391,975	High School Graduate	3,251	30%	702,670
Med HH Inc. (2011)	\$94,577	\$68,884	\$70,705	Some College	2,834	26%	594,209
				Bachelors or More	4,431	40%	883,658
<i>Age Distribution (2011)</i>							
	<i>0-4</i>	<i>5-17</i>	<i>18-24</i>	<i>25-49</i>	<i>50-64</i>	<i>65+</i>	<i>Total</i>
Male	534 3%	1,439 9%	917 6%	2,613 16%	1,690 10%	1,138 7%	8,331
Female	504 3%	1,273 8%	698 4%	2,619 16%	1,501 9%	1,380 8%	7,975
County Total	15,861 6%	44,714 16%	27,651 10%	94,194 34%	55,872 20%	39,408 14%	277,700
State Total	217,641 6%	611,932 17%	343,959 10%	1,213,300 34%	711,463 20%	511,778 14%	3,610,073

### Economics

<i>Business Profile (2005)</i>			<i>% of Total</i>			<i>Top Five Grand List (2009)</i>			<i>Amount</i>		<i>% of Net</i>
<u><i>Sector</i></u>	<u><i>Establishments</i></u>	<u><i>Employment</i></u>									
Agriculture	3.5%	1.8%	Country Place of Colchester			\$10,554,500			0.8%		
Const. and Mining	18.3%	7.9%	CT Light & Power Co.			\$9,838,680			0.8%		
Manufacturing	4.5%	6.7%	SS1 Colchester			\$8,104,000			0.6%		
Trans. and Utilities	2.3%	4.0%	White Oak Development			\$4,572,330			0.4%		
Trade	19.7%	25.0%	Genesis Health Ventures of Bloomfield			\$4,270,300			0.3%		
Finance, Ins. and Real Estate	6.8%	3.9%	Net Grand List (2009)			\$1,275,361,503					
Services	41.8%	46.5%	<i>Top Five Major Employers (2006)</i>								
Government	3.1%	4.2%	Alpha Q			Liberty Specialty Care Center					
			Harrington Court/Genesis Elder C			M&J Bus Company					
			Laidlaw								
						<i>Town</i>			<i>State</i>		
			<i>Retail Sales (2007)</i>			\$241,237,542			\$136,936,194,241		
			<i>All Outlets</i>								

### Education

<i>2009-2010 School Year</i>	<i>Town</i>	<i>State</i>	<i>Connecticut Mastery Test Percent Above Goal</i>						
Total Town School Enrollment	3,210	552,782		<i>Grade 4</i>	<i>Grade 6</i>	<i>Grade 8</i>			
Most public school students in Colchester attend Colchester School District, which has 3,180 students.				<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>
				Reading	73 61	75 69	72 69		
				Math	75 64	77 69	70 65		
				Writing	76 64	59 62	64 67		
								<i>Average SAT Score</i>	
								<i>Town</i>	<i>State</i>
<i>For more education data please see:</i>	<i>Students per Computer</i>	<i>Town</i>	<i>State</i>	<i>Average Class Size</i>					
<a href="http://www.state.ct.us/sde/">http://www.state.ct.us/sde/</a>	Elementary:	2.9	4.1	Grade K 18.5	Grade 2 21.5	Reading	496	503	
	Middle:	3.2	2.8	Grade 5 22.4	Grade 7 20.4	Writing	498	506	
	Secondary:	3.2	2.7	High School 18.3		Math	501	508	

### Government

Government Form: Selectman-Town Meeting				Annual Debt Service (2010)	\$3,869,073
				As % of Expenditures	8.0%
Total Revenue (2010)	\$48,331,453	Total Expenditures (2010)	\$48,643,210	Eq. Net Grand List (2008)	\$1,752,979,789
Tax Revenue	\$30,313,052	Education	\$35,813,628	Per Capita	\$114,432
Non-tax Revenue	\$18,018,401	Other	\$12,829,582	As % of State Average	69%
Intergovernmental	\$16,597,510	Total Indebtness (2010)	\$21,000,000	Date of Last Revaluation (2009)	2006
Per Capita Tax (2010)	\$1,971	As % of Expenditures	43.2%	Moody's Bond Rating (2009)	A1
As % of State Average	79.5%	Per Capita	\$1,365	Actual Mill Rate (2010)	23.65
				Equalized Mill Rate (2010)	17.15
				% of Grand List Com/Ind (2007)	7.8%

### Housing/Real Estate

<i>Housing Stock (2009)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	Owner Occupied Dwellings (2009)	4,189	64,162	812,964
Existing Units (total)	5,985	117,950	1,452,007	As % Total Dwellings	70%	55%	57%
% Single Unit	77.8%	69.2%	64.8%	Subsidize Housing (2008)	439	12,075	149,355
New Permits Auth. (2009)	23	427	3,786	<i>Distribution of House Sales (2009)</i>			
As % Existing Units	0.38%	0.36%	0.26%	Number of Sales			
Demolitions (2009)	2	46	1,219	Less than \$100,000	6	55	346
House Sales (2009)	122	1,204	14,696	\$100,000-\$199,999	31	277	3,539
Median Price	\$235,500	\$250,000	\$265,000	\$200,000-\$299,999	55	479	4,847
Built Pre 1950 share (2000)	16.3%	32.7%	31.5%	\$300,000-\$399,999	23	204	2,510
				\$400,000 or More	7	189	3,454

### Labor Force

<i>Place of Residence (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	<i>Commuters (2000)</i>			
Labor Force	9,307	151,676	1,918,145	Commuters into Town from:	Town Residents Commuting to:		
Employed	8,570	138,558	1,749,489	Colchester	1,614	Colchester	1,614
Unemployed	737	13,118	170,828	Norwich	258	Hartford	832
Unemployment Rate	7.9%	8.6%	8.9%	East Haddam	238	Glastonbury	400
<i>Place of Work (2011)</i>				Lebanon	190	East Hartford	358
# of Units	339	6,888	103,381	Windham	129	Norwich	340
Total Employment	3,490	88,797	1,612,373	Salem	121	Middletown	323
2000-'11 Growth AAGR	0.0%	-2.9%	-0.3%	Hebron	119	Groton	307
Mfg Employment	150	14,247	166,279	East Hampton	94	Waterford	206
				Griswold	79	Manchester	206
				Manchester	74	Ledyard	157

### Other Information

<i>Banks (2007)</i>	<i>Town</i>	<i>State</i>	<i>Residential Utilities</i>				
	4	1,029	Electric Provider				
<i>Crime Rate (2009)</i>			Connecticut Light & Power				
Per 100,000 Residents	60	298	(800) 286-2000				
<i>Library (2010)</i>	<i>Town</i>		Gas Provider				
Total Volumes	68,205		na				
Circulation Per Capita	10.0		na				
			Water Provider				
			Connecticut Water Company				
			(800) 286-5700				
			Cable Provider				
			COMCAST/NORWICH				
			(800) 266-2278				

## SECTION TWO

# Budget Summary & Overview







## Section Two – Budget Summary and Overview

### Item

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



### **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 the 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.

#### **April - 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.

**TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET**

**BUDGET CALENDAR**

**MARCH**

<b>4 – Board of Finance</b> (Town & BOE Budget Presentations)	7:00PM	Town Hall
<b>5 – Board of Finance</b> (Revenue)	7:00PM	Town Hall
<b>6 – Board of Finance</b> (Budget Review & Next Steps)	7:00PM	Town Hall
<b>7 – Board of Selectmen</b>	7:00PM	Town Hall
<b>12 – Board of Education</b>	7:00PM	CES
<b>13 – Board of Finance</b>	7:00PM	Town Hall
<b>18 – Board of Finance</b>	7:00PM	Town Hall
<b>19 – Board of Finance</b>	7:00PM	Town Hall
<b>20 – Board of Finance</b>	7:00PM	Town Hall
<b>21 – Board of Selectmen</b>	7:00PM	Town Hall

**APRIL**

<b>1 – Budget Public Hearing</b>	7:00 PM	Town Hall
<b>2 – Budget Public Hearing</b>	7:00 PM	Town Hall
<b>3 – Board of Finance</b>	7:00 PM	Town Hall
<b>4 – Board of Selectmen</b>	7:00 PM	Town Hall
<b>9 – Board of Education</b>	7:00 PM	CES
<b>17 – Board of Finance</b>	7:00 PM	Town Hall
<b>18 – Board of Selectmen</b>	7:00 PM	Town Hall
<b>24 – Town Meeting</b>	7:00 PM	Town Hall

**MAY**

<b>1 – Board of Finance</b>	7:00 PM	Town Hall
<b>2 – Board of Selectmen</b>	7:00 PM	Town Hall
<b>7 – Budget Referendum</b>	6am – 8pm	Town Hall

### **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 Town balanced the FY 13-14 budget with a property tax increase and without an appropriation of fund balance.

*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.

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**General Fund Revenues and Expenditures**

	<b><u>Actual 2011-2012</u></b>	<b><u>Actual 2010-2011</u></b>	<b><u>Actual 2009-2010</u></b>	<b><u>Actual 2008-2009</u></b>	<b><u>Actual 2007-2008</u></b>
<b>Revenues</b>					
Property taxes	\$33,794,551	\$32,548,912	\$30,313,052	\$29,517,925	\$28,680,150
Intergovernmental revenues	19,517,186	16,821,153	16,597,510	18,522,145	18,442,383
Revenues from use of money	48,747	27,499	23,792	148,181	400,994
Charges for services and assessments	502,588	497,629	557,770	499,254	533,490
Licenses, permits and fees	656,649	638,568	727,187	578,195	781,336
Other	122,060	131,475	112,142	161,583	187,483
<b>Total revenues</b>	<b>54,641,781</b>	<b>50,665,236</b>	<b>48,331,453</b>	<b>49,427,283</b>	<b>49,025,836</b>
<b>Expenditures</b>					
Current:					
General government	3,649,080	3,427,070	3,391,100	3,112,367	2,909,923
Public works	2,440,714	2,468,024	2,102,583	2,272,385	2,011,002
Public safety	2,139,001	1,943,222	1,974,357	2,028,134	1,886,200
Civic and cultural	1,254,771	1,196,544	1,245,111	1,319,120	1,304,730
Health and welfare	434,075	422,047	425,473	429,244	403,914
Education	40,492,902	36,998,747	35,813,628	36,921,607	35,822,916
Debt service	2,914,282	3,693,538	3,690,958	3,945,936	4,568,424
<b>Total expenditures</b>	<b>53,324,825</b>	<b>50,149,192</b>	<b>48,643,210</b>	<b>50,028,793</b>	<b>48,907,109</b>
Excess (deficiency) of revenues over expenditures	1,316,956	516,044	(311,757)	(601,510)	118,727
Other financing sources (uses):					
Operating transfers in	214,746	--	--	--	--
Operating transfers out	(583,058)	(278,003)	(216,977)	(311,331)	(329,395)
<b>Total other financing sources (uses)</b>	<b>(368,312)</b>	<b>(278,003)</b>	<b>(216,977)</b>	<b>(311,331)</b>	<b>(329,395)</b>
<b>Extraordinary item</b>					
State teachers' on-behalf payments	--	--	--	--	(10,033,000)
State teachers' on-behalf revenue	--	--	--	--	10,033,000
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses	948,644	238,041	(528,734)	(912,841)	(210,668)
Fund balance, beginning of year	3,615,325	3,377,284	3,906,018	4,818,859	5,029,527
Fund balance, end of year	\$4,563,969	\$3,615,325	\$3,377,284	\$3,906,018	\$4,818,859

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



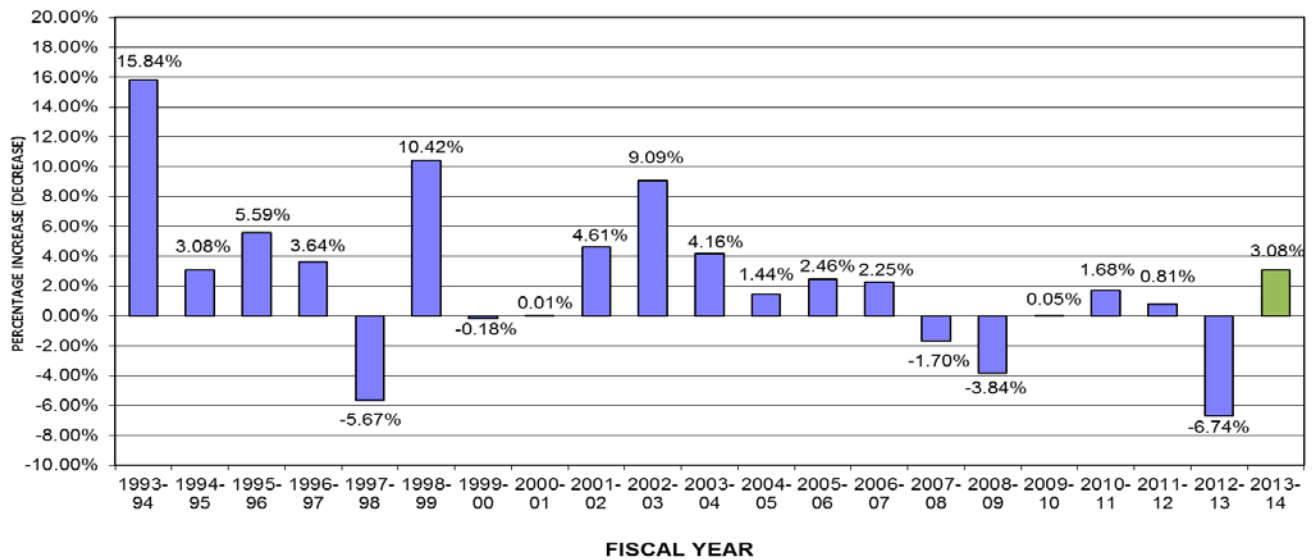
TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**BUDGET HISTORY - Town Operating, Debt Service & Capital**

<b>FISCAL YEAR</b>	<b>ADOPTED BUDGET</b>	<b>DOLLAR INCREASE</b>	<b>PERCENT INCREASE</b>	<b>MILL RATE</b>
1993-94	\$ 9,362,186	\$ 1,280,230	15.84%	23.63
1994-95	9,650,327	288,141	3.08%	23.63
1995-96	10,189,807	539,480	5.59%	24.45
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	(532,636)	-3.84%	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

(1) Revaluation Year

**TOWN OF COLCHESTER  
PERCENTAGE BUDGET INCREASE  
BUDGET YEARS 1994 - 2014**



**TOWN OF COLCHESTER  
FY 2013-2014 ADOPTED BUDGET**

**MUNICIPAL EMPLOYEE HISTORY\***

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
General Government	103	105	106	105	105	103

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

**EMPLOYEE BARGAINING ORGANIZATIONS**

<u>Employees</u>	<u>Bargaining Unit</u>	<u>Contract Expiration Date</u>	<u>FY 2013-14 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/13	Neg. <sup>1</sup>
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/14	3.25%
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/12	Neg. <sup>1</sup>
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/14	2.50%
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/15	3.00%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/13	Neg. <sup>1</sup>

**EMPLOYEE COMPENSATION**

<u>Employees</u>	<u>No. of Employees<sup>2</sup></u>	<u>Salaries &amp; Wages<sup>2</sup></u>
Public Works	19	\$844,353
Town Clerical	14	\$614,248
Fire/Ambulance	6	\$284,031
Administrators	11	\$781,018
Police	11	\$729,530
Library	5	\$200,054
Non-Union	11	\$544,791
Elected	3	\$199,029
<b>TOTAL</b>	<b>80</b>	<b>\$4,197,054</b>

**EMPLOYEE BENEFITS**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Health Insurance Cost	\$782,570	\$1,016,477	\$1,045,629	\$1,122,201	\$802,350	\$1,002,760

<sup>1</sup> Contracts currently in negotiations

<sup>2</sup> Represents full-time and permanent part-time employees receiving benefits included in proposed budget

# **REVENUE SUMMARY**

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

	FY 2010-2011 Actual Revenues	FY 2011-2012 Actual Revenues	FY 2012-2013 Adopted Budget	FY 2012-2013 Projected Actuals	FY 2013-2014 Adopted Budget
<b>REVENUES:</b>					
<b>Property Taxes:</b>					
Current taxes	31,793,600	33,250,044	33,587,483	33,620,439	35,829,295
Delinquent taxes	486,405	317,379	400,000	400,000	325,000
Interest & lien fees	268,907	227,128	225,000	225,000	150,000
Total property taxes	32,548,912	33,794,551	34,212,483	34,245,439	36,304,295
<b>Intergovernmental:</b>					
Property Tax Relief Revenue Sharing	0	187,394	179,000	156,437	0
Hold Harmless Grant	0	0	0	0	228,664
In lieu of taxes - PILOT	49,800	50,470	50,449	49,876	0
Manufacturing Machinery & Equipment	31,069	0	0	0	0
Manufacturing Transition Grant	0	0	0	30,957	0
Mashantucket Pequot/Mohegan Fund	71,152	73,709	70,147	72,723	9,470
Boat Registrations	2,641	0	0	0	0
Distribution to Towns	9,930	16,335	12,000	16,000	16,000
Elderly Freeze	2,000	2,000	0	2,000	0
Disability Exemptions	1,604	1,721	1,721	1,969	2,000
Elderly Circuit Breaker	47,773	48,263	55,702	50,265	56,900
Additional Veterans Exemptions	4,791	5,081	5,511	6,386	7,000
Local Capital Improvement	119,496	120,273	119,496	118,307	181,560
Youth Services Grant	18,753	18,753	18,750	18,750	18,750
Library Grant	6,821	5,653	5,239	5,122	4,400
Emergency Management	2,538	0	0	1,905	3,905
FEMA - Emergency Snow Removal	0	0	0	0	0
Total	368,368	529,652	518,015	530,697	528,649
<b>Intergovernmental - Education:</b>					
ECS	11,631,081	13,550,768	13,723,859	13,759,484	13,773,810
Transportation	240,726	216,872	197,226	203,047	0
Special Education	682,530	782,328	450,000	434,465	450,000
School Building Grants	943,448	595,566	0	0	0
Total	13,497,785	15,145,534	14,371,085	14,396,996	14,223,810
Total intergovernmental	13,866,153	15,675,186	14,889,100	14,927,693	14,752,459

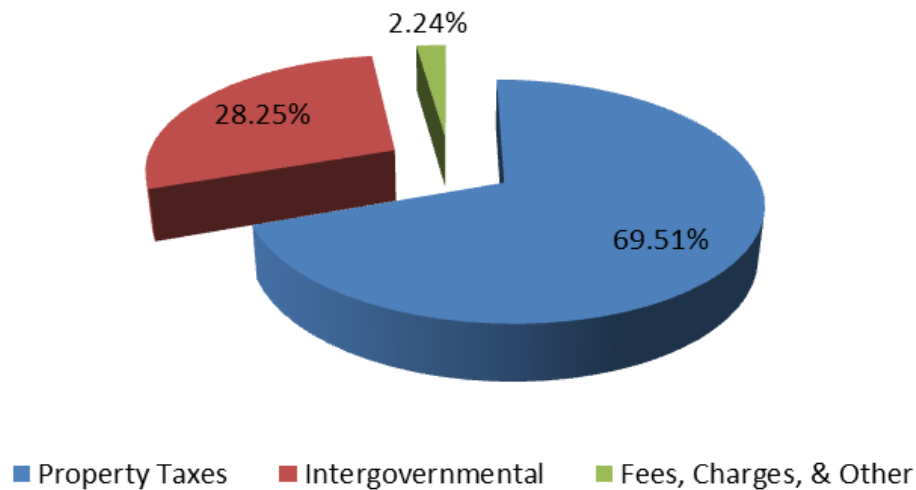
TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

	<b>FY 2010-2011 Actual Revenues</b>	<b>FY 2011-2012 Actual Revenues</b>	<b>FY 2012-2013 Adopted Budget</b>	<b>FY 2012-2013 Projected Actuals</b>	<b>FY 2013-2014 Adopted Budget</b>
<b>Charges for Services:</b>					
Sanitarian Fees	11,415	0	0	0	0
Restaurant Inspection Fees	1,510	0	0	0	0
Ambulance Fees	472,637	493,174	475,000	475,000	475,000
Recreation Fees	12,067	9,414	12,000	10,500	11,500
Total charges for services	497,629	502,588	487,000	485,500	486,500
<b>Revenues from use of money:</b>					
Investment interest earnings	27,499	48,747	50,000	50,000	52,500
<b>Licenses/permits/fees:</b>					
Vendor permits	635	660	250	400	400
Copier fees	16,041	17,304	14,300	16,956	16,650
ZBA fees	0	150	1,000	350	1,000
Conservation Commission fees	3,835	4,808	5,500	3,500	5,500
Zoning and Planning fees	15,195	18,071	12,000	12,000	12,000
Building fees	216,244	188,319	160,000	170,000	170,000
Fire marshal inspection fees	150	240	100	240	200
Conveyance tax	120,941	107,315	100,000	108,000	108,000
Town Clerk fees	103,375	99,225	85,900	105,000	105,000
Sports licenses	589	614	300	518	520
Land Records - Town	3,117	3,029	2,200	3,400	3,400
Pistol permits	5,390	7,490	4,500	10,500	8,050
Road inspection fees	8,183	33,744	24,279	3,948	4,100
Transfer Station fees	126,969	156,554	155,000	131,000	135,000
Library fines & fees	13,773	15,123	14,500	14,000	15,000
Dial-A-Ride	4,131	4,003	4,000	4,000	4,000
Total licenses/permits/fees	638,568	656,649	583,829	583,812	588,820

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

	FY 2010-2011 Actual Revenues	FY 2011-2012 Actual Revenues	FY 2012-2013 Adopted Budget	FY 2012-2013 Projected Actuals	FY 2013-2014 Adopted Budget
<b>Other revenues:</b>					
Tuition	16,036	12,730	0	23,190	15,030
Telecommunication property tax	43,871	45,718	0	0	0
Elderly Housing/Dublin Village	14,867	13,499	14,500	13,500	13,500
Miscellaneous	14,309	20,142	12,000	12,000	12,000
Insurance Reimbursement	870	2,417	0	0	0
Recovery	41,592	0	0	0	0
Probate - Lebanon share	1,118	0	0	0	0
State Fund for Building Inspection fees	103	982	1,200	800	800
CIRMA Member Equity Distribution	0	26,892	31,414	31,414	0
	132,766	122,380	59,114	80,904	41,330
<b>Other financing sources:</b>					
Transfer from Capital Projects Funds	0	214,746	0	0	0
Use of Fund Balance	383,873	62,513	0	96,852	0
Total other financing sources	383,873	277,259	0	96,852	0
 Total revenues	 48,095,400	 51,077,360	 50,281,526	 50,470,200	 52,225,904

## Revenue Sources by Type



# **EXPENDITURE SUMMARY**

**TOWN OF COLCHESTER  
BUDGET SUMMARY BY FUNCTION**

	<b>ACTUAL EXPENDITURES <u>FY 2010-2011</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
GENERAL GOVERNMENT	3,237,541	3,457,972	3,266,599	3,203,779	3,516,486
PUBLIC SAFETY	1,942,915	2,135,524	2,211,618	2,247,784	2,334,112
PUBLIC WORKS	3,056,023	3,018,269	3,271,201	3,342,587	3,145,849
COMMUNITY & HUMAN SERVICES	1,218,159	1,301,225	1,385,631	1,301,521	1,436,721
DEBT	3,693,538	2,914,282	2,095,890	2,095,890	2,093,641
TRANSFERS	278,003	583,058	526,427	595,363	623,041
<b>TOTAL TOWN</b>	<b>13,426,179</b>	<b>13,410,330</b>	<b>12,757,366</b>	<b>12,786,924</b>	<b>13,149,850</b>
<b>BOARD OF EDUCATION</b>	<b>34,018,987</b>	<b>36,764,988</b>	<b>37,524,160</b>	<b>37,524,160</b>	<b>39,076,054</b>
<b>TOTAL BUDGET</b>	<b>47,445,166</b>	<b>50,175,318</b>	<b>50,281,526</b>	<b>50,311,084</b>	<b>52,225,904</b>



TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - GENERAL GOVERNMENT**

	<b><u>ACTUAL EXPENDITURES FY 2010-2011</u></b>	<b><u>ACTUAL EXPENDITURES FY 2011-2012</u></b>	<b><u>ADOPTED BUDGET FY 2012-2013</u></b>	<b><u>PROJECTED ACTUAL FY 2012-2013</u></b>	<b><u>ADOPTED BUDGET FY 2013-2014</u></b>
<b>LEGISLATIVE</b>					
BOARDS AND COMMISSIONS	20,954	20,347	24,979	24,792	27,314
<b>CONTINGENCY</b>					
CONTINGENCY	0	0	40,000	0	52,229
<b>MUNICIPAL MANAGEMENT</b>					
FIRST SELECTMAN	205,713	239,713	213,977	240,194	211,402
HUMAN RESOURCES	37,169	79,242	82,541	51,920	120,202
<b>FINANCE</b>					
FINANCE	253,416	259,883	272,022	269,034	270,208
TAX COLLECTOR	157,880	153,143	161,602	166,397	147,309
ASSESSOR	236,428	243,257	247,862	244,487	251,931
<b>DEVELOPMENT AND PLANNING</b>					
PLANNING CODE ADMINISTRATION	444,876	497,024	508,429	506,765	516,817
<b>TOWN CLERK</b>					
TOWN CLERK	177,326	184,993	193,606	190,197	196,733

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - GENERAL GOVERNMENT (CONTINUED)**

	<b>ACTUAL EXPENDITURES <u>FY 2010-2011</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
<b>REGISTRARS OF VOTERS</b>					
REGISTRARS OF VOTERS	43,328	57,099	63,529	61,051	69,074
<b>LEGAL &amp; INSURANCES</b>					
INSURANCES	1,585,870	1,635,965	1,350,978	1,349,981	1,567,296
PROBATE	6,013	5,249	4,836	4,836	4,558
<b>INFORMATION TECHNOLOGY</b>					
INFORMATION TECHNOLOGY	68,568	82,057	102,238	94,125	81,413
<b>TOTAL GENERAL GOVERNMENT</b>	<b>3,237,541</b>	<b>3,457,972</b>	<b>3,266,599</b>	<b>3,203,779</b>	<b>3,516,486</b>

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - PUBLIC SAFETY**

	<b>ACTUAL EXPENDITURES <u>FY 2010-2011</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
<b>POLICE PROTECTION</b>					
POLICE	1,020,079	1,096,221	1,109,031	1,147,920	1,193,510
<b>FIRE PROTECTION</b>					
FIRE	914,531	1,031,652	1,089,960	1,088,058	1,122,600
<b>EMERGENCY MANAGEMENT</b>					
EMERGENCY MANAGEMENT	8,305	7,651	12,627	11,806	18,002
<b>TOTAL PUBLIC SAFETY</b>	<b>1,942,915</b>	<b>2,135,524</b>	<b>2,211,618</b>	<b>2,247,784</b>	<b>2,334,112</b>

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - PUBLIC WORKS**

	<b>ACTUAL EXPENDITURES <u>FY 2010-2011</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
<b>PUBLIC WORKS</b>					
PUBLIC WORKS ADMINISTRATION	153,036	157,410	164,690	200,557	153,705
HIGHWAY	1,139,149	1,295,524	1,347,969	1,318,790	1,307,105
FLEET MAINTENANCE	322,931	342,871	366,718	362,688	362,313
GROUNDS MAINTENANCE	401,784	389,424	425,162	409,786	416,142
SNOW REMOVAL	530,756	294,676	419,396	507,327	410,890
FACILITIES	189,965	188,131	192,106	186,152	144,335
<b>ENGINEERING</b>					
ENGINEERING	95,748	98,538	102,319	102,293	104,985
<b>TRANSFER STATION</b>					
TRANSFER STATION	222,654	251,695	252,841	254,994	246,374
<b>TOTAL PUBLIC WORKS</b>	<b>3,056,023</b>	<b>3,018,269</b>	<b>3,271,201</b>	<b>3,342,587</b>	<b>3,145,849</b>

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - COMMUNITY & HUMAN SERVICES**

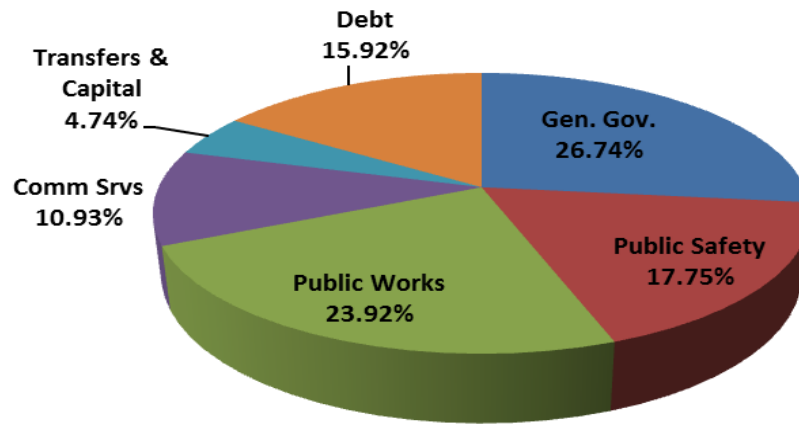
	<b>ACTUAL EXPENDITURES <u>FY 2010-2011</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
<b>YOUTH &amp; SOCIAL SERVICES</b>					
YOUTH & SOCIAL SERVICES	260,619	304,245	313,546	298,400	330,300
<b>HEALTH</b>					
HEALTH	162,780	130,424	132,759	132,759	136,289
<b>LIBRARY</b>					
CRAGIN LIBRARY	492,162	519,266	545,053	534,163	533,165
<b>RECREATION</b>					
RECREATION	72,316	99,064	138,539	111,986	175,357
<b>SENIOR SERVICES</b>					
SENIOR SERVICES	230,282	248,226	255,734	224,213	261,610
<b>TOTAL COMMUNITY &amp; HUMAN SERVICES</b>	<b>1,218,159</b>	<b>1,301,225</b>	<b>1,385,631</b>	<b>1,301,521</b>	<b>1,436,721</b>

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - DEBT & TRANSFERS**

	<b>ACTUAL EXPENDITURES <u>FY 2010-2011</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
<b>DEBT</b>					
DEBT SERVICE	3,693,538	2,914,282	2,095,890	2,095,890	2,093,641
<b>TRANSFERS</b>					
OTHER FINANCING USES	278,003	583,058	526,427	595,363	623,041
<b>TOTAL DEBT &amp; TRANSFERS</b>	<b>3,971,541</b>	<b>3,497,340</b>	<b>2,622,317</b>	<b>2,691,253</b>	<b>2,716,682</b>

**Expenditures by Type**



TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**SUMMARY - EDUCATION**

	<b>ACTUAL EXPENDITURES <u>FY 2010-2011*</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2011-2012**</u></b>	<b>ADOPTED BUDGET <u>FY 2012-2013</u></b>	<b>PROJECTED ACTUAL <u>FY 2012-2013</u></b>	<b>ADOPTED BUDGET <u>FY 2013-2014</u></b>
<b>EDUCATION</b>	<b>34,018,987</b>	<b>36,764,988</b>	<b>37,524,160</b>	<b>37,524,160</b>	<b>39,076,054</b>

\*FY 2010-2011 expenditures exclude \$1,932,716 of Federal ARRA - State Fiscal Stabilization Funds and \$232,040 of Federal Jobs Bill grant funds paid directly to the Board of Education

\*\*FY 2011-2012 expenditures exclude \$571,778 of Federal Jobs Bill grant funds paid directly to the Board of Education





## SECTION THREE

# Taxation & Collections





**TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET**

## **Section Three – Taxation & Collections**

**Item** \_\_\_\_\_

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



**Town of Colchester  
FY 2013-2014 Adopted Budget  
Budget Summary & Mill Rate Calculation**

**BUDGET SUMMARY**

	<b>EDUCATION</b>	<b>TOWN</b>	<b>DEBT SERVICE</b>	<b>TRANSFERS/ CAPITAL</b>	<b>TOTAL</b>
<b>Appropriations</b>	<b>39,076,054</b>	<b>10,433,168</b>	<b>2,093,641</b>	<b>623,041</b>	<b>52,225,904</b>
<b>Estimated Revenue</b>	<b>14,238,840</b>	<b>2,157,769</b>	<b>0</b>	<b>0</b>	<b>16,396,609</b>
<b>Amount to be Raised by Taxation</b>	<b>24,837,214</b>	<b>8,275,399</b>	<b>2,093,641</b>	<b>623,041</b>	<b>35,829,295</b>
<b>MILLS</b>	<b>20.66</b>	<b>6.88</b>	<b>1.74</b>	<b>0.52</b>	<b>29.80</b>

**MILL RATE CALCULATION**

	<b>DOLLARS</b>	<b>MILLS</b>
<b>Amount to be Raised by Taxation</b>	<b>35,829,295</b>	<b>29.80</b>
<b>Reserve for Uncollected Revenue (estimated 98.4% collection rate)</b>	<b>573,269</b>	<b>0.48</b>
<b>TOTAL TAX WARRANT</b>	<b>36,402,564</b>	<b>30.28</b>

<b>Grand List</b>	<b>1,188,603,420</b>	<b>2013-14 Adopted Mill Rate</b>	<b>30.28</b>
<b>Estimated Prorates</b>	<b>1,800,000</b>	<b>2012-13 Mill Rate</b>	<b>28.80</b>
<b>M. V. Supplement</b>	<b>14,400,000</b>	<b>Increase in Mill Rate</b>	<b>1.48</b>
<b>Less Estimated BAA and adjustments</b>	<b><u>(2,500,000)</u></b>		
<b>List Net</b>	<b>1,202,303,420</b>		

Dated: May 7, 2013

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**Principal Taxpayers**

Name	Nature of Business	Taxable Valuation as of 10/01/2011	Percent of Net Taxable Grand List <sup>1</sup>
Connecticut Light & Power Company	Utility	\$10,689,750	0.91
Country Place of Colchester LTD Partners	Housing Development	9,211,100	0.78
SS1 Colchester, LLC	Grocery Store	7,232,900	0.61
EAN Holdings LLC	Leasing Company	4,877,430	0.41
Norwich, City of	Utility	4,835,900	0.41
White Oak Development LLC	Housing Development	4,126,990	0.35
Alpha Q Inc	Aerospace Manufacturing	3,944,860	0.34
Genesis Health Ventures of Bloomfield Inc.	Convalescent Home	3,750,200	0.32
GAIA Colchester LLC	Manufacturing/Distribution	3,706,910	0.32
Sharr Realty LLC	Commercial Leasing	<u>3,518,000</u>	<u>0.30</u>
<b>TOTAL</b>		<b>\$55,894,040</b>	<b>4.75</b>

<sup>1</sup> Based on 2011 Net Taxable Grand List of \$1,176,520,440.

**Property Tax Levies and Collections**

Fiscal Year Ended 6/30	Net Taxable Grand List (000s)	Mill Rate	Total Adjustable Tax Levy	Percent of Annual Levy Collected at End of Fiscal Year	Percent of Annual Levy Uncollected at End of Fiscal Year	Percent of Annual Levy Uncollected as of 5/31/13
<b>2013</b>	\$1,176,520	28.80	\$34,173,575*	98.3*	1.7*	1.74*
<b>2012</b>	1,297,281	25.85	33,774,748	98.4	1.6	0.46
<b>2011</b>	1,275,362	25.07	32,238,714	98.6	1.4	0.23
<b>2010</b>	1,268,249	23.65	30,066,131	98.3	1.7	0.27
<b>2009</b>	1,249,469	23.01	28,929,185	98.4	1.6	0.30
<b>2008</b>	1,223,766	23.01	28,443,115	97.7	2.3	0.27
<b>2007</b>	860,497	32.47	28,363,487	97.4	2.6	0.37
<b>2006</b>	826,761	31.75	26,735,437	97.8	2.2	0.28

\*Numbers reflect the most recent information available, as of 05/31/2013.

## SECTION FOUR

# Department Operating Budgets







TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**Section Four – FY 2013-2014 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  
FY2013-2014 ADOPTED BUDGET**

## **General Government**

### **Departments**

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



**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**BOARDS & COMMISSIONS**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Overtime	1,170	1,397	1,655	3,207	3,914
Contractual, Temporary, Occasional Payroll	1,839	2,160	3,980	2,340	3,900
FICA	104	202	244	245	300
Office Supplies	152	193	175	175	175
Mileage, Training & Meetings	50	50	310	210	310
Professional Memberships	0	0	50	0	50
Financial & Accounting	12,760	12,760	12,760	12,760	12,760
Professional Services	3,750	3,500	4,050	4,250	4,400
Postage	89	35	225	150	225
Legal Notices	190	50	380	205	380
Printing & Publications & Publications	850	0	900	1,250	900
Annual Report	0	0	250	0	0
<b>TOTAL</b>	<b>20,954</b>	<b>20,347</b>	<b>24,979</b>	<b>24,792</b>	<b>27,314</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11105 - BOARDS AND COMMISSIONS</b>				
<b>40103 - OVERTIME</b>				<b>3,914</b>
Meeting Clerk - Board of Finance	1.00	2,253.00	2,253	
Meeting Clerk - Board of Assessment Appeals	1.00	1,200.00	1,200	
Meeting Clerk - Historic District Commission	1.00	461.00	461	
<b>40105 - CONTR TEMP OCCAS</b>				<b>3,900</b>
Meeting Clerk - Police Retirement Board	4.00	60.00	240	
Meeting Clerk - Ethics Commission	6.00	60.00	360	
Meeting Clerk - Economic Development	12.00	60.00	720	
Meeting Clerk - Fair Rent Commission	4.00	60.00	240	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
Meeting Clerk - WJJMS/Community Center/Senior Center Building Project	24.00	60.00	1,440	
<b>41230 - FICA</b>				<b>300</b>
FICA for Meeting Clerk's wages - Board of Finance	1.00	173.00	173	
FICA for Meeting Clerk's wages - Board of Assessment Appeals	1.00	92.00	92	
FICA for Meeting Clerk's wages - Historic District Commission	1.00	35.00	35	
<b>42301 - OFFICE SUPPLIES</b>				<b>175</b>
Board of Assessment Appeals	1.00	25.00	25	
Economic Development Commission	1.00	75.00	75	
Historic District Commission	1.00	75.00	75	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>310</b>
CT Public Pension Forum conferences - Police Retirement Board	2.00	50.00	100	
Training seminars for BAA board members	3.00	50.00	150	
Economic Development Commission	1.00	60.00	60	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>50</b>
CT Public Pension Forum membership - Police Retirement Board	1.00	50.00	50	
<b>44202 - FINANCIAL &amp; ACCOUNTING</b>				<b>12,760</b>
Independent audit \$44,000 (Town \$12,760, BOE \$20,240 & S/W \$11,000)	1.00	12,760.00	12,760	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>4,400</b>
Actuarial services - Police Defined Benefit pension plan	1.00	3,750.00	3,750	
Economic Development - Assistance with Plan development for revitalization, etc	1.00	150.00	150	
Historic District Commission	1.00	500.00	500	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44217 - POSTAGE</b>				<b>225</b>
Board of Finance	1.00	75.00	75	
Economic Development Commission	1.00	75.00	75	
Historic District Commission	1.00	75.00	75	
<b>44230 - LEGAL NOTICES</b>				<b>380</b>
Board of Assessment Appeals	1.00	30.00	30	
Historic District Commission	1.00	350.00	350	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>900</b>
Board of Finance - Printing of budget information	1.00	750.00	750	
Economic Development Commission - Brochures to promote business growth	1.00	150.00	150	
<b>TOTAL BOARDS AND COMMISSIONS</b>				<b>27,314</b>



**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2011-2012 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2012-2013 ADOPTED <u>BUDGET</u></b>	<b>FY 2012-2013 PROJECTED <u>ACTUALS</u></b>	<b>FY 2013-2014 ADOPTED <u>BUDGET</u></b>
Contingency	0	0	40,000	0	52,229
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>52,229</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11110 - CONTINGENCY</b>				
<b>50900 - CONTINGENCY</b>				<b>52,229</b>
Reserve for unanticipated expenditures	1.00	52,229.00	52,229	
<b>TOTAL CONTINGENCY</b>				<b>52,229</b>



**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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)

## 2012 – 2013 Accomplishments

- Energy Performance Contract for Town and School Facilities
- Analyze and recommend appropriate Council of Governments for Colchester
- Hold Volunteer Fair to assist in filling board/commission vacancies
- Successful negotiation of one union contract
- Completed analysis of Town Hall hours with regards to public access and recommended to keep hours of operation 'as-is'
- Updated Sunday Alcohol Sales ordinance
- Updated Open Space Advisory Committee ordinance
- Partnered with Connecticut Conference of Municipalities to offer residents of Colchester the free Prescription Drug Discount Card

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Board of Selectmen Agenda Items Acted On:	315	329
• Union Contracts Negotiated/Amended:	2	3
• Citizen Issues Addressed*:	2,800	2,428

\*does not account for all calls and visits taken during emergency storms

## 2013 – 2014 Objectives

- Assist in development of Fire Department Strategic Plan
- Update personnel policy
- Development of Continuation of Operations Plan (COOP)
- Community decision on WJJMS Renovation Project
- Update of Building and Code Administration Fee Ordinance
- Community decision on Blight Ordinance
- Development and passage of Sidewalk Fee-in-Lieu ordinance
- Successful negotiation of three union contracts
- Strive to keep appointed boards and commissions 95% full

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**FIRST SELECTMAN**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	135,524	138,998	138,944	138,944	138,991
Overtime	0	9	0	0	0
Contractual, Temporary, Occasional Payroll	346	1,731	1,500	400	500
Employee Related Insurances	331	331	332	317	317
FICA & Retirement	17,557	18,051	18,356	18,261	18,285
Copier	3,651	4,330	4,688	4,582	4,500
Office Supplies	1,161	2,277	1,400	1,400	1,250
Technical Reference Materials	0	0	200	150	200
Mileage, Training & Meetings	522	1,384	1,000	1,200	1,250
Professional Memberships	16,948	16,868	18,708	18,595	18,595
Legal	20,315	47,404	20,000	50,000	20,000
Professional Services	1,308	1,012	0	0	0
Postage	3,987	3,879	4,784	3,984	4,834
Legal Notices	476	97	250	0	500
Printing & Publications	0	55	0	65	0
Telephone	1,341	1,135	1,380	0	0
Hebron Tax	430	450	445	306	0
Equipment Repairs	0	0	150	150	150
Parades & Celebrations	1,816	1,702	1,840	1,840	2,030
<b>TOTAL</b>	<b>205,713</b>	<b>239,713</b>	<b>213,977</b>	<b>240,194</b>	<b>211,402</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11201 - FIRST SELECTMAN</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>138,991</b>
First Selectman	1.00	79,019.00	79,019	
Executive Assistant to the First Selectman	1.00	47,663.00	47,663	
Part-time Clerk (4 hrs/day)	1.00	12,309.00	12,309	
<b>40105 - CONTR TEMP OCCAS</b>				<b>500</b>
Temporary staff to cover vacation/leaves	1.00	500.00	500	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>317</b>
Life/AD&D Insurance	1.00	72.00	72	
Long Term Disability	1.00	245.00	245	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>18,285</b>
FICA & Medicare 7.65% of Gross Wages	1.00	10,684.00	10,684	
Defined Contribution 401(a) Plan @ 6%	1.00	7,601.00	7,601	
<b>42233 - COPIER</b>				<b>4,500</b>
Central copier - per copy charges	1.00	1,200.00	1,200	
Copy paper	1.00	312.00	312	
Central Copier - monthly lease payments	1.00	2,988.00	2,988	
<b>42301 - OFFICE SUPPLIES</b>				<b>1,250</b>
Paper, envelopes, letterhead, computer & printer supplies	1.00	1,250.00	1,250	
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>200</b>
Reference materials	1.00	200.00	200	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,250</b>
Mileage @ 56.5 cents/mile. Meetings, conferences, workshops	1.00	750.00	750	
Workshop & conference fees: FOI, accident investigation, risk management customer service, etc.	1.00	500.00	500	
Provides for selectmen registration fees as well as staff-wide mandated training on-site				
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>18,595</b>
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	80.00	80	
<b>44203 - LEGAL</b>				<b>20,000</b>



**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44217 - POSTAGE</b>				<b>4,834</b>
Postage	1.00	1,850.00	1,850	
Postage meter - quarterly lease payments	4.00	696.00	2,784	
First class mail permit	1.00	200.00	200	
<b>44230 - LEGAL NOTICES</b>				<b>500</b>
Meeting warnings	1.00	500.00	500	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>150</b>
Office Equipment Repairs	1.00	150.00	150	
<b>47242 - PARADES &amp; CELEBRATIONS</b>				<b>2,030</b>
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	300.00	300	
Meeting Clerk - Memorial Day Parade Committee	1.00	170.00	170	
Employee recognition & bereavement	1.00	160.00	160	
<b>TOTAL FIRST SELECTMAN</b>				<b>211,402</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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

**2012 – 2013 Accomplishments**

- Selection of an Employee Benefits Consultant
- Successful negotiation of Police Union contract
- Implementation of new health plans

**2013 – 2014 Objectives**

- Finalize updated Employee Handbook & Personnel Policies
- Successful negotiation of three union contracts (Clerical, Library, and Public Works)
- Joint strategy with Board of Education for health claims reduction

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**HUMAN RESOURCES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Office Supplies	0	179	150	150	150
Other Purchased Supplies	78	310	440	300	450
Technical Reference Materials	71	0	0	0	0
Mileage, Training & Meetings	0	147	300	200	300
Legal	28,963	52,803	45,000	45,000	45,000
Professional Services	4,983	22,384	22,500	2,870	3,440
Advertising	2,474	2,672	1,000	2,700	2,000
Printing & Publications	0	161	200	100	200
Programs	600	586	1,200	600	1,000
Contract Settlements	0	0	11,751	0	67,662
<b>TOTAL</b>	<b>37,169</b>	<b>79,242</b>	<b>82,541</b>	<b>51,920</b>	<b>120,202</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11205 - HUMAN RESOURCES</b>				
<b>42301 - OFFICE SUPPLIES</b>				<b>150</b>
General office & meeting supplies	1.00	150.00	150	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>450</b>
First Aid supplies, materials, etc.	1.00	450.00	450	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>300</b>
Workshops & updates (CPR, First Aid, etc.)	1.00	300.00	300	
<b>44203 - LEGAL</b>				<b>45,000</b>
<b>44208 - PROFESSIONAL SERVICES</b>				<b>3,440</b>
Section 125 Plan - Administrative Costs	12.00	30.00	360	
Required Physicals & Testing for employment	1.00	200.00	200	
Employee Assistance Program (EAP) fees	1.00	2,200.00	2,200	
Applicant tracking software	1.00	680.00	680	
<b>44231 - ADVERTISING</b>				<b>2,000</b>
Employment advertising	1.00	2,000.00	2,000	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>200</b>
Forms, booklets, and employee notifications	1.00	200.00	200	
<b>47282 - PROGRAMS</b>				<b>1,000</b>
Employee health and safety incentive programs	1.00	1,000.00	1,000	
<b>50950 - CONTRACT SETTLEMENTS</b>				<b>67,662</b>
Estimated salary & benefit increases for non-union employees and union contract settlements	1.00	67,662.00	67,662	
Fire, Library & Public Works union contracts in negotiation				
<b>TOTAL HUMAN RESOURCES</b>				<b>120,202</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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 workers 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)
Financial Administrator	(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)

## **2012 – 2013 Accomplishments**

- Issued audited financial statements for the fiscal year ended June 30, 2012 with unqualified audit opinion
- Issued State and Federal grant audit reports with no compliance or internal control findings
- Updated 5-year Capital Improvement Plan
- Developed funding plan for selected Energy Conservation projects in conjunction with Energy Services Company
- As of 12/31/12, increased the use of electronic payments to vendors to 12.5% of total payment transactions

## **2013 – 2014 Objectives**

- Issue audited financial statements for the fiscal year ended June 30, 2013 with an unqualified opinion
- Development of FY 2014-2015 Town & BOE annual operating budgets
- Increase the use of electronic payments to vendors (including purchasing cards and electronic funds transfer) to 25% of total payment transactions
- Develop funding plan for WJJMS/Community Center/Senior Center project in conjunction with Building Committee

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**FINANCE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	176,941	182,076	185,462	185,473	189,357
Overtime	0	28	0	0	0
Contractual, Temporary, Occasional Payroll	4,500	4,613	9,113	8,613	4,613
Employee Related Insurances	746	746	753	718	724
FICA & Retirement	24,443	26,186	27,964	27,125	25,453
Copier	565	812	750	632	2,186
Office Supplies	746	688	1,250	1,000	1,000
Technical Reference Materials	50	210	150	50	150
Mileage, Training & Meetings	1,477	1,098	2,975	2,450	2,875
Professional Memberships	540	545	565	553	570
Data Processing	24,376	25,130	24,670	24,420	25,580
Professional Services	15,669	14,862	15,000	15,800	15,500
Postage	2,167	1,839	2,000	2,000	2,000
Telephone	1,006	851	1,020	0	0
Equipment Repairs	190	199	350	200	200
<b>TOTAL</b>	<b>253,416</b>	<b>259,883</b>	<b>272,022</b>	<b>269,034</b>	<b>270,208</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11301 - FINANCE</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>189,357</b>
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	55,456.00	55,456	
Finance Director	1.00	78,283.00	78,283	
Payroll/AP Coordinator (8 hrs/day)	1.00	54,643.00	54,643	
Longevity	1.00	975.00	975	
<b>40105 - CONTR TEMP OCCAS</b>				<b>4,613</b>
Treasurer	1.00	4,613.00	4,613	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>724</b>
Life/AD&D Insurance	1.00	310.00	310	
Long Term Disability Insurance	1.00	414.00	414	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>25,453</b>
FICA & Medicare	1.00	14,838.00	14,838	
Defined Contribution 401(a) Plan - CFO @ 6% (50% Town & 50% BOE)	1.00	3,327.00	3,327	
Defined Contribution 401(a) Plan - Finance Director @ 8%	1.00	6,263.00	6,263	
Defined Contribution 401(a) Plan - Payroll & A/P Coordinator @ 7.5%	1.00	1,025.00	1,025	
Prorated amount (replace retirement)				
<b>42233 - COPIER</b>				<b>2,186</b>
Copier supplies - paper, etc.	1.00	300.00	300	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	115.50	1,386	
Ricoh copier - per copy charges (shared with BOE) - Est. 80,000 copies at \$.005 per copy	1.00	200.00	200	
Per copy charges - First Selectman's office copier, including color copies	1.00	300.00	300	
<b>42301 - OFFICE SUPPLIES</b>				<b>1,000</b>
Office supplies	1.00	1,000.00	1,000	
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>150</b>
GAAFR Review & Other reference materials for Finance & Treasurer	1.00	150.00	150	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>2,875</b>
Mileage @ 56.5 cents per mile - attendance at educational seminars and professional organization meetings	1.00	450.00	450	
CCM, GFOA, CSCPA sponsored meetings & seminars	1.00	750.00	750	
Continuing education requirements for certification				
Staff Training - Finance, Payroll/Personnel, computer, Munis	1.00	1,000.00	1,000	
Keep current on legal mandates, improve operational efficiency and implement cost saving measures				
National or New England States GFOA Conference - CFO (50% Town/50% BOE)	1.00	675.00	675	
Meet continuing education requirements for certification				



**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>570</b>
CTGFOA membership - CFO, Finance Director	2.00	65.00	130	
National GFOA membership - CFO	1.00	195.00	195	
AICPA membership - CFO (50% Town/50% BOE)	1.00	115.00	115	
CSCPA membership - CFO (50% Town/50% BOE)	1.00	130.00	130	
<b>44205 - DATA PROCESSING</b>				<b>25,580</b>
Munis contract (shared with BOE) - 3 year contract renewal 7/1/13-6/30/16	1.00	23,625.00	23,625	
Crystal Reports for Munis - estimated 5% increase	1.00	705.00	705	
Check stock, Direct deposit paystubs, W-2 tax forms	1.00	1,250.00	1,250	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>15,500</b>
Banking services fees	1.00	15,500.00	15,500	
<b>44217 - POSTAGE</b>				<b>2,000</b>
<b>46224 - EQUIPMENT REPAIRS</b>				<b>200</b>
Office equipment repairs - typewriter, fax, printers	1.00	200.00	200	
<b>TOTAL FINANCE</b>				<b>270,208</b>



**TOWN OF COLCHESTER  
FY 2013–2014 ADOPTED BUDGET**

**Department : Tax Office**

**Mission:**

To provide professional, courteous and efficient service to the public. 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 reported by the assessor's office. Between the employees we plan, organize and work according to statutory authority, and in accordance with an established collection cycle. The tax office is responsible for billing and collecting payments when bills come due. These collections include lien fees and interest from delinquent taxes.

Delinquent tax collection and enforcement continued as a priority during the fiscal year. We work with DMV, State Marshalls and an Attorney to assist in the collections of delinquent taxes.

**Staffing:**

Tax Collector (full-time)

Assistant Tax Collector (full-time)

## **2012 - 2013 Accomplishments**

- Achieved 98.45% tax collection rate for FY 2011/2012
- Successfully kept high collection rate using a variation of enforcement tools
- Process started to have online system lookup with second monitor for taxpayer viewing
- Education , including some completed NIMS and Excel training for tax collector

<b>Measures (January 1-December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Bills sent:	26,045	26,017
• Delinquent statements & demands:	7,454	9,522
• Liens recorded:	181	401
• Accounts with marshal or collection agency:	2,936	1,865
• Accounts with attorney:	42	36

## **2013-2014 Objectives**

- Continue education and training for collector and staff including collector certification series for staff, basic supervision and NIMS .
- Successfully hire and train Assistant Tax Collector
- Achieve at least a 98.4% tax collection rate
- Successfully complete the online billing and processing system through Quality Data

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**TAX COLLECTOR**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	111,630	110,885	114,653	122,980	101,927
Employee Related Insurances	339	237	345	112	332
FICA & Retirement	14,229	12,592	13,488	13,057	12,475
Office Supplies	3,315	3,734	2,800	2,600	2,600
Mileage, Training & Meetings	1,402	1,226	1,900	1,500	1,800
Professional Memberships	95	95	120	95	120
Data Processing	10,493	9,452	13,300	11,665	13,500
Postage	11,556	9,907	9,800	9,800	9,800
Service Contracts	3,353	3,646	3,678	3,928	4,095
Legal Notices	630	660	660	660	660
Telephone	838	709	858	0	0
<b>TOTAL</b>	<b>157,880</b>	<b>153,143</b>	<b>161,602</b>	<b>166,397</b>	<b>147,309</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11303 - TAX COLLECTOR</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>101,927</b>
Tax Collector	1.00	60,819.00	60,819	
Assistant Tax Collector (7 hrs/day)	1.00	41,108.00	41,108	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>332</b>
Life/AD&D Insurance	1.00	87.00	87	
Long Term Disability Insurance	1.00	245.00	245	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>12,475</b>
FICA & Medicare - 7.65% of wages	1.00	7,798.00	7,798	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	3,649.00	3,649	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 7.5%	1.00	1,028.00	1,028	
Partial year - current vacant position				
<b>42301 - OFFICE SUPPLIES</b>				<b>2,600</b>
Paper, toner, envelopes (delinquent demands, billing), general office supplies	1.00	2,600.00	2,600	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,800</b>
Required classes & Annual Seminar for Tax Collector	1.00	1,800.00	1,800	
Mileage @ 56.5cents/mile				
Additonal classes for new staff.				
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>120</b>
CT Tax Association & New London County Collectors Association Dues	1.00	120.00	120	
<b>44205 - DATA PROCESSING</b>				<b>13,500</b>
Quality Data -- tax billing & collection software	1.00	13,500.00	13,500	
<b>44217 - POSTAGE</b>				<b>9,800</b>
Tax bills, delinquent statements, demands & other notices required for collection.	1.00	9,800.00	9,800	
Bulk rate varies by quantity.Postage increase				

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44223 - SERVICE CONTRACTS</b>				<b>4,095</b>
Annual State Dept of Motor Vehicles (DMV) fee	1.00	3,845.00	3,845	
DMV - online access	1.00	250.00	250	
<b>44230 - LEGAL NOTICES</b>				<b>660</b>
Legal notices required by State Statute for collection period:	1.00	660.00	660	
<b>TOTAL TAX COLLECTOR</b>				<b>147,309</b>





**TOWN OF COLCHESTER  
FY 2013-2014 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. File an updated Grand List annually adding any new construction or sub-divisions, correcting any inequities, and showing all property and liability that will be used to generate the annual town "taxes" portion of the 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 the town-wide revaluation of all taxable and non-taxable property to reflect current market trends. Supervises all contracted appraisal work for revaluation 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 Handicapped individuals with a 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 to Assessor (full time)

## **2012 – 2013 Accomplishments**

- Managed, directed and supervised the successfully completion & implementation of a hybrid revaluation project in which town employees shared duties & responsibilities that had been contracted out to a vendor in past years.
- Reduced contracting expenses for the Town by performing “data collection” inspections for the 2011 revaluation.
- At the completion of revaluation, we saved the town an additional \$22,000 based on contractor duties/responsibilities performed by town employees rather than the contractor.
- Filed all State reports for reimbursement in a timely manner.
- Assisted the Board of Assessment Appeals with revaluation appeals.
- Resolved two assessment appeals pending litigation.
- Advertised two vacant positions, created a comprehensive written exam, interviewed finalists, and hired two new employees.
- Managed, directed, and oversaw completion of revaluation process.

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Properties Field Reviewed for Revaluation:	5,246	2,701
• Real Estate Appraisals:	6,194	1,058
• Motor Vehicles Valued:	19,263	4,705
• Personal Property Accounts Processed:	1,011	1,300
• Untaxed Assets Uncovered:	217	671

## **2013 – 2014 Objectives**

- Train two newly-hired employees on CT state laws regarding the assessment process, our computer systems, and town policies & ordinances.
- Finalize appeals and litigation arising from the revaluation process.
- Reorganize our storage room & third floor filing system, dispose of data no longer covered under the state records retention schedule, and reconfigure filing system within the assessor’s office as space is becoming an issue.
- Acquire re-certification from the State of Connecticut as both a Connecticut Municipal Assessor and individual authorized to perform municipal revaluations.
- Support & assist the Elderly Tax Relief Task Force.

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**ASSESSOR**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	180,700	186,878	186,284	194,722	196,427
Overtime	0	1,245	758	1,500	1,000
Contractual, Temporary, Occasional Payroll	0	0	500	0	500
Employee Related Insurances	714	714	715	517	684
FICA & Retirement	25,373	26,828	28,483	22,883	28,356
Copier	1,790	1,786	2,050	1,898	1,962
Office Supplies	1,674	2,097	2,200	2,200	2,200
Other Purchased Supplies	30	21	50	50	50
Technical Reference Materials	395	395	650	650	670
Mileage, Training & Meetings	7,428	6,697	6,717	6,717	6,717
Professional Memberships	405	375	470	380	490
Data Processing	13,750	11,875	14,650	9,175	9,025
Professional Services	2,000	2,180	2,000	2,000	2,000
Postage	1,666	1,740	1,795	1,795	1,850
Telephone	503	426	540	0	0
<b>TOTAL</b>	<b>236,428</b>	<b>243,257</b>	<b>247,862</b>	<b>244,487</b>	<b>251,931</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11304 - ASSESSOR</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>196,427</b>
Assessor	1.00	86,029.00	86,029	
Deputy Assessor	1.00	66,092.00	66,092	
Assistant to the Assessor (8 hrs/day)	1.00	43,556.00	43,556	
Longevity	1.00	750.00	750	
<b>40103 - OVERTIME</b>				<b>1,000</b>
Overtime	1.00	1,000.00	1,000	
<b>40105 - CONTR TEMP OCCAS</b>				<b>500</b>
Temporary help to cover vacations & workshop for assessor and staff	1.00	500.00	500	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>684</b>
Life/AD&D Insurance	1.00	317.00	317	
Long term Disability Insurance	1.00	367.00	367	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>28,356</b>
FICA & Medicare 7.65% of Gross Wages	1.00	15,141.00	15,141	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	6,882.00	6,882	
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant to the Assessor @ 7.5%	1.00	8,224.00	6,333	
<b>42233 - COPIER</b>				<b>1,962</b>
Monthly lease	12.00	138.50	1,662	
Per copy charges - \$.007 per copy	1.00	160.00	160	
Paper for copier	1.00	140.00	140	
<b>42301 - OFFICE SUPPLIES</b>				<b>2,200</b>
State mandated forms, pricing books, cards, labels, Personal Property declarations, envelopes, General office supplies veteran cards, correction forms, printer supplies, reproduction of tax map:	1.00	2,200.00	2,200	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>50</b>
Film & Developing costs.	1.00	50.00	50	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>670</b>
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	670.00	670	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>6,717</b>
State Meetings & OPM training - mileage and professional organization meetings	1.00	6,717.00	6,717	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>490</b>
CAAO - CT Assoc. of Assessing Officers	2.00	100.00	200	
IAAO - International Assoc. of Assessing Officers	1.00	175.00	175	
SPA - Society of Professional Assessors	1.00	75.00	75	
HCAA - Hartford County Assessors Assoc.	1.00	20.00	20	
GNLCAA - Greater New London County Assessors	1.00	20.00	20	
<b>44205 - DATA PROCESSING</b>				<b>9,025</b>
Quality Data Service Contract	1.00	8,775.00	8,775	
DMV - online access	1.00	250.00	250	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>2,000</b>
Personal property audits	1.00	2,000.00	2,000	
<b>44217 - POSTAGE</b>				<b>1,850</b>
<b>TOTAL ASSESSOR</b>				<b>251,931</b>



**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 is also provides a major statistical function with the Preparation of Statistical Profile and the administration of the GIS system. 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 is staffed by six professionals who are all full time. The Department provides primary staffing to the Planning and Zoning Commission, the Conservation Commission, the Open Space Commission, the 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 Marshall (full time)  
Environmental Planner(full time)  
Land Use Assistant (full time)

## **2012 – 2013 Accomplishments**

- Complete review and begin adoption process for the revised Land Development Regulations
- Complete construction on Lebanon Avenue/Merchants Row streetscape
- Complete construction of first phase of the Town's southern water and sewer expansion
- White Oak Tree rehabilitation

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Applications Reviewed:	251	267
• Applications Approved:	162	162
• Residential Applications Approved (Houses):	15	24
• Residential Applications Approved (Other):	147	138
• Commercial Applications Approved:	7	16
• Building Inspections:	919	919
• Fees Collected:	\$277,909	\$227,038

## **2013 – 2014 Objectives**

- Complete and adopt update of Plan of Conservation and Development
- Complete plans for the Merchants Row/Library Parking Areas
- Complete Airline Trail Parking Lot



**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**PLANNING & CODE ADMINISTRATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	346,383	364,502	361,347	367,234	373,168
Overtime	2,062	2,449	3,637	3,091	4,282
Contractual, Temporary, Occasional Payroll	903	83	2,000	750	1,000
Employee Related Insurances	1,488	1,488	1,489	1,424	1,425
FICA & Retirement	45,124	46,383	48,713	49,382	50,706
Copier	2,992	3,755	3,334	3,934	4,992
Office Supplies	2,485	2,501	2,500	2,500	2,500
Safety Equipment	152	599	600	600	600
Other Purchased Supplies	50	46	50	50	50
Technical Reference Materials	0	0	1,735	1,735	1,735
Mileage, Training & Meetings	2,995	2,759	3,000	3,000	3,000
Professional Memberships	7,162	7,854	7,765	7,765	7,765
Legal	19,480	47,377	45,000	45,000	45,000
Professional Services	3,680	3,957	8,000	8,000	8,000
Postage	1,402	1,235	3,150	1,750	1,750
Legal Notices	2,210	2,300	6,795	3,000	3,000
Printing & Publications	624	1,629	1,750	1,750	1,000
Telephone	1,759	1,674	1,740	0	0
Equipment Repairs	0	141	300	300	300
Vehicle Maintenance & Fuel	3,720	6,292	5,524	5,500	6,544
Office Equipment	205	0	0	0	0
<b>TOTAL</b>	<b>444,876</b>	<b>497,024</b>	<b>508,429</b>	<b>506,765</b>	<b>516,817</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11411 - PLANNING CODE ADMINISTRATION</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>373,168</b>
Town Planner	1.00	77,296.00	77,296	
Building Official	1.00	71,816.00	71,816	
Fire Marshal	1.00	59,232.00	59,232	
Zoning Enforcement Officer	1.00	58,693.00	58,693	
Wetlands Officer	1.00	53,628.00	53,628	
Land Use Assistant (8 hrs/day)	1.00	49,653.00	49,653	
Longevity	1.00	2,850.00	2,850	
<b>40103 - OVERTIME</b>				<b>4,282</b>
Meeting Clerk - Zoning & Planning Commission	1.00	2,355.00	2,355	
Meeting Clerk - Zoning Board of Appeals	1.00	642.00	642	
Meeting Clerk - Wetlands Conservation Commission	1.00	1,285.00	1,285	
<b>40105 - CONTR TEMP OCCAS</b>				<b>1,000</b>
Temporary employee services provided during vacations	1.00	1,000.00	1,000	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,425</b>
Life/AD&D Insurance	1.00	692.00	692	
Long Term Disability Insurance	1.00	733.00	733	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>50,706</b>
FICA & Medicare @ 7.65% of Gross wages	1.00	28,949.00	28,949	
Defined Contribution 401(a) Plan - Fire Marshal, ZEO, and Wetlands Officer @ 8%	1.00	13,724.00	13,724	
Defined Contribution 401(a) Plan - Building Official @ 6%	1.00	4,309.00	4,309	
Defined Contribution 401(a) Plan - Land Use Assistant @ 7.5%	1.00	3,724.00	3,724	
<b>42233 - COPIER</b>				<b>4,992</b>
Per copy charges	1.00	500.00	500	
Copy supplies (shared cost with Engineering Department)	1.00	400.00	400	
Annual Lease for copier & service contract (shared cost with Engineering)	1.00	4,092.00	4,092	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42301 - OFFICE SUPPLIES</b>				<b>2,500</b>
Shared cost with Engineering Department	1.00	2,500.00	2,500	
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>600</b>
Routine replacement due to damage of required equipment such as hand tools, first aid kits, gloves	1.00	600.00	600	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>50</b>
Batteries, Film & Film processing	1.00	50.00	50	
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>1,735</b>
Technical Journals, Code Publications, reference materials	1.00	1,735.00	1,735	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>3,000</b>
Mileage for staff, board & commissions @ 56.5 cents/mile	1.00	3,000.00	3,000	
Classes, seminars and meetings				
Staff training to maintain required professional certification:				
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>7,765</b>
Prof.Organization fees/membership dues - Town Planner,	1.00	2,765.00	2,765	
Building Officials, ZEO & Commissions				
Salmon River Watershed Conservation Compact	1.00	5,000.00	5,000	
<b>44203 - LEGAL</b>				<b>45,000</b>
<b>44208 - PROFESSIONAL SERVICES</b>				<b>8,000</b>
Consultant service and review of applications in the Historic Overlay Zone	1.00	8,000.00	8,000	
<b>44217 - POSTAGE</b>				<b>1,750</b>
<b>44230 - LEGAL NOTICES</b>				<b>3,000</b>
Legally required notices for ZPC, ZBA and CCC	1.00	3,000.00	3,000	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>1,000</b>
Printing cost for all administrative functions - CO's, permits, forms, regulations, etc.	1.00	1,000.00	1,000	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>300</b>
Cash register & other office equipment - minor repairs	1.00	300.00	300	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>6,544</b>
Equipment repairs & maintenance - 4 vehicles	1.00	2,500.00	2,500	
Unleaded & diesel gasoline	1,200.00	3.37	4,044	
<b>TOTAL PLANNING CODE ADMINISTRATION</b>				<b>516,817</b>

**TOWN OF COLCHESTER  
FY 2013–2014 ADOPTED BUDGET**

**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 thousand 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)  
Assistant Town Clerk (part time)

## 2012 - 2013 Accomplishments

- Scanned 42 volumes of documents and 187 maps into the computer system thereby allowing our customers to view and print the images from the vault as well as on-line.
- Applied for and administered a \$4,000 Historic Documents Preservation Grant from the State of Connecticut to continue our preservation project of vital records.
- Purchased a land record cabinet which will hold approximately 14 years of records.
- Attended training on Real Property Electronic Recording in conjunction with PRIA (Property Records Industry Assoc.) for the preservation and management of electronic records. This is the use of information technology to facilitate the performance of duties integral to the maintenance and tracking of electronic records in our office.
- Assistant Town Clerk (part-time) certified as Connecticut Town Clerk.

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Land Record Recordings:	3,556	3,040
• Absentee Ballots Issued:	839	108
• Dog Licenses Issued:	1,541	1,502
• Marriage Licenses Issued:	39	49
• Birth, Marriage, & Death Cert. Issued:	366	368
• Sporting Licenses Issued:	1,144	889
• Documents Notarized:	817	764

## 2013 - 2014 Objectives

- Have installed new storage/shelving units for the second floor vault
- Connect an index of property parcels with the digital image of filed surveys
- Continue back scanning land records and maps for our on-line system
- Finish preservation project of historic vital records
- Provide a new locking cabinet to store Election Day materials

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**TOWN CLERK**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	123,584	127,653	131,044	131,044	135,241
Overtime	0	53	0	296	0
Contractual, Temporary, Occasional Payroll	800	800	800	0	800
Employee Related Insurances	472	472	485	452	471
FICA & Retirement	16,010	16,721	17,962	17,985	18,901
Copier	3,176	3,449	5,500	4,500	4,550
Office Supplies	1,095	1,161	1,100	1,300	1,500
Technical Reference Materials	550	550	550	550	550
Mileage, Training & Meetings	667	568	1,250	900	1,050
Professional Memberships	235	235	265	270	270
Indexing & Recording	23,493	21,544	24,800	24,800	24,800
Postage	1,727	1,538	2,500	2,500	2,500
Legal Notices	3,232	6,704	2,900	2,900	2,900
Printing & Publications	1,049	2,037	2,200	2,000	2,200
Micro Film	230	657	700	700	700
Telephone	1,006	851	1,050	0	0
Equipment Repairs	0	0	500	0	300
<b>TOTAL</b>	<b>177,326</b>	<b>184,993</b>	<b>193,606</b>	<b>190,197</b>	<b>196,733</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11501 - TOWN CLERK</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>135,241</b>
Town Clerk	1.00	59,191.00	59,191	
Assistant Town Clerk (7 hrs/day)	1.00	43,447.00	43,447	
Assistant to the Town Clerk (6 hrs/day)	1.00	31,728.00	31,728	
Longevity	1.00	875.00	875	
<b>40105 - CONTR TEMP OCCAS</b>				<b>800</b>
Town Historian	1.00	800.00	800	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>471</b>
Life/AD&D Insurance	1.00	130.00	130	
Long Term Disability Insurance	1.00	341.00	341	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>18,901</b>
FICA & Medicare @ 7.65% of gross wages	1.00	10,346.00	10,346	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	3,551.00	3,551	
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 7.5%	1.00	3,259.00	3,259	
Defined Contribution Plan - 401(a) - Asst. to Town Clerk @ 5.5% (30hr per week employee)	1.00	1,745.00	1,745	
<b>42233 - COPIER</b>				<b>4,550</b>
Town Clerk & Registrar copier lease	12.00	219.00	2,628	
Per copy charges - Town Clerk & Registrars copier	1.00	572.00	572	
Paper & supplies for regular and map copier	1.00	900.00	900	
Annual map copier service contract.	1.00	450.00	450	
<b>42301 - OFFICE SUPPLIES</b>				<b>1,500</b>
Pens, vital paper, folders, map strips, and other supplies	1.00	1,500.00	1,500	
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>550</b>
General Code - annual subscription for code update	1.00	550.00	550	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,050</b>
State mandated training for Town Clerk or Assistant	1.00	750.00	750	
Conferences, workshops re: changes in regulations; including mileage				
Other training that may be required for changes, including mileage	1.00	300.00	300	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>270</b>
Town Clerks' Associations - CT, NEACTC, IIMC	1.00	270.00	270	



**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44207 - INDEXING &amp; RECORDING</b>				<b>24,800</b>
Land - Microfilm, indexing, imaging	1.00	24,800.00	24,800	
Recording Birth/marriages/death; auditing services - required				
<b>44217 - POSTAGE</b>				<b>2,500</b>
Postage for returning recorded documents, absentee ballots, genera correspondence.	1.00	2,500.00	2,500	
<b>44230 - LEGAL NOTICES</b>				<b>2,900</b>
Warnings for Town meetings, budget referenda, Elections, audit, Annual Budget meeting, dog notices, etc.	1.00	2,900.00	2,900	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>2,200</b>
Imprinted envelopes, dog notices, minute books, absentee ballots, index tab:	1.00	800.00	800	
Bindings of minute books for boards and commissions are imprinted				
General code updates for codebook & ordinances	1.00	1,400.00	1,400	
<b>44271 - MICRO FILM REPAIRS</b>				<b>700</b>
Annual microfilming & storage of maps.	1.00	700.00	700	
This is to have a backup copy.				
<b>46224 - EQUIPMENT REPAIRS</b>				<b>300</b>
Office Equipment repairs such as town and vital seals, copier part: not covered under warranty, etc.	1.00	300.00	300	
<b>TOTAL TOWN CLERK</b>				<b>196,733</b>



**TOWN OF COLCHESTER  
FY 2013–2014 ADOPTED BUDGET**

**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 elections laws.

Maintains accurate voter database for the Town through voter registration and a yearly canvass

**Staffing**

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

### **2012 - 2013 Accomplishments**

- Attended ROVAC State Conference
- Supervised absentee ballot voting session at local convalescent home and rehabilitation facilities for November 2012 Federal
- Created a 4<sup>th</sup> voting district and combined it with the District 2 voting
- District ROVAC meetings attended
- NCOA canvass conducted to update voter lists
- Administered recanvass for positions of President, US Congress and Registrars of
- Integrated updated voter registration system to CONVERS
- Had 8 moderators trained and certified by the State

### **2013 – 2014 Objectives**

- Continue to maintain accurate voter database
- Keep moderator's certification up to date by having them trained when certification expires
- Create and emergency plan for election day disasters
- Attend Spring and Fall ROVAC conferences for education and updates of new legislation
- Prepare for same day voter registration
- Make sure all records are maintained in compliance with the State regulations

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**REGISTRARS OF VOTERS**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	22,500	24,750	24,750	24,750	24,750
Contractual, Temporary, Occasional Payroll	11,186	17,925	13,875	15,787	18,850
FICA	1,887	2,184	1,894	2,124	2,124
Office Supplies	210	415	500	350	500
Other Purchased Supplies	859	1,206	2,000	1,500	2,000
Mileage, Training & Meetings	1,153	1,576	1,500	1,500	1,500
Professional Memberships	100	110	200	110	200
Professional Services	220	420	5,000	4,500	5,000
Postage	673	1,193	2,600	1,400	2,600
Service Contracts	0	1,938	1,830	1,830	1,830
Printing & Publications	4,203	4,841	9,000	6,500	9,000
Telephone	337	541	380	700	720
<b>TOTAL</b>	<b>43,328</b>	<b>57,099</b>	<b>63,529</b>	<b>61,051</b>	<b>69,074</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11601 - REGISTRARS OF VOTERS</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>24,750</b>
Registrars salary	2.00	12,375.00	24,750	
<b>40105 - CONTR TEMP OCCAS</b>				<b>18,850</b>
Regular election - Registrars, Deputy registrars, pollworkers	1.00	6,500.00	6,500	
Referenda - Registrars, Deputy registrars, pollworkers	2.00	2,800.00	5,600	
Primary - Registrars, Deputy Registrars, pollworkers	1.00	3,200.00	3,200	
Election Audit	1.00	350.00	350	
Additional Pollworkers - same day registration	16.00	200.00	3,200	
<b>41230 - FICA</b>				<b>2,124</b>
FICA & Medicare @ 7.65% of Registrar salary	1.00	2,124.00	2,124	
<b>42301 - OFFICE SUPPLIES</b>				<b>500</b>
Fax and copier toner cartridges	1.00	500.00	500	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>2,000</b>
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,500</b>
Conferences (2) for Registrars and Deputies	1.00	1,500.00	1,500	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>200</b>
Annual dues - ROVAC	1.00	200.00	200	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>5,000</b>
Use of polling locations, cleaning of tabulators	1.00	5,000.00	5,000	
<b>44217 - POSTAGE</b>				<b>2,600</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>1,830</b>
Voting machine maintenance	1.00	1,830.00	1,830	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>9,000</b>
Printing of ballots	1.00	9,000.00	9,000	
<b>45216 - TELEPHONE</b>				<b>720</b>
Monthly base charges - Poll locations	12.00	60.00	720	
<b>TOTAL REGISTRARS OF VOTERS</b>				<b>69,074</b>





**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Health Insurance	1,045,629	1,122,201	802,350	802,085	1,002,760
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	311,547	303,347	322,645	325,592	336,706
Municipal Insurance	197,452	198,215	202,103	202,859	207,750
Unemployment Compensation	31,242	12,202	23,880	19,445	20,080
<b>TOTAL</b>	<b>1,585,870</b>	<b>1,635,965</b>	<b>1,350,978</b>	<b>1,349,981</b>	<b>1,567,296</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11701 - INSURANCES</b>				
<b>41211 - HEALTH INSURANCE</b>				<b>1,002,760</b>
Projected claims - 100%	1.00	1,113,994.00	1,113,994	
Per Lockton estimate dated 1/29/13				
Fixed expenses - 100%	1.00	148,259.00	148,259	
Per Lockton estimate dated 1/29/13				
Employee contributions	1.00	(180,000.00)	(180,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(82,328.00)	(82,328)	
Fully insured premium for vision rider in Administrators' union contract	12.00	236.25	2,835	
Estimated 5% increase				
<b>41260 - WORKERS' COMP INSURANCE</b>				<b>336,706</b>
Workers Compensation premium	1.00	324,915.00	324,915	
Per estimate from USI Connecticut dated 1/4/13				
MIRMA membership assessment (policy year 2004-2005) - Colchester share of MIRMA deficit	1.00	11,791.00	11,791	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44206 - MUNICIPAL INSURANCE</b>				<b>207,750</b>
Property/I.M./Crime - estimated 3% rate increase and 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	13,218.00	13,218	
Boiler - estimated 3% rate increase & 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	1,567.00	1,567	
General Liability - estimated 3% rate increase & 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	53,254.00	53,254	
Law Enforcement Liability - estimated 3% rate increase & 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	5,749.00	5,749	
Automobile - estimated 3% rate increase & 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	21,176.00	21,176	
Public Officials, including EPLI - estimated 3% rate increase & 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	15,623.00	15,623	
Umbrella (annual) - estimated 3% rate increase & 0% exposure increase Per estimate from USI Connecticut dated 1/4/13	1.00	25,086.00	25,086	
Crime (Travelers) - no increase Per estimate from USI Connecticut dated 1/4/13	1.00	1,459.00	1,459	
Fire Department Package (VFIS) - estimated 2% increase Per estimate from USI Connecticut dated 1/4/13	1.00	40,611.00	40,611	
Fire Department Umbrella (VFIS) - estimated 2% increase Per estimate from USI Connecticut dated 1/4/13	1.00	4,427.00	4,427	
Fire Department - Accident/sickness - estimated 2% increase Per estimate from USI Connecticut dated 1/4/13	1.00	2,924.00	2,924	
Miscellaneous Adds & Changes Per estimate from USI Connecticut dated 1/4/13	1.00	2,000.00	2,000	
Bond (Tax Collector) Per estimate from USI Connecticut dated 1/4/13	1.00	986.00	986	
Bond (Town Clerk) Per estimate from USI Connecticut dated 1/4/13	1.00	525.00	525	
Fiduciary liability - Police Retirement Board - no increase Per estimate from USI Connecticut dated 1/4/13	1.00	845.00	845	
Insurance broker fees - no increase Per estimate from USI Connecticut dated 1/4/13	1.00	18,300.00	18,300	
<b>44243 - UNEMPLOYMENT COMPENSATION</b>				<b>20,080</b>
Unemployment compensation paid per case.	1.00	19,200.00	19,200	
Third Party Administrator & claims management fees	4.00	220.00	880	
<b>TOTAL INSURANCES</b>				<b>1,567,296</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**Department: Probate**

**Description**

Colchester is part of the Windham-Colchester Probate District. The district headquarters is at 979 Main Street in Willimantic. Operations and hours are split between the main office in Willimantic and the satellite office in Colchester, located in the Town Hall.

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**PROBATE**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2011-2012 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2012-2013 ADOPTED <u>BUDGET</u></b>	<b>FY 2012-2013 PROJECTED <u>ACTUALS</u></b>	<b>FY 2013-2014 ADOPTED <u>BUDGET</u></b>
Copier	157	0	0	0	0
Indexing & Recording	1,626	0	0	0	0
Postage	1,158	0	0	0	0
Telephone	534	0	0	0	0
Windham/Colchester Probate District	2,538	5,249	4,836	4,836	4,558
<b>TOTAL</b>	<b>6,013</b>	<b>5,249</b>	<b>4,836</b>	<b>4,836</b>	<b>4,558</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11702 - PROBATE</b>				
<b>47250 - WINDHAM-COLCHESTER PROBATE</b>				<b>4,558</b>
Per capita fees	1.00	4,558.00	4,558	
Based on Department of Public Health 2011 population estimate of 16,034				
<b>TOTAL PROBATE</b>				<b>4,558</b>





**TOWN OF COLCHESTER  
FY 2013 - 2014 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.

Although this is a part time department, the Information Technology staff is on call 24 hours a day, 7 days a week, 365 days a year.

**Staffing**

Information Technology/GIS Coordinator (part time)

Network Technician (part time)

## **2012 – 2013 Accomplishments**

- Complete creation of GIS data layers for street signs. (Per Federal mandate)
- Complete aerial photograph project
- Implement online tax information system
- Complete configurations required for library print session and management system

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Work Orders Opened:	388	262
• Work Orders Closed:	409	287
• IT Management Hours:	472	542.25
• Technical Assistance Hours:	622	311
• Website Management Hours:	45	91.50
• GIS Hours:	67	93.50
• Other IT Function Hours:	109	116

## **2013 – 2014 Objectives**

- Complete creation of GIS data layers drainage features
- Upgrade Code Administration tracking

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**INFORMATION TECHNOLOGY**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	35,379	38,599	50,648	43,097	45,623
Overtime	0	0	0	15	0
FICA & Retirement	2,707	2,953	3,875	3,298	3,490
Other Supplies	1,285	1,735	2,000	2,000	2,000
Professional Services	18,655	26,167	29,215	29,215	30,300
Equipment	10,542	12,603	16,500	16,500	0
<b>TOTAL</b>	<b>68,568</b>	<b>82,057</b>	<b>102,238</b>	<b>94,125</b>	<b>81,413</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>11801 - INFORMATION TECHNOLOGY</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>45,623</b>
GIS/Project Coordinator - 15 hrs/week	1.00	24,743.00	24,743	
Network Technician - 20 hrs/week	1.00	20,880.00	20,880	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>3,490</b>
FICA & Medicare @ 7.65% of gross.	1.00	3,490.00	3,490	
<b>42315 - OTHER SUPPLIES</b>				<b>2,000</b>
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	2,000.00	2,000	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>30,300</b>
Website Hosting	1.00	3,600.00	3,600	
Outsourced Tech Services -- printer cleaning or repair, laptops, GPS, phone system, etc.	1.00	4,000.00	4,000	
Email SPAM/Virus Protection/Archiving	1.00	4,900.00	4,900	
Geographic Information System - software licensing, shapefile maintenance, data improvements	1.00	14,600.00	14,600	
Offsite System data backup. Service work with System Backup Device to save data offsite	1.00	1,000.00	1,000	
Antivirus Software - annual maintenance	1.00	2,200.00	2,200	
<b>TOTAL INFORMATION TECHNOLOGY</b>				<b>81,413</b>

# Public Safety

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

## Public Safety

### Departments

- Police
- Fire
- Emergency Management

**TOWN OF COLCHESTER  
FY 2013 - 2014 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 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, TRIAD, Neighborhood Crime Watch, a 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 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 (full-time)

Police Officers (full-time)

- Sergeant - 1
- Officer First Class - 4
- Officer - 6

Administrative Assistant (full time)

## **FY 2012 – 2013 Accomplishments**

- Maintaining staffing at 11 sworn members (1 Sgt., 1 School Resource Officer, 9 patrol officers)
- Piloted Late Evening and Midnight shift coverage during summer months
- Upgrading of computers in office, Mobile Data Terminals in two vehicles, standardized in-car video system, and outerwear for sworn personnel
- Continued training for officers, specifically in Active Shooter Response and expanded Interview and interrogation.
- Re-establishment of Juvenile Review Board with Youth Services
- Continuing development of Colchester-specific substance abuse program with school system (CARD – Colchester Acts to Resist Drugs)
  - o Inclusion of Backus Hospital “Be Aware” program for Bacon Academy Freshman
  - o Co-teaching with CES Health faculty
  - o Distracted Driving presentations to Bacon Academy Seniors and Juniors
  - o Involvement in Mock Crash planning and presentation
- Involvement with Local Prevention Council and series of “Community Conversations”
- Presentations to child care facilities, Scout groups and other community organizations
- Department involvement in Colchester Food Bank Food Drive and “Cop on Top” fundraiser for Special Olympics.
- Development and implementation of Drug Drop Box Program

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Motor Vehicle Warnings:	950	707
• Motor Vehicle Arrests:	582	730
• Motor Vehicle Accidents:	149	190
• Criminal Investigations:	447	370
• Pistol Permits Issued:	111	75
• DWI Arrests:	44	40
• Alarms:	419	497
• Calls for Service:	5,831	5,137

## **FY 2013 – 2014 Objectives**

- Increase staffing to eventual 24/7 coverage
- Continue technology/equipment improvements by replacing old MDTs with newer laptops; outfit rest of vehicle fleet with new, standard, camera system; replacement current issued side arms; and regular replacement of older, worn police vehicles
- Have all officers obtain specific advanced training in DWI Investigation, Crime Scene Investigation, Accident Scene Investigation, Interview and Interrogation, and Police Mountain Bike Certification
- Development of School Resource Officer and Community Outreach through involvement with Local Prevention Council, continued involvement with and expansion of the Juvenile Review Board, and continued development of the CARD program to cover students across all Colchester schools.



**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**POLICE**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL EXPENDITURES</b>	<b>FY 2011-2012 ACTUAL EXPENDITURES</b>	<b>FY 2012-2013 ADOPTED BUDGET</b>	<b>FY 2012-2013 PROJECTED ACTUALS</b>	<b>FY 2013-2014 ADOPTED BUDGET</b>
Regular Payroll	565,294	599,634	665,123	661,338	698,130
Overtime	60,215	101,879	70,909	103,409	100,939
Contractual, Temporary, Occasional Payroll	0	74	750	0	1,460
Employee Related Insurances	2,610	3,060	3,267	3,120	3,130
FICA & Retirement	136,004	163,392	156,780	158,369	176,696
Copier	3,055	3,686	3,536	3,636	4,000
Office Supplies	1,611	1,888	2,200	2,200	2,200
Uniform Purchases	11,246	11,818	9,500	9,500	4,490
Police Equipment	2,577	7,846	10,500	10,500	3,500
Mileage, Training & Meetings	1,677	5,377	6,200	6,200	11,125
Professional Memberships	3,321	3,559	3,815	3,309	3,565
Resident Trooper	183,963	109,997	107,344	107,344	108,425
Resident Trooper Overtime	4,686	10,901	5,500	7,000	7,000
Professional Services	10,937	13,262	16,250	14,350	14,350
Postage	362	261	400	400	400
Printing & Publications	212	169	300	275	400
Telephone	6,549	6,328	6,600	5,190	5,220
Equipment Repairs	1,035	644	2,780	2,780	2,780
Vehicle Maintenance & Fuel	24,725	52,446	32,277	44,000	45,700
Machinery & Equipment	0	0	5,000	5,000	0
<b>TOTAL</b>	<b>1,020,079</b>	<b>1,096,221</b>	<b>1,109,031</b>	<b>1,147,920</b>	<b>1,193,510</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>12101 - POLICE</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>698,130</b>
Sergeant (8 hrs/day)	1.00	75,732.00	75,732	
Police Officer First Class - Step 4 (8 hrs/day)	1.00	72,162.00	72,162	
Police Officer First Class - Step 4 (8 hrs/day)	1.00	72,162.00	72,162	
Police Officer First Class - Step 3 (8 hrs/day)	1.00	69,197.00	69,197	
Police Officer First Class - Step 3 (8 hrs/day)	1.00	69,197.00	69,197	
Police Officer - Step 6 (8 hrs/day)	1.00	64,812.00	64,812	
Police Officer - Step 6 (8 hrs/day)	1.00	64,812.00	64,812	
Police Officer - Step 4 (8 hrs/day)	1.00	60,364.00	60,364	
Police Officer - Step 4 (8 hrs/day)	1.00	60,364.00	60,364	
Police Officer - Step 4 (8 hrs/day)	1.00	60,364.00	60,364	
Police Officer - Step 4 (8 hrs/day)	1.00	60,364.00	60,364	
Administrative Assistant (7 hrs/day)	1.00	38,112.00	38,112	
Longevity	1.00	2,650.00	2,650	
School Resource Officer salary to be paid by BOE (Police Officer First Class - Step 4)	1.00	(72,162.00)	(72,162)	
<b>40103 - OVERTIME</b>				<b>100,939</b>
Patrol overtime	1.00	100,000.00	100,000	
Meeting Clerk - Police Commission	1.00	939.00	939	
<b>40105 - CONTR TEMP OCCAS</b>				<b>1,460</b>
Temporary clerical services for vacation/leave coverage	1.00	1,460.00	1,460	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>3,130</b>
Life/AD&D Insurance	1.00	1,671.00	1,671	
Long Term Disability Insurance.	1.00	1,459.00	1,459	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>176,696</b>
FICA & Medicare @ 7.65% of gross wages.	1.00	66,760.00	66,760	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 15.28% of base pay per actuarial valuation	1.00	102,249.00	102,249	
Defined contribution 401(a) Plan @ 8% - Police Officer hired after 1/1/12	1.00	4,829.00	4,829	
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	2,858.00	2,858	
<b>42233 - COPIER</b>				<b>4,000</b>
Monthly lease charges	1.00	2,836.00	2,836	
Per copy charges	1.00	964.00	964	
Copy Paper	1.00	200.00	200	
<b>42301 - OFFICE SUPPLIES</b>				<b>2,200</b>
General Supplies, printer supplies	1.00	2,200.00	2,200	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42324 - UNIFORM PURCHASES</b>				<b>4,490</b>
Officer Uniforms, hats, gloves, etc.	1.00	4,490.00	4,490	
<b>42338 - POLICE EQUIPMENT &amp; SUPPLIES</b>				<b>3,500</b>
Replace/update equipment	1.00	3,500.00	3,500	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>11,125</b>
Mileage @ 56.5 cents per mile for training & other police activities	1.00	600.00	600	
Personal vehicle use				
Ammunition (duty, qualification - due to end of State bid contract)	1.00	8,625.00	8,625	
One week long class for each officer @ POST	1.00	1,100.00	1,100	
Armorer's School for two officers (needed with new firearms)	1.00	800.00	800	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>3,565</b>
Law Enforcement Council (L.E.C.)	1.00	3,565.00	3,565	
<b>44200 - RESIDENT TROOPER</b>				<b>108,425</b>
Resident Trooper Supervisor (70% Town/30% State)	1.00	108,425.00	108,425	
<b>44204 - RESIDENT TROOPER OT</b>				<b>7,000</b>
Trooper (State Police) overtime	1.00	7,000.00	7,000	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>14,350</b>
COLLECT - CT On-line Law Enforcement Terminal	1.00	1,700.00	1,700	
Uniform allowance - 11 officers, 230 days/officer, \$5/day	2,530.00	5.00	12,650	
<b>44217 - POSTAGE</b>				<b>400</b>
Mailing costs	1.00	400.00	400	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>400</b>
Legal updates	1.00	400.00	400	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>45216 - TELEPHONE</b>				<b>5,220</b>
Mobile Data Terminal Service - 8 cruisers	12.00	435.00	5,220	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>2,780</b>
Radar calibration - 4 units, 2 times/year	8.00	60.00	480	
Laser calibration - 2 units, once per year	2.00	725.00	1,450	
Light bar repairs - 2 cars	2.00	125.00	250	
General repairs	1.00	600.00	600	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>45,700</b>
Gasoline	10,000.00	3.37	33,700	
Repairs/parts	1.00	12,000.00	12,000	
<b>TOTAL POLICE</b>				<b>1,193,510</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**Department: Fire Department/Emergency Medical Services**

**Mission**

To protect and preserve lives and property of the people in the Town 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 is located at 52 Old Hartford Road

Company Two (sub-station) is located at 424 Westchester Road, Rt. 149

This department's budget also reflects the Town of Colchester's participation in the KX Regional Dispatch service.

**Staffing**

Fire/EMS Chief (full time)

Administrative Assistant to the Fire Department (full time)

Deputy Chief (volunteer)

Assistant Chief (2 - volunteer)

Health and Safety Officer Captain (full time)

Lieutenant/Supervisor (full time)

Firefighter/Emergency Medical Technicians (full time/day shift - 2)

*\* Firefighter/Emergency Medical Technicians (FT/nightshift - 2)*

*\* Firefighter/Emergency Medical Technicians (PT/nightshift - 2)*

*\*SAFER federal grant*

## 2012 - 2013 Accomplishments

- Responded to 1,813 calls for service
- 228 scheduled training sessions
- Schuster Park Training Facilities expansion completed (concrete work, propane, water-supply)
- Full and operational staffing during Hurricane Sandy to community and at Emergency Operations Center
- Participated in state response to Hurricane Sandy
- Contributed to helping fire departments in need – Corinth, VT Fire Dept.
- Achieved designation as a Heart Safe Community
- Submitted federal grant opportunities
- Increased awareness in volunteer recruitment
- Acknowledged by CIRMA for Risk Assessment Policy
- Emergency Medical Responder Certifications for eight cadet members
- Completed draft Strategic Plan

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Total Man Hours:    Emergency	14,861	15,484
Training	6,188	7,182
• Fire Calls	66	72
• Fire Alarms	130	145
• Medical Calls:	1,210	1,201
• Rescue	104	141
• Hazmat	52	103
• Other Calls (Service):	251	305
• Mutual Aid:	262	244

## 2013 - 2014 Objectives

- Continue Strategic Plan review
- Continue the process to improve fire department's ISO rating to Class 3 (currently Class 4)
- Continued focus on volunteer recruitment and retention
- Establish Volunteer Incentive Program (Task Force)

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**FIRE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	360,716	398,809	432,755	426,068	421,665
Overtime	27,161	22,194	25,462	25,462	26,098
Contractual, Temporary, Occasional Payroll	32,988	39,592	39,066	44,064	76,354
Employee Related Insurances	1,641	1,665	1,900	1,752	1,999
FICA & Retirement	50,464	58,759	65,079	63,623	68,585
Copier	3,189	3,185	2,658	2,416	2,658
Office Supplies	2,246	2,429	3,550	3,550	3,550
Safety Equipment	31,399	30,150	38,975	38,975	39,835
Custodial/Maintenance Supplies	2,925	2,503	5,070	5,070	5,070
Operating Supplies	433	0	750	750	750
Technical Reference Materials	179	578	600	600	600
Emergency Medical Supplies	17,955	21,949	23,530	23,530	26,910
Fire Equipment Supplies	34,606	34,767	38,080	37,080	39,080
Firefighting Foam	1,960	2,145	2,200	2,200	2,200
Mileage, Training & Meetings	21,348	24,966	23,900	23,900	32,400
Professional Memberships	697	699	750	744	750
Professional Services	35,673	36,887	35,625	35,625	35,625
Postage	110	197	400	400	400
Service Contracts	105,768	113,067	121,162	120,987	127,344
Advertising	426	0	500	500	500
Fuel Compensation	49,834	50,000	52,500	52,500	52,500
Physicals & Testing	3,800	4,479	12,000	10,000	10,000
Telephone	4,756	4,920	9,432	7,486	6,798
Fuel & Heating	11,964	18,608	19,292	19,434	16,950
Water	1,180	0	1,500	1,500	2,000
Electricity	28,867	29,131	27,800	34,118	14,536
Equipment Repairs	4,054	5,221	6,200	6,200	6,200
Building Repairs	2,771	7,690	9,600	9,600	9,279
Other Equipment Repairs	6,166	5,801	8,560	8,860	9,560
Vehicle Maintenance & Fuel	64,786	103,074	75,564	75,564	75,554
Machinery & Equipment	1,888	3,885	1,500	1,500	1,850
Building & Grounds Improvements	2,581	4,302	4,000	4,000	5,000
<b>TOTAL</b>	<b>914,531</b>	<b>1,031,652</b>	<b>1,089,960</b>	<b>1,088,058</b>	<b>1,122,600</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>12202 - FIRE</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>421,665</b>
Fire Chief	1.00	71,124.00	71,124	
Fire Captain/Safety Officer (8 hours per day)	1.00	65,167.00	65,167	
Union contract in negotiation				
Lieutenant/Shift Supervisor (8 hours per day)	1.00	62,578.00	62,578	
Union contract in negotiation				
EMT/Firefighter (8 hours per day)	1.00	54,643.00	54,643	
Union contract in negotiation				
EMT/Firefighter (8 hours per day)	1.00	54,643.00	54,643	
Union contract in negotiation				
EMT/Firefighter (8 hours per day) - Partially funded by SAFER grant	1.00	23,500.00	23,500	
Union contract in negotiation				
EMT/Firefighter (8 hours per day) - Partially funded by SAFER grant	1.00	23,500.00	23,500	
Union contract in negotiation				
EMT/Firefighter (4 hours per day) - Partially funded by SAFER grant	1.00	11,750.00	11,750	
Union contract in negotiation				
EMT/Firefighter (4 hours per day) - Partially funded by SAFER grant	1.00	11,750.00	11,750	
Union contract in negotiation				
Administrative Assistant (8 hours per day)	1.00	39,860.00	39,860	
Longevity	1.00	3,150.00	3,150	
<b>40103 - OVERTIME</b>				<b>26,098</b>
OT for F/T employees - mandatory payment for all work performed prior to and after normal hours	1.00	26,098.00	26,098	
<b>40105 - CONTR TEMP OCCAS</b>				<b>76,354</b>
3 Chief Officers	1.00	15,261.00	15,261	
6 Captains	1.00	5,273.00	5,273	
18 Lieutenants/Engineers	1.00	3,905.00	3,905	
EMS Administrator	1.00	651.00	651	
Fire Police	1.00	1,212.00	1,212	
Per Diem	1.00	15,138.00	15,138	
On-Call differential	1.00	2,651.00	2,651	
Vacation coverage additional pay per union contract	1.00	263.00	263	
Ambulance staffing - funding for 1/2 year	1.00	32,000.00	32,000	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,999</b>
Life/AD&D Insurance.	1.00	1,023.00	1,023	
Long Term Disability Insurance.	1.00	976.00	976	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>68,585</b>
FICA & Medicare @ 7.65% of gross wages	1.00	42,044.00	42,044	
Defined Contribution 401(a) Plan @ 6% - Fire Chief & Administrative Asst.	1.00	6,659.00	6,659	
Defined Contribution 401(a) Plan @ 7% - Fire Captain/Safety Officer, Lt./Shift Supervisor, Firefighter/EMTs	1.00	19,882.00	19,882	



**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42233 - COPIER</b>				<b>2,658</b>
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	
<b>42301 - OFFICE SUPPLIES</b>				<b>3,550</b>
Office Supplies as needed	1.00	2,300.00	2,300	
Computer supplies	1.00	1,000.00	1,000	
Office supplies - Company 2	1.00	250.00	250	
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>39,835</b>
Turnout gear, helmets, bunker coats, pants, boots	1.00	22,360.00	22,360	
continuing replacement required by NFPA/OSHA/NIOSH				
Protective clothing repair - used & worn gear	1.00	1,000.00	1,000	
Flame-resistant work uniforms for paid staff and Chief	1.00	5,625.00	5,625	
annual replacement				
NFPA/EMS Winter response clothing	1.00	900.00	900	
career staff annual replacement - uniform component price increase				
Cadet turnout gear updates.	1.00	1,700.00	1,700	
EMS Division Gear	1.00	6,000.00	6,000	
continue to outfit EMS personnel with appropriate gear				
Miscellaneous supplies	1.00	2,250.00	2,250	
continuing replacement required by NFPA/OSHA/NIOSH				
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>5,070</b>
Cleaning & maintenance supplies for station and grounds - Company 1	1.00	4,620.00	4,620	
Mops, brooms, floor & hand cleaners, paper products, etc. - Company 2	1.00	450.00	450	
<b>42340 - OPERATING SUPPLIES</b>				<b>750</b>
cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc. - Company 2	1.00	750.00	750	
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>600</b>
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	600.00	600	
12 month subscriptions				
<b>42345 - EMERGENCY MEDICAL SUPPLIES</b>				<b>26,910</b>
Emergency food for extended calls	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits,	1.00	16,880.00	16,880	
provide all CPD cruisers with 1st responder bags				
Dated Medical Supplies - Sterile waterglucose, epi-pens, d-fib pads	1.00	1,100.00	1,100	
Head beds, disposable supplies	1.00	1,000.00	1,000	
Medical Oxygen - refills, rental, testing, to include per delivery fee	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	
Backboards - replacement of old unsafe boards	1.00	500.00	500	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42346 - FIRE EQUIP SUPPLIES</b>				<b>39,080</b>
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air	1.00	9,000.00	9,000	
Level B Hazmat suits-1 time use - OSHA required	1.00	700.00	700	
Hydro test 10 pressurized water extinguishers - required testing	1.00	200.00	200	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Module replacement cal materials - required testing	1.00	1,500.00	1,500	
Replacement of portable radios - 6	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) - 6	1.00	4,000.00	4,000	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment	1.00	3,880.00	3,880	
personnel gear and equipment updates				
Replacement of portable radio batteries - 10	1.00	2,200.00	2,200	
Replacement of fire hose	1.00	6,000.00	6,000	
Firefighting supplies, hand tools, ropes - Company 2	1.00	1,500.00	1,500	
<b>42347 - FIRE FIGHTING FOAM</b>				<b>2,200</b>
Firefighting foam	1.00	2,200.00	2,200	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>32,400</b>
Meeting & conference travel @ 56.5 cents per mile	1.00	1,000.00	1,000	
Training programs & reference materials.	1.00	2,400.00	2,400	
Public Fire prevention materials.	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	23,000.00	23,000	
ongoing training for Career staff/volunteers				
EMS mandatory training equipment	1.00	2,500.00	2,500	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>750</b>
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer, etc.	1.00	750.00	750	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>35,625</b>
Shared Response payments - 7.5% of revenue from ambulance billings	1.00	35,625.00	35,625	
Estimated revenue of \$475,000				
<b>44217 - POSTAGE</b>				<b>400</b>
Postage fees to send out equipment for repair/return postage of repaired items	1.00	400.00	400	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44223 - SERVICE CONTRACTS</b>				<b>127,344</b>
Breathing air testing - required	1.00	875.00	875	
Annual furnace/hot water maintenance - required, semi-annual	1.00	2,100.00	2,100	
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	2,900.00	2,900	
Annual fire pump testing/certifications - required	6.00	236.00	1,416	
Annual ground ladder testing & certification - required	1.00	1,087.00	1,087	
Annual aerial ladder testing & certification - required	1.00	1,087.00	1,087	
Annual defibrillator calibration/certification - required	1.00	3,768.00	3,768	
Annual hydraulic rescue tool service - required	1.00	1,255.00	1,255	
Overhead door maintenance/service - old doors maintenance & service	1.00	1,250.00	1,250	
Stretcher service inspection STRYKER required	1.00	1,600.00	1,600	
Annual posi-chek 3 calibration/certification	1.00	1,250.00	1,250	
Fire Extinguisher inspections - required	1.00	1,600.00	1,600	
Emergency generator services at Headquarters - required	1.00	850.00	850	
Annual firehouse - NFIRS reporting system - software contract	1.00	625.00	625	
Annual carpet cleaning - upkeep	1.00	865.00	865	
Fire Alarm testing and monitoring service contract	1.00	400.00	400	
Building Alarm system testing and monitoring - required	1.00	344.00	344	
Kitchen hood - required	1.00	800.00	800	
Sprinkler system - required	1.00	912.00	912	
Mask-fit tester certification/calibration - required	1.00	700.00	700	
Training Calendar Contract	1.00	80.00	80	
EMS Charts - OEMS Run Forms	1.00	764.00	764	
Air-fill station - breathing air compressor service contract	1.00	900.00	900	
Fire hose testing @ \$.21/ft - required annually	1.00	5,107.00	5,107	
IamResponding system	1.00	725.00	725	
911 KX - Dues for Central Alarm	1.00	88,925.00	88,925	
Exterminating Services - Company 2 - monthly charges	12.00	22.00	264	
Furnace service - maintenance and service - Company 2	1.00	450.00	450	
Water Testing - Company 2	1.00	500.00	500	
ER 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	
<b>44231 - ADVERTISING</b>				<b>500</b>
Bid advertising	1.00	500.00	500	
<b>44243 - COMPENSATION</b>				<b>52,500</b>
Fuel remuneration for firefighters	1.00	52,500.00	52,500	
<b>44286 - PHYSICALS &amp; TESTING</b>				<b>10,000</b>
Physicals & Testing - required physicals	1.00	6,500.00	6,500	
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	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>45216 - TELEPHONE</b>				<b>6,798</b>
Headquarters telephones, fax	1.00	1,319.00	1,319	
Cell phones (6), air card for laptops on ER vehicles	12.00	195.00	2,340	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for ambulance 528 for electronic patient care reporting	1.00	2,500.00	2,500	
Telephone & alarms circuits - Company 2	1.00	239.00	239	
<b>45221 - FUEL/HEATING</b>				<b>16,950</b>
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	1.00	12,359.00	12,359	
Propane - stove - Company 1	240.00	1.90	456	
Heating oil - Company 2	1.00	4,059.00	4,059	
Propane - Company 2	40.00	1.90	76	
<b>45350 - WATER</b>				<b>2,000</b>
Static & dry hydrants.	1.00	2,000.00	2,000	
<b>45622 - ELECTRIC</b>				<b>14,536</b>
Electricity - Company 1	1.00	13,085.00	13,085	
Electricity - Company 2	1.00	1,451.00	1,451	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>6,200</b>
Office equipment repairs.	1.00	1,000.00	1,000	
Radio & alarm repairs, lights & sirens	1.00	4,900.00	4,900	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	
<b>46226 - BUILDING REPAIRS</b>				<b>9,279</b>
Plumbing, electrical, new kitchen hood	1.00	5,179.00	5,179	
Ground maintenance & supplies	1.00	600.00	600	
Training facility	1.00	2,000.00	2,000	
Building repairs - Company 2	1.00	1,000.00	1,000	
Overhead door repairs - Company 2	1.00	500.00	500	
<b>46327 - OTHER EQUIPMENT REPAIR</b>				<b>9,560</b>
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	4,000.00	4,000	
ISI - SCBA repair parts for new breathing apparatus plus existing units	1.00	4,600.00	4,600	
Small equipment repairs (fire pumps, ground & aerial ladders, overhead doors)	1.00	960.00	960	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>75,554</b>
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline - Fire	1.00	6,419.00	6,419	
Unleaded gas - Medical	1.00	3,017.00	3,017	
Truck repairs & parts.	1.00	30,000.00	30,000	
Diesel gasoline - Fire	1.00	12,300.00	12,300	
Diesel gasoline - Medical	1.00	13,518.00	13,518	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
Emergency account for fuel when Town pumps are unavailable - Company 2	1.00	100.00	100	
<b>48404 - MACHINERY &amp; EQUIPMENT</b>				<b>1,850</b>
Security system continuations - entry identification	1.00	1,500.00	1,500	
Fax machine - secure line for HIPAA information	1.00	350.00	350	
<b>48417 - BLDG &amp; GROUNDS IMPROVEMENTS</b>				<b>5,000</b>
50% of fees for installing fire hydrants. Remaining 50% paid by Water Dept.	1.00	5,000.00	5,000	
Joint infrastructure program for water distribution system				
<b>TOTAL FIRE</b>				<b>1,122,600</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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)

Deputy Director (part-time)

Communications Officer (various volunteers)

Health, Medical, Planning, Logistics, Administration, Operations, Mass Care, Radiological, Warning, Evacuation, Resource Management (staffed by representative town employees and volunteers)

## **2012 – 2013 Accomplishments**

- Secured grant funding for second team CERT (Community Emergency Response Team)
- Successful activation and operations of Colchester Emergency Operations Center for Hurricane Sandy
- Coordinated with the American Red Cross for the activation of the emergency shelter located at Bacon Academy for Hurricane Sandy
- Activation of Connecticut ARES (amateur radio emergency services) for Hurricane Sandy
- All Department Heads have received ICS-300 training

## **2013 – 2014 Objectives**

- Continue to seek grant funding to upgrade radios, toning capabilities, and enhanced amateur radio antennas
- Secure grant funding for additional CERT volunteers and large animal volunteers
- Seeking additional amateur radio operators to assist with communications
- Continue the upgrades to the Emergency Operations Center (EOC) to include: installation of split-screen televisions, conference area work stations and communication capabilities, and installation of security upgrades to include a camera at the EOC entrance and an electric door release

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**EMERGENCY MANAGEMENT**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	2,170	2,268	2,314	2,314	4,628
FICA	151	160	177	177	354
Office Supplies	93	0	300	150	300
Other Purchased Supplies	0	1,518	2,000	3,500	4,500
Emergency Medical Supplies	467	0	750	250	750
Professional Memberships	0	0	75	0	75
Postage	0	0	25	0	25
Service Contracts	1,616	1,370	1,236	1,430	1,620
Printing & Publications	0	0	250	0	250
Telephone	2,538	2,254	2,500	2,485	2,500
Equipment Repairs	0	13	1,500	1,500	3,000
Machinery & Equipment	1,270	68	1,500	0	0
<b>TOTAL</b>	<b>8,305</b>	<b>7,651</b>	<b>12,627</b>	<b>11,806</b>	<b>18,002</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>12301 - EMERGENCY MANAGEMENT</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>4,628</b>
Emergency Management Director - stipend	1.00	2,314.00	2,314	
Deputy Emergency Management Director - stipend for new position	1.00	2,314.00	2,314	
<b>41230 - FICA</b>				<b>354</b>
FICA/Medicare at 7.65% of gross wages	1.00	354.00	354	
<b>42301 - OFFICE SUPPLIES</b>				<b>300</b>
Pens, paper, markers, cartridges	1.00	300.00	300	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>4,500</b>
Supplies for planned activation of EOC for training & other purposes	1.00	3,000.00	3,000	
Phones, microphones, batteries, Ham radios, etc.	1.00	1,500.00	1,500	
Reclassification from Machinery & Equipment				
<b>42345 - EMERGENCY MEDICAL SUPPLIES</b>				<b>750</b>
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>75</b>
Membership fees	1.00	75.00	75	
<b>44217 - POSTAGE</b>				<b>25</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>1,620</b>
Emergency Operations Center - Alarm monitoring	1.00	600.00	600	
Emergency Operations Center - monthly pest control services	12.00	85.00	1,020	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>250</b>
<b>45216 - TELEPHONE</b>				<b>2,500</b>
Emergency Operations Center - monthly phone charges	1.00	2,500.00	2,500	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>3,000</b>
<b>TOTAL EMERGENCY MANAGEMENT</b>				<b>18,002</b>



# Public Works

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

## Public Works

### Departments

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

**TOWN OF COLCHESTER  
FY 2013–2014 ADOPTED BUDGET**

**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 (position shared with Sewer & Water and Board of Education)

Director of Operations (full-time)

Administrative Assistant (position shared with Sewer & Water)

## **2012 – 2013 Accomplishments**

- Consistent review of Town road quality and safety issues on all public right of ways and properties.
- Passage of Energy Performance Contract (Annual Energy savings \$285,000)
- Consolidating work force into cross trained staff to address Mission Critical priorities.
- Successful contracting of new pavement restoration technology: “Hot-In-Place Asphalt Recycling” in order to maximize Road Improvement dollars.
- FEMA Reimbursement Storm Sandy
- Participate in School Security response planning.
- Compile Town wide consolidated Capital Improvement List.

## **2013 – 2014 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.
- Respond to citizen inquiries within 24 hours
- 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.
- Update and advance the Town’s long-term pavement improvement program
- Work regionally with other towns, when possible, to reduce operational costs and research for grant opportunities for common equipment needs.
- Prepare multi-year contracts for annual maintenance services in order to provide for cost savings and ensure Energy Performance Contract guarantee by having contract required maintenance.
- Operate Town wide Building Automation Systems in order to provide maximum savings.
- Renegotiate Electrical Supply Contract Town wide.
- 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**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	130,859	135,298	139,851	173,150	130,353
Contractual, Temporary, Occasional Payroll	662	0	0	0	0
Employee Related Insurances	441	444	490	468	457
FICA & Retirement	18,812	19,600	20,628	23,853	19,173
Copier	283	322	322	322	322
Office Supplies	320	283	300	300	300
Safety Equipment	130	0	599	599	600
Professional Memberships	106	186	200	200	200
Postage	48	9	100	50	100
Advertising	176	0	500	300	500
Telephone	1,199	1,268	1,700	1,315	1,700
<b>TOTAL</b>	<b>153,036</b>	<b>157,410</b>	<b>164,690</b>	<b>200,557</b>	<b>153,705</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13200 - PUBLIC WORKS ADMINISTRATION</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>130,353</b>
Public Works Director (45% Town, 5% BOE & 50% Sewer & Water)	1.00	39,600.00	39,600	
Director of Operations	1.00	69,700.00	69,700	
Administrative Assistant - 8 hrs/day (50% Town & 50% S/W)	1.00	20,828.00	20,828	
Longevity	1.00	225.00	225	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>457</b>
Life/AD&D Insurance	1.00	219.00	219	
Long Term Disability	1.00	238.00	238	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>19,173</b>
FICA & Medicare 7.65% of gross wages	1.00	9,971.00	9,971	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	5,576.00	5,576	
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (45% Town, 5% BOE & 50% S&W)	1.00	2,376.00	2,376	
Defined Contribution 401(a) Plan - Administrative Assistant @ 6% (50% Town & 50% S&W)	1.00	1,250.00	1,250	
<b>42233 - COPIER</b>				<b>322</b>
Annual lease Copier	12.00	21.00	252	
Per copy charges	1.00	70.00	70	
<b>42301 - OFFICE SUPPLIES</b>				<b>300</b>
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>600</b>
Personal protective equipment	2.00	200.00	400	
Safety Shoes - PW Director & Director of Operations				
Rain gear -- Director of Operations	1.00	72.00	72	
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	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>200</b>
American Public Works Assn & CT Highway Supv.Assn - Annual Memberships	1.00	200.00	200	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44217 - POSTAGE</b>				<b>100</b>
<b>44231 - ADVERTISING</b>				<b>500</b>
Advertising for bids	1.00	500.00	500	
<b>45216 - TELEPHONE</b>				<b>1,700</b>
Cell phones - Director of Operations and 50% for Public Works Director, & department use	1.00	1,700.00	1,700	
<b>TOTAL PUBLIC WORKS ADMINISTRATION</b>				<b>153,705</b>





**TOWN OF COLCHESTER  
FY 2013 - 2014 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**

Assistant Highway Supervisor (full time)

Maintainer 3 (full time - 4)

Maintainer 2 (full time - 3)

Assisted 3 days a week by Transfer Station employee

**2012 – 2013 Accomplishments**

- 2012-present 15 snow storm responses and assist Colchester Water Department on 8 main breaks.
- First Responders in Hurricane Sandy.
- Road reconstruction projects utilizing "green" hot-in-place recycling for: southerly portion Cabin Road, northerly portion of Windham Avenue. Cut and Patch portion of River Road.
- Chipseal or Surface Treatments: Bulkeley Hill Road (enforced contractor guarantee), southerly portion of Windham Avenue, northerly portion of Cabin Road.
- Repainted 53 miles of collector street centerlines.
- Conducted minor bridge repair and culvert clean outs: Comstock Bridge Road, Cato Corner Road, Davidson Road, Prospect Hill Road. Conceptual repair for Caverly Mill Road Bridge repair.

- 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.
- Utilizing rental vac-all, inspected and cleaned all catch basins (where required).

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• % Roads – Grade A:	14%	13%
• % Roads – Grade B:	55%	55%
• % Roads – Grade C:	27%	27%
• % Roads – Grade D:	03%	04%
• % Roads – Grade F:	00%	00%

### **2013 – 2014 Objectives**

- Utilize rental options, such as paving equipment, in an attempt to operate more efficiently
- Continue to increase crack sealing operations to meet road improvement plan schedule
- Evaluate and augment the implementation of the Town-wide road improvement plan dependent upon funding. At present time, Marvin Road and River Road will be likely candidates for most roadway funding provided and in most need of improvement. Gillette's Lane shoulder shimming is next priority to address excessive cross pitch that presently makes the roadway difficult to plow with standard plows.
- Work with other departmental divisions to make improvements utilizing grant funding 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

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**HIGHWAY**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	335,344	369,985	415,381	390,303	381,005
Overtime	6,256	9,493	12,500	12,500	12,500
Contractual, Temporary, Occasional Payroll	340	290	500	350	500
Employee Related Insurances	1,659	1,833	1,827	1,713	1,553
FICA & Retirement	39,800	45,181	53,243	50,071	48,895
Safety Equipment	4,202	4,580	4,551	4,551	4,152
Other Purchased Supplies	141,358	153,528	158,383	158,383	155,909
Mileage, Training & Meetings	2,060	2,717	2,800	2,800	2,800
Professional Services	22,354	17,039	14,960	14,810	15,110
Equipment Rental	13,883	15,879	17,677	15,872	15,956
Uniform Rental	4,209	4,236	4,696	3,737	4,506
Traffic Control	77,032	77,021	80,500	80,500	80,500
Equipment Repairs	162	13,177	200	200	200
Vehicle Maintenance & Fuel	170,625	180,613	180,751	183,000	183,519
Road Improvements	319,865	399,952	400,000	400,000	400,000
<b>TOTAL</b>	<b>1,139,149</b>	<b>1,295,524</b>	<b>1,347,969</b>	<b>1,318,790</b>	<b>1,307,105</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13201 - HIGHWAY</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>381,005</b>
Assistant Foreman - Step 7 (8 hrs/day)	1.00	53,015.00	53,015	
Union contract in negotiation				
Maintainer III - Step 9 (8 hrs/day)	1.00	49,152.00	49,152	
Union contract in negotiation				
Maintainer III - Step 9 (8 hrs/day)	1.00	49,152.00	49,152	
Union contract in negotiation				
Maintainer III - Step 7 (8 hrs/day)	1.00	45,414.00	45,414	
Union contract in negotiation				
Maintainer III - Step 8 (8 hrs/day)	1.00	46,333.00	46,333	
Union contract in negotiation				
Maintainer II - Step 11 (8 hrs/day)	1.00	45,414.00	45,414	
Union contract in negotiation				
Maintainer II - Step 9 (8 hrs/day)	1.00	42,011.00	42,011	
Union contract in negotiation				
Maintainer II - Step 11 (8 hrs/day)	1.00	45,414.00	45,414	
Union contract in negotiation				
Maintainer II - Step 9 (8 hrs/day)	1.00	42,011.00	42,011	
Union contract in negotiation				
Longevity	1.00	5,100.00	5,100	
Eliminate Maintainer II - Step 9 (8 hrs/day)	1.00	(42,011.00)	(42,011)	
Union contract in negotiation				
<b>40103 - OVERTIME</b>				<b>12,500</b>
Roads Overtime (not snow)	1.00	12,500.00	12,500	
<b>40105 - CONTR TEMP OCCAS</b>				<b>500</b>
Tree Warden -\$100 plus 5 CEUs/year	1.00	500.00	500	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,553</b>
Life/AD&D Insurance	1.00	576.00	576	
Long Term Disability	1.00	977.00	977	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>48,895</b>
FICA & Medicare 7.65% of gross wages	1.00	30,100.00	30,100	
Defined Contribution 401(a) Plan - Road Crew @ 5% (9 employees]	1.00	18,795.00	18,795	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>4,152</b>
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 replacements	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	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>155,909</b>
Meals in storms (emergencies)	1.00	150.00	150	
7 Catch Basins	7.00	771.00	5,397	
3 palletts CB Block, 1 pallett cement brick	1.00	1,000.00	1,000	
Misc. items (bottled gas, rags, car soap, flashlights, batteries), etc	1.00	1,000.00	1,000	
1,000/tons hot patch (class 2)	1,000.00	66.50	66,500	
40/tons cold patch	40.00	103.00	4,120	
Drain pipes	1.00	6,000.00	6,000	
Crack Seal - 5 pallets	5.00	2,400.00	12,000	
Hand tools, rakes, shovels, wheelbarrow, grease guns, wrenches, etc.	1.00	1,500.00	1,500	
52 miles road paint	52.00	338.00	17,576	
Stop bars	300.00	14.00	4,200	
<b>SAND, SALT, GRAVEL, CEMENT</b>				
Proc.gravel, bank run, stone, etc.	600.00	19.50	11,700	
Grading 2 times per year				
Cement & redimix	1.00	1,116.00	1,116	
Drainage stone & Rip Rap for road repairs - 500 yards	500.00	23.00	11,500	
Topsoil- 10 loads x 18 yards	180.00	21.50	3,870	
Ground supplies: Seed, erosion control matting, hay bales, fertilizer:	1.00	1,000.00	1,000	
<b>TRAFFIC CONTROL SIGNS</b>				
Street Signs and warning signs, cones	1.00	5,000.00	5,000	
Basin tops and risers for paving	8.00	285.00	2,280	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>2,800</b>
Training seminars & educational programs, mileage reimbursement	1.00	2,800.00	2,800	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44208 - PROFESSIONAL SERVICES</b>				<b>15,110</b>
Blasting & other contracted services - tree removals	1.00	13,000.00	13,000	
<b>PHYSICALS:</b>				
DOT bi-annual physicals - 6 staff	6.00	90.00	540	
2 staff pulmonary testing (respirator monitoring)	2.00	140.00	280	
Drug tests-6 staff (50% staff)	6.00	85.00	510	
Alcohol testing - 2 staff	2.00	40.00	80	
Comb.drug & alcohol for post accident/reasonable cause x 4 series x \$10C	4.00	100.00	400	
Pre-employment physicals	2.00	150.00	300	
<b>44237 - EQUIPMENT RENTAL</b>				<b>15,956</b>
Vacuum truck for catch basins and sedimentation structures	1.00	9,238.00	9,238	
Other rentals-pumps, generators, mini excavator	1.00	1,000.00	1,000	
DTN Radar lease	1.00	1,968.00	1,968	
Holiday - Bucket truck rental	1.00	2,400.00	2,400	
Brush work (shared cost with Water & Sewer)	1.00	1,350.00	1,350	
<b>44238 - UNIFORM RENTALS</b>				<b>4,506</b>
Uniform rental including ERSC, delivery & damage charges	1.00	4,506.00	4,506	
<b>45389 - TRAFFIC CONTROL LIGHTS</b>				<b>80,500</b>
Traffic Lights	1.00	80,500.00	80,500	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>200</b>
Radio repairs and batteries	1.00	200.00	200	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>183,519</b>
Unleaded Gas	5,200.00	3.37	17,524	
Diesel gasoline	14,500.00	3.31	47,995	
Equipment Repair Parts	1.00	118,000.00	118,000	
<b>48439 - ROAD IMPROVEMENT</b>				<b>400,000</b>
Road Improvement/Paving projects and Maintenance	1.00	400,000.00	400,000	
<b>TOTAL HIGHWAY</b>				<b>1,307,105</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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 & diesel inventory and billing.

**Staffing**

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

## 2012 – 2013 Accomplishments

- All staff became certified UST (underground storage tank) operators.
- Utilized OSHA consultation services for general walk-thru and inspection.
- Per insurance provider request, initiated Hearing Baseline & Monitoring program.
- Installation of Fleet Maintenance Software.
- \$4,000.00 saved in propane heating costs by continued use of waste oil furnace.
- Reduction of non-mechanical staff time towards work on aging fleet through.
- Completed 40% of police vehicle safety inspections within two weeks of due date.
- Completed 40% of senior bus safety inspections within two weeks of due date.
- Completed 40% of ambulance safety inspections within two weeks of due date.
- 75% of first run snow removal equipment was fully operational by October 15.
- 99% of all snow removal equipment was fully operational by November 15.
- Obtained shop equipment to help reduce downtime and increase productivity.

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Work Orders (Opened)	1,523	1,051
• Work Orders (Closed)	987	1,536
• Amount Spent Outsourcing Repairs	\$28,397	\$56,295

## 2013 – 2014 Objectives

- Reinstitute Fleet staff training program.
- Evaluate need to increase staffing level due to reduced amount of outsourcing work, PM program, Safety Inspection reoccurrence time frame and general repair time frames.
- Train staff for direct input of Fleet Maintenance software repair data.
- Cross training all staff to assist in maintaining and repairing their equipment.
- Obtain necessary equipment to reduce downtime and increase productivity.
- Complete 95% of fire apparatus safety inspections within two weeks of due date.
- Complete 95% of police vehicle safety inspections within two weeks of due date.
- Complete 95% of senior bus safety inspections within two weeks of due date.
- Complete 95% 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.
- Target 30K mile/2,000 hour oil change interval using superior lubricants.



**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**FLEET MAINTENANCE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	213,699	223,423	231,174	229,783	235,647
Overtime	2,686	2,435	3,000	3,000	3,000
Contractual, Temporary, Occasional Payroll	900	900	900	900	900
Employee Related Insurances	887	887	888	849	849
FICA & Retirement	28,352	29,746	31,740	31,740	32,364
Office Supplies	149	212	500	500	500
Safety Equipment	1,065	1,330	2,320	2,320	2,800
Custodial/Maintenance Supplies	0	890	1,000	1,000	963
Fleet Repair & Maintenance Supplies	25,697	24,565	25,000	25,000	25,000
Mileage, Training & Meetings	0	157	600	600	600
Professional Memberships	200	200	200	200	200
Professional Services	0	243	250	250	700
Service Contracts	8,586	9,019	17,540	16,823	15,713
Uniform Rental	3,021	3,266	3,241	3,302	3,302
Telephone	1,678	1,638	0	0	0
Fuel & Heating	2,609	1,736	4,750	2,650	4,750
Electricity	11,433	12,387	11,500	11,500	6,135
Equipment Repairs	2,847	4,215	2,000	2,000	4,800
Building Repairs	6,673	16,931	13,500	13,500	13,100
Vehicle Maintenance & Fuel	8,749	8,691	8,815	9,715	10,990
Machinery & Equipment	3,700	0	6,300	5,556	0
Office Equipment	0	0	1,500	1,500	0
<b>TOTAL</b>	<b>322,931</b>	<b>342,871</b>	<b>366,718</b>	<b>362,688</b>	<b>362,313</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13202 - FLEET MAINTENANCE</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>235,647</b>
Fleet Maintenance Supervisor	1.00	78,946.00	78,946	
Mechanic III - Step 9 (8 hrs/day)	1.00	57,483.00	57,483	
Union contract in negotiation				
Mechanic II - Step 8 (8 hrs/day)	1.00	48,484.00	48,484	
Union contract in negotiation				
Mechanic II - Step 8 (8 hrs/day)	1.00	48,484.00	48,484	
Union contract in negotiation				
Longevity	1.00	2,250.00	2,250	
<b>40103 - OVERTIME</b>				<b>3,000</b>
Overtime	1.00	3,000.00	3,000	
<b>40105 - CONTR TEMP OCCAS</b>				<b>900</b>
Tool allowance - 3 employees @ \$25 per month	12.00	75.00	900	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>849</b>
Life/AD&D Insurance	1.00	360.00	360	
Long Term Disability Insurance	1.00	489.00	489	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>32,364</b>
FICA and medicare @ 7.65% of gross wages	1.00	18,325.00	18,325	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	6,316.00	6,316	
Defined Contribution 401(a) Plan - Mechanics @ 5%	1.00	7,723.00	7,723	
<b>42301 - OFFICE SUPPLIES</b>				<b>500</b>
Copy/Printer Paper	1.00	100.00	100	
General Office Supplies	1.00	100.00	100	
Toner & supplies for printer, fax & copier	1.00	300.00	300	
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>2,800</b>
OSHA required safety shoes x 4 men	4.00	200.00	800	
Rain gear, boots & gloves for steam cleaning	1.00	520.00	520	
Safety glasses, chemical glasses, shields	1.00	1,000.00	1,000	
Tyvek suits	1.00	480.00	480	
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>963</b>
Paper towels, toilet paper, light bulbs, keys, soaps & cleaners	1.00	963.00	963	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42341 - FLEET REPAIR &amp; MAINT SUPPLIES</b>				<b>25,000</b>
Nuts, bolts, hose clamps, wire connectors, heat shrink, tape, motor oil, hydraulic oil, ATF, gear lube, chassis grease, antifreeze & oil analysis	1.00	25,000.00	25,000	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>600</b>
Videos, literature & other training material	1.00	600.00	600	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>200</b>
Motor Transport Assoc. Membership for Town-wide drug and alcohol testing	1.00	200.00	200	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>700</b>
OSHA required audiograms	5.00	50.00	250	
Random Drug Testing	1.00	250.00	250	
CDL physicals	2.00	100.00	200	
<b>44223 - SERVICE CONTRACTS</b>				<b>15,713</b>
Water cooler	12.00	10.00	120	
Fire extinguisher testing & maintenance	1.00	100.00	100	
Service & monitoring of burglar alarm	1.00	394.00	394	
Oil filter recycling	1.00	180.00	180	
Waste oil furnace maintenance	1.00	500.00	500	
Parts washer service contract	4.00	430.00	1,720	
OSHA Overhead hoist inspections	3.00	200.00	600	
Service/repair of overhead doors	17.00	287.00	4,879	
Annual State fee to register underground storage tanks	2.00	100.00	200	
Boiler inspections	1.00	40.00	40	
Service and monitoring of fire alarm	1.00	379.00	379	
Internet	1.00	1,319.00	1,319	
Oxygen & acetylene bottle rental	1.00	300.00	300	
Pressure washer service.	1.00	600.00	600	
Service rooftop units	1.00	300.00	300	
RTA Software maintenance fee	1.00	500.00	500	
Navistar engine diagnostic code software	1.00	850.00	850	
Oil & water separator cleaning	1.00	2,732.00	2,732	
<b>44238 - UNIFORM RENTALS</b>				<b>3,302</b>
Uniforms (4 men x 52 weeks) & shop towels, includes delivery, ERSC & shop towel maintenance fees	1.00	3,302.00	3,302	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>45221 - FUEL/HEATING</b>				<b>4,750</b>
Gallons of propane for Town Garage	1,500.00	1.90	2,850	
Gallons of propane for Highway Dept wash bay	1,000.00	1.90	1,900	
<b>45622 - ELECTRIC</b>				<b>6,135</b>
Electric for Fleet & Highway at Town Garage, Highway Wash bay & Salt shed	1.00	6,135.00	6,135	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>4,800</b>
Maintenance & repair of the gas and diesel pumps	1.00	1,500.00	1,500	
Annual maintenance, hose and nozzle replacement, etc.				
Testing of in-ground gas and diesel tanks	1.00	500.00	500	
EPA/DEP Requirement.				
OSHA required repair to tire balancer	1.00	1,400.00	1,400	
OSHA required repair to overhead hoist	1.00	1,400.00	1,400	
<b>46226 - BUILDING REPAIRS</b>				<b>13,100</b>
Maintain Interior/Exterior of Complex	1.00	3,000.00	3,000	
Paint exterior of garage and salt shed	1.00	2,500.00	2,500	
Cement & Foundation repair	1.00	1,000.00	1,000	
Oil & Water separator cover repair	1.00	1,000.00	1,000	
Gas Pump Island repair	1.00	1,000.00	1,000	
Replace overhead door	1.00	4,600.00	4,600	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>10,990</b>
Gas for Water Dept.	1,500.00	3.37	5,055	
Gas for Fleet	300.00	3.37	1,011	
Vehicle & Equipment Repairs for Fleet Maintenance	1.00	3,000.00	3,000	
Diesel for Water Department	200.00	3.31	662	
Diesel for Fleet pressure washing	200.00	3.31	662	
Propane for forklift	24.00	25.00	600	
<b>TOTAL FLEET MAINTENANCE</b>				<b>362,313</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 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**

Crew Leader

Parks Crew (full time - 5)

## **2012 – 2013 Accomplishments**

- Maintained over 360 acres of town and school grounds
- Removed and relocated annual holiday tree on town green
- Installed new scoreboard at Bacon Academy (Spring 2013)
- Replaced damaged Water Fountain and Play Equipment at RecPlex (Spring 2013)
- Assist in Hurricane Sandy clean up Town wide
- Cross trained with Fleet Maintenance to provide more efficient equipment repair
- Assist Facilities Manager to expedite multiple work order completion
- Developed standard procedures and schedule for the maintenance of all Town facilities

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Hours of Mowing	2,540	2,227
• Hours of Snow Removal	641	1,372
• Hours of Field Maintenance/Prep	922	1,003
• Hours of Trash Removal	653	678

## **2013 – 2014 Objectives**

- Increase cross training within the Department in order to provide a more Mission Critical workforce.
- Compile listing of previously deferred work and equipment at all Town Facilities and Parks for potential funding.
- Continue to provide for public accessible and well maintained public spaces.
- Work with other Department divisions for use of Grant Funding at Airline trailhead of Colchester Spur for improvement to trail system.

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**GROUNDS MAINTENANCE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	221,089	220,195	231,674	232,624	235,276
Overtime	2,046	4,106	4,500	4,500	4,500
Contractual, Temporary, Occasional Payroll	17,663	17,538	33,000	25,000	25,000
Employee Related Insurances	1,094	1,048	1,138	1,035	1,098
FICA & Retirement	27,952	28,334	31,544	30,965	31,956
Safety Equipment	1,550	1,596	2,200	2,200	2,200
Custodial/Maintenance Supplies	2,981	2,448	3,000	3,000	3,000
Grounds Maintenance Supplies	12,517	13,985	15,600	15,600	15,600
Other Purchased Supplies	4,541	7,770	4,900	4,900	4,900
Mileage, Training & Meetings	0	0	300	300	300
Professional Services	5,189	6,813	7,150	5,650	5,650
Service Contracts	1,021	2,978	920	3,920	3,920
Advertising	69	0	200	200	200
Equipment Rental	99	422	500	500	500
Uniform Rental	2,114	2,340	2,500	2,750	2,500
Telephone	609	378	420	513	660
Fuel & Heating	1,247	972	2,470	1,250	2,146
Electricity	24,231	23,016	28,500	25,000	23,148
Equipment Repairs	243	98	800	800	800
Building Repairs	3,555	1,297	1,500	1,534	1,808
Other Repairs	1,250	1,411	2,000	2,000	2,000
Vehicle Maintenance & Fuel	69,567	48,479	39,746	35,000	39,480
Machinery & Equipment	1,157	4,200	10,600	10,545	4,000
Building & Grounds Improvements	0	0	0	0	5,500
<b>TOTAL</b>	<b>401,784</b>	<b>389,424</b>	<b>425,162</b>	<b>409,786</b>	<b>416,142</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13203 - GROUNDS MAINTENANCE</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>235,276</b>
Crew Leader - Step 9 (8 hrs/day)	1.00	55,666.00	55,666	
Union contract in negotiation				
Maintainer II - Step 9 (8 hrs/day)	1.00	39,297.00	39,297	
Union contract in negotiation				
Maintainer II - Step 6 (8 hrs/day)	1.00	35,622.00	35,622	
Union contract in negotiation				
Maintainer II - Step 5 (8 hrs/day)	1.00	34,933.00	34,933	
Union contract in negotiation				
Maintainer II - Step 3 (8 hrs/day)	1.00	33,575.00	33,575	
Union contract in negotiation				
Maintainer II - Step 5 (8 hrs/day)	1.00	34,933.00	34,933	
Union contract in negotiation				
Longevity	1.00	1,250.00	1,250	
<b>40103 - OVERTIME</b>				<b>4,500</b>
Overtime	1.00	4,500.00	4,500	
<b>40105 - CONTR TEMP OCCAS</b>				<b>25,000</b>
Seasonal Grounds Maintenance Crew	1.00	25,000.00	25,000	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,098</b>
Life/AD&D insurance.	1.00	432.00	432	
Long Term Disability insurance.	1.00	666.00	666	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>31,956</b>
FICA and medicare @ 7.65% of gross wages	1.00	20,255.00	20,255	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 5%	1.00	11,701.00	11,701	
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>2,200</b>
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	
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>3,000</b>
Custodial supplies for parks garage & restrooms	1.00	3,000.00	3,000	
<b>42334 - GROUNDS MAINTENANCE SUPPLIES</b>				<b>15,600</b>
Infield clay mix, turface, topsoil, fertilizer, grass seed, bark mulch (landscaping & playgrounds)	1.00	15,600.00	15,600	



**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>4,900</b>
Motor oil and lubricants, trimmer string, tape, paint & supplies, signs, hand tools, portable generator	1.00	4,900.00	4,900	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>300</b>
Grounds Maintenance Crew training	1.00	300.00	300	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>5,650</b>
Electrical services - repair for lights, gazebo, electrical, etc	1.00	700.00	700	
Locksmith services	1.00	300.00	300	
Fence - annual repair & maintenance	1.00	650.00	650	
Irrigation repairs & winterization	1.00	500.00	500	
Tree services - one day truck and crew	1.00	1,000.00	1,000	
Pesticides	1.00	2,000.00	2,000	
Testing (drug, physical, alcohol, pre-employment physical)	1.00	500.00	500	
<b>44223 - SERVICE CONTRACTS</b>				<b>3,920</b>
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	
Plumbing & portable toilet facilities (Town Green/Ruby Cohen)	1.00	3,000.00	3,000	
<b>44231 - ADVERTISING</b>				<b>200</b>
Bid Advertising	1.00	200.00	200	
<b>44237 - EQUIPMENT RENTAL</b>				<b>500</b>
Leaf blowers, generators, Miscellaneous equipment	1.00	500.00	500	
<b>44238 - UNIFORM RENTALS</b>				<b>2,500</b>
Grounds Maintenance Crew uniforms.	1.00	2,500.00	2,500	
<b>45216 - TELEPHONE</b>				<b>660</b>
Cell Phone - Grounds Maintenance Crew Leader - monthly charges	12.00	55.00	660	
<b>45221 - FUEL/HEATING</b>				<b>2,146</b>
Parks Garage - Propane	1.00	2,146.00	2,146	
<b>45622 - ELECTRIC</b>				<b>23,148</b>
Recplex/Garage - Electricity	1.00	23,148.00	23,148	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>800</b>
General repairs on Park equipment.	1.00	800.00	800	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>46226 - BUILDING REPAIRS</b>				<b>1,808</b>
General Building repairs, Storage areas, dugouts, bathrooms, Pavillion roof	1.00	1,808.00	1,808	
<b>46229 - OTHER REPAIR SERVICES</b>				<b>2,000</b>
Repairs for picnic tables, bleachers, batting cages, equipment scoreboards, etc. (Not for buildings)	1.00	2,000.00	2,000	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>39,480</b>
Vehicle repairs	1.00	20,000.00	20,000	
Diesel gasoline	1,100.00	3.31	3,641	
Gasoline for vehicles and equipment	4,700.00	3.37	15,839	
<b>48404 - MACHINERY &amp; EQUIPMENT</b>				<b>4,000</b>
8x12 Storage shed to remove camp storage from maintenance area	1.00	4,000.00	4,000	
<b>48417 - BUILDING &amp; GROUNDS IMPROVEMENTS</b>				<b>5,500</b>
Resurface/repair Tennis Court cracks; Repaint & Resurface/repair Basketball courts	1.00	5,500.00	5,500	
<b>TOTAL GROUNDS MAINTENANCE</b>				<b>416,142</b>

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**SNOW REMOVAL**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Overtime	90,035	55,524	94,500	126,762	94,500
FICA	6,485	4,125	7,229	9,698	7,230
Sand & Salt Supplies	144,272	80,747	133,121	133,100	132,550
Other Purchased Supplies	27,430	19,485	37,294	25,000	16,094
Professional Services	262,534	134,795	147,252	212,767	160,516
<b>TOTAL</b>	<b>530,756</b>	<b>294,676</b>	<b>419,396</b>	<b>507,327</b>	<b>410,890</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13204 - SNOW REMOVAL</b>				
<b>40103 - OVERTIME</b>				<b>94,500</b>
Town Crew - snow removal 20 men (20 x \$31.50 rate x 15 storms x 10 hrs)	1.00	94,500.00	94,500	
<b>41230 - FICA</b>				<b>7,230</b>
FICA @ 7.65% of gross wages	1.00	7,230.00	7,230	
<b>42333 - SAND SALT GRAVEL</b>				<b>132,550</b>
300 yds sand @ \$17/yd	300.00	17.00	5,100	
1000 tons treated salt delivered \$85/ton	1,000.00	85.00	85,000	
250 tons treated salt @ \$85/ton, 5 smaller storms at 50 yards	250.00	85.00	21,250	
White Salt - 200 tons @ \$60/ton for schools	200.00	60.00	12,000	
Icemelt 4 pallets - Grounds	4.00	2,300.00	9,200	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>16,094</b>
Mail boxes and posts	45.00	30.00	1,350	
Snow Plow cutting edges	1.00	5,000.00	5,000	
Meals for town crew during snow storms	200.00	48.00	9,600	
\$17 x20 employees x 10storms, \$31 x 20 employees x 10 storms				
Tools for grounds crew - shovels and spreaders	1.00	144.00	144	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>160,516</b>
Hired trucks, sanders, drivers - 4 for 9 storms x 9 hrs avg @ \$155/hr	324.00	155.00	50,220	
Insurance for contractors	1.00	10,000.00	10,000	
Diesel fuel for contractors - approximately 1600 gallons	1,600.00	3.31	5,296	
School parking lots - estimated increase - 3 yr contract expires FY 12/13	1.00	95,000.00	95,000	
<b>TOTAL SNOW REMOVAL</b>				<b>410,890</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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 (full time – shared position with BOE)  
Custodians (full time - 2)  
Custodian (part time)

## 2012-2013 Accomplishments

- Obtained Guaranteed Energy Performance Contract approval between Town and Honeywell for project that will save approximately \$285,000 per year in energy cost while upgrading facilities at zero increased cost to taxpayers.
- Completed Capital Improvement needs list for existing facilities town wide.
- Completed facility improvement projects, including renovations to Highway Fleet Garage, OCR renovations at Bacon Academy, security upgrades to Town Hall and Facilities storage areas, Safety replacement of Hand Rails Town Gazebo. Assisted with Grounds Maintenance personnel for improvements at Recreation Park, Town Green, Bacon Academy Scoreboard, and various other minor facility repairs.
- Coordinated with Honeywell and Director of Public Works to outline and prioritize Capital repairs to building systems in order to maximize efficiency of existing equipment for successful results of systems once energy project is installed.
- Completed Water system cross connection deficiencies that have been deferred for 3 years or more. Coordinating said work with staff of the Colchester Water Department.

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Electricity Used (kW)	1,813,813	2,122,866
• Oil Purchased (gal.)	13,394	15,315
• Propane Purchased (gal.)	6,417	8,307
• Work Orders	187	167

## 2013-2014 Objectives

- Complete 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.
- Oversight of Energy Performance Contract equipment installation and commissioning of equipment.
- Provide for equipment required maintenance schedule per manufacturer's requirements in order to maintain guaranteed energy savings.
- Provide scheduling of differed maintenance that has previously resulted in equipment failure in mechanical and HVAC systems Town wide.
- Work with Finance Department to obtain a new fixed priced Electricity supplier contract in line with current market pricing.

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**FACILITIES**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL EXPENDITURES</b>	<b>FY 2011-2012 ACTUAL EXPENDITURES</b>	<b>FY 2012-2013 ADOPTED BUDGET</b>	<b>FY 2012-2013 PROJECTED ACTUALS</b>	<b>FY 2013-2014 ADOPTED BUDGET</b>
Regular Payroll	68,344	76,119	82,060	71,132	48,463
Overtime	0	128	0	110	0
Employee Related Insurances	152	269	343	127	157
FICA & Retirement	8,916	9,772	10,560	9,365	6,165
Custodial/Maintenance Supplies	5,513	3,730	5,300	5,300	5,300
Paint & Paint Supplies	0	687	1,000	1,000	1,000
Mileage, Training & Meetings	656	0	0	0	0
Service Contracts	19,969	16,664	10,841	11,510	22,576
Advertising	118	203	500	500	500
Telephone	7,468	14,658	3,672	12,423	10,894
Fuel & Heating	9,799	0	10,050	6,000	7,485
Electricity	59,893	58,016	60,660	62,300	36,246
Building Repairs	8,723	7,573	4,000	4,000	3,987
Vehicle Maintenance & Fuel	414	312	2,120	1,385	1,562
Building & Grounds Improvements	0	0	1,000	1,000	0
<b>TOTAL</b>	<b>189,965</b>	<b>188,131</b>	<b>192,106</b>	<b>186,152</b>	<b>144,335</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13205 - FACILITIES</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>48,463</b>
Facilities Manager - (50% Town/50% BOE)	1.00	36,065.00	36,065	
Part-time Custodian - Senior Ctr & Youth Services Ctr (3.95 hrs/day)	1.00	10,310.00	10,310	
Part-time Custodian - Fire Department - 4 hrs/week	1.00	2,088.00	2,088	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>157</b>
Life/AD&D insurance	1.00	49.00	49	
Long-term disability insurance	1.00	108.00	108	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>6,165</b>
FICA & Medicare @ 7.65% of gross wages	1.00	3,708.00	3,708	
457 Plan contribution - Facility Manager @ 7%	1.00	2,457.00	2,457	
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>5,300</b>
Paper goods and general cleaning supplies for Town Hall	1.00	5,300.00	5,300	
<b>42332 - PAINT &amp; PAINT SUPPLIES</b>				<b>1,000</b>
Supplies to paint offices	1.00	1,000.00	1,000	
<b>44223 - SERVICE CONTRACTS</b>				<b>22,576</b>
Security System Service and Monitoring - Town Hall	1.00	180.00	180	
Elevator inspection and service - Town Hall	1.00	725.00	725	
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	1.00	625.00	625	
PA system maintenance (meeting room) - Town Hall	1.00	100.00	100	
Exterminating services, pest control - Town Hall	12.00	50.00	600	
Annual Fire Extinguisher maintenance - Town Hall	1.00	150.00	150	
Fire Alarm Service and Monitoring - Town Hall	1.00	464.00	464	
Additional service calls at contract rates - Town Hall	1.00	5,000.00	5,000	
Energy Project - Measurement & Verification Services	1.00	11,707.00	11,707	
<b>44231 - ADVERTISING</b>				<b>500</b>
Advertising for annual bidding of supplies and services	1.00	500.00	500	
<b>45216 - TELEPHONE</b>				<b>10,894</b>
Emergency phone - Elevator	12.00	26.00	312	
Telephone maintenance & change fees	1.00	600.00	600	
Cell phone charges	12.00	57.00	684	
VOIP consolidation - monthly charges including Comcast Xfinity Service Plan Prc	1.00	9,298.00	9,298	



**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>45221 - FUEL/HEATING</b>				<b>7,485</b>
Heating oil - Town Hall	1.00	7,485.00	7,485	
<b>45622 - ELECTRICITY</b>				<b>36,246</b>
Electricity - Town Hall	1.00	34,586.00	34,586	
CCM Energy electricity consortium fees	1.00	1,660.00	1,660	
<b>46226 - BUILDING REPAIRS</b>				<b>3,987</b>
General unanticipated building repairs - Town Hall	1.00	3,987.00	3,987	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>1,562</b>
Maintain facility vehicle	1.00	500.00	500	
Gas for Facility vehicle (estimated 315 gallons)	1.00	1,062.00	1,062	
<b>TOTAL FACILITIES</b>				<b>144,335</b>



**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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)

Land Use Assistant (for Planning & Code Administration department)

## **2012 - 2013 Accomplishments**

- Submitted LOMR request to FEMA to update flood zone associated with Judd Brook to validate the effects of a past project (Judd Brook Diversion/Mill Street Drainage Improvements).
- Updated State Town Aid Road (TAR) map
- Updated Town's Mail-A-Map with changes to road system.
- Coordinated/supervised the 2012 household hazardous waste collection.
- Performed construction inspections for road construction at Goldberg Road Extension and White Tail Lane and processed associated requests for bond reductions.
- Performed construction inspections for Karate Studio site development on Parum Rd. and Dunkin Donuts driveway access modifications on Linwood Ave.
- Performed construction inspections and project administration for Lebanon Avenue/South Main Street Streetscape Improvements.
- Helped prepare preliminary plans and construction cost estimate for proposed Linwood Avenue Streetscape Improvement Grant application.
- Reviewed and commented on draft copy of proposed revisions to Zoning Regulations
- Prepared preliminary project scope and construction cost estimate for "White Oak Trail" from Bacon Academy to Oak Farm Drive for potential Grant application.
- Reviewed State DOT bridge inspection reports for Local Structures and summarized recommended maintenance activity for Public Works Dept. to follow up with.
- Processed request for discontinuance of portion of Reservoir Road.
- Prepared design to address drainage problem along access to B.A. softball field.
- Prepared design to address drainage at intersection of Cabin and Nelkin Roads.
- Updated town's sign and pavement marking specifications to conform to revised MUTCD.

## **2013 - 2014 Objectives**

- Continue to work with DEEP's FEMA liaison to process the Judd Brook Diversion/Mill Street Drainage improvements LOMR request.
- Update State TAR map and town's Mail-A-Map.
- Coordinate and supervise the 2013 household hazardous waste collection.
- Perform construction inspection for approved mini storage facility expansion on Lebanon Ave., Tractor Supply on Route 85/Lake Hayward Rd., Piechta Subdivision on McDonald Rd/Homonick Rd. and Sherman's Brook Rd. in White Oak Farm Subdivision.
- Utilize available grant funds to expand scope of Lebanon Ave. & S. Main St. Streetscape project.
- Follow up with Local Traffic Authority traffic safety requests to State Traffic Commission including: Proposed crosswalk on Lebanon Ave at Hammond Ct., traffic signal/safety issues at Route85/Route16/Noel's drive entrance and proposed flashing beacon at Lake Hayward Rd & Parum Rd.

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**ENGINEERING**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	81,141	83,732	86,014	86,014	88,146
Employee Related Insurances	278	278	279	267	267
FICA & Retirement	12,210	12,563	13,401	13,401	13,735
Copier	630	527	630	616	792
Office Supplies	432	445	445	445	445
Mileage, Training & Meetings	507	443	1,000	970	1,000
Professional Memberships	550	550	550	580	600
<b>TOTAL</b>	<b>95,748</b>	<b>98,538</b>	<b>102,319</b>	<b>102,293</b>	<b>104,985</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13301 - ENGINEERING</b>				
<b>40101 - REGULAR PAYROLL</b>				
Town Engineer	1.00	87,396.00	87,396	<b>88,146</b>
Longevity	1.00	750.00	750	
<b>41210 - EMPLOYEE RELATED INS.</b>				
Life/AD&D Insurance	1.00	144.00	144	<b>267</b>
Long Term Disability Insurance	1.00	123.00	123	
<b>41230 - FICA &amp; RETIREMENT</b>				
FICA and medicare @ 7.65% of gross wages	1.00	6,743.00	6,743	<b>13,735</b>
Defined Contribution 401(a) Plan @ 8%	1.00	6,992.00	6,992	
<b>42233 - COPIER</b>				
Monthly lease (shared cost w/ Planning & Code Administration)	1.00	792.00	792	<b>792</b>
<b>42301 - OFFICE SUPPLIES</b>				
Shared cost with Planning & Code Administration	1.00	445.00	445	<b>445</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				
Inspections, meetings, & workshops	1.00	1,000.00	1,000	<b>1,000</b>
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				
Professional Registration Fees & membership dues (e.g. CASHO, ASCE & PE license)	1.00	600.00	600	<b>600</b>
<b>TOTAL ENGINEERING</b>				<b>104,985</b>

**TOWN OF COLCHESTER  
FY 2013–2014 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 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 the residents of Colchester.

**Staff:**

Transfer Station Operator (shared FTE with Highway Division)

Transfer Station Equipment Operator (shared FTE with Fleet Division)

## 2012 - 2013 Accomplishments

- Increased available brush stockpile area by staff and reclaimed areas for use by Highway Division for material storage
- Acted as primary debris stockpile/disposal area following Hurricane Sandy
- Reduced electronic recycling to a free-of-charge service in accordance with State regulations and ensured vendor compliance with State regulations
- Provided wood mulch for reuse by Town residents
- 167 households served at the Colchester Household Hazardous Waste Collection event

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Waste Handled (tons):	1,516.29	1,292.78

## 2013 – 2014 Objectives

- Determine if alternative Recycling service provider is available to offset reduction in tonnage reimbursement rate.
- Demonstrate a full single-stream recycling education program that emphasizes the financial impacts of recycling
- Continue to market materials to the most advantageous financial provider/vendor
- Investigate regional/inter-town operations for potential economies of scale or enhancement of services
- Working with SCRRRA and State DEEP to provide for Latex Paint Stewardship/Recycling to Town of Colchester residents at no increase in cost.



**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**TRANSFER STATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	66,611	74,814	78,125	78,125	79,971
Overtime	5,133	4,988	1,500	5,000	5,000
Employee Related Insurances	329	369	400	359	385
FICA & Retirement	7,843	8,492	9,998	10,265	10,500
Office Supplies	115	157	250	250	250
Safety Equipment	391	390	600	600	600
Other Purchased Supplies	484	498	1,100	700	1,100
Transportation	81,226	98,278	95,000	95,000	95,000
Mileage, Training & Meetings	562	456	670	630	670
Professional Services	23,161	25,645	27,015	26,290	27,015
Service Contracts	622	735	810	677	810
Uniform Rental	724	1,075	853	970	853
Landfill Operation	912	830	1,000	830	1,000
Septage Disposal Facility	13,300	13,300	13,300	13,212	0
Telephone	371	460	420	442	420
Electricity	2,086	1,688	1,800	1,800	1,800
Building Repairs	1,060	1,000	1,000	1,000	1,000
Household Hazardous Waste Disposal	10,000	10,027	10,000	10,000	10,000
Vehicle Maintenance & Fuel	7,724	8,493	9,000	8,844	10,000
<b>TOTAL</b>	<b>222,654</b>	<b>251,695</b>	<b>252,841</b>	<b>254,994</b>	<b>246,374</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>13601- TRANSFER STATION</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>79,971</b>
Transfer Station Operator - Step 8 (8 hrs/day)	1.00	41,176.00	41,176	
Union contract in negotiation				
Equipment Operator - Step 5 (8 hrs/day)	1.00	38,795.00	38,795	
Union contract in negotiation				
<b>40103 - OVERTIME</b>				<b>5,000</b>
Overtime (not Saturday)	1.00	5,000.00	5,000	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>385</b>
Life/AD&D Insurance	1.00	144.00	144	
Long Term Disability	1.00	241.00	241	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>10,500</b>
FICA and medicare @ 7.65% of gross wages	1.00	6,501.00	6,501	
Defined Contribution 401(a) Plan @ 5%	1.00	3,999.00	3,999	
<b>42301 - OFFICE SUPPLIES</b>				<b>250</b>
Cash register supplies, wasp spray, garbage bags, rags, etc.	1.00	250.00	250	
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>600</b>
Safety boot allowance	2.00	200.00	400	
Gloves, dust mask, eye/ear protection, etc.	1.00	200.00	200	
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>1,100</b>
Ladders, poles	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 and pads, etc.	1.00	250.00	250	
Ground supplies - seed, fertilizer, signs, erosion control mats, hay bales, etc	1.00	250.00	250	
<b>43212 - TRANSPORTATION</b>				<b>95,000</b>
Monthly service fees, Town Hall, Fire Department, Disposal MSW, Bulky, Recycling	1.00	95,000.00	95,000	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>670</b>
2 training courses @ \$65 per course	2.00	65.00	130	
Mileage - estimated \$45 per month	12.00	45.00	540	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44208 - PROFESSIONAL SERVICES</b>				<b>27,015</b>
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	8,500.00	8,500	
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	
<b>44223 - SERVICE CONTRACTS</b>				<b>810</b>
Portable restrooms	1.00	624.00	624	
Water cooler - monthly charge	12.00	8.00	96	
Annual fire extinguisher services	1.00	90.00	90	
<b>44238 - UNIFORM RENTALS</b>				<b>853</b>
2 employees, 52 weeks	1.00	853.00	853	
<b>44259 - LANDFILL OPERATION</b>				<b>1,000</b>
Permits (operating & scale), registration, incidental expenses	1.00	830.00	830	
Other incidental operating expenses	1.00	170.00	170	
<b>45216 - TELEPHONE</b>				<b>420</b>
Monthly charges	12.00	35.00	420	
<b>45622 - ELECTRIC</b>				<b>1,800</b>
Electricity	12.00	150.00	1,800	
<b>46226 - BUILDING REPAIRS</b>				<b>1,000</b>
Repairs to tipping pad railings and posts, gatehouse, garage, storage areas, etc.	1.00	1,000.00	1,000	
<b>46228 - HOUSEHOLD HAZARD DISPOSAL</b>				<b>10,000</b>
Household Hazardous Waste program - Colchester's share of the 9 annual events in SE CT, including Colchester	1.00	10,000.00	10,000	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>10,000</b>
Equipment Gasoline/Diesel - estimated 604 gallons	1.00	2,000.00	2,000	
Equipment Repairs	1.00	8,000.00	8,000	
<b>TOTAL TRANSFER STATION</b>				<b>246,374</b>



# **Community & Human Services**

## Community & Human Services

### Departments

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

**TOWN OF COLCHESTER  
FY 2013–2014 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)  
Administrative Assistant (full time)  
Youth Center Supervisors (5 - part time)

## **2012 – 2013 Accomplishments**

- From July 1, 2012 – January 9, 2013, Youth & Social Services provided 120 programs or sessions of programs to approximately 2,800 people (duplicated)
- 424 youths registered for Open Youth Center
- Developed curriculum-based after-school program for 6th grade boys, 7th grade girls, and a peer mentoring group
- 9 Colchester youths successfully diverted from the court system through the Juvenile Review Board and Families with Service Needs Board.
- 905 youths (duplicated) participated in 49 recreational/cultural programs
- 8 Colchester teens employed through the Summer Youth Employment grant program
- 427 participants in the Parenting Programs and “Community Conversations”
- 42 teens have participated in one-time community service projects. Additionally, 33 youths meet every week as members of Youth Action Council and Youth Force Group
- 246 unique families have utilized the food bank; an increase of 33% since 2011
- 403 applications were processed for the CT Energy Assistance Program
- 300 residents participated in the inaugural, “Tie-Dye Fest,” a family-oriented event and fundraiser at the Youth Center.
- Implemented 3 large-scale school assemblies, including the Mock Car Crash
- 110 kids benefited from the Back-to-School Supplies program; an increase of 57% from 2011
- In the first year of implementation, the Back-to-School Clothes program served approximately 60 Colchester students.
- Holiday Programs: 179 Thanksgiving meals, 222 Christmas Meals, and Santa program served 114 families.

### **Measures (January 1 – December 31)**

	<b><u>2012</u></b>	<b><u>2011</u></b>
• People Served by Food Bank:	4,403	3,586
• Pounds of food distributed:	57,208	N/A
• Households Served by Fuel Bank:	55	46
• Energy Assistance Applications (all sources):	496	349
• Number of Programs:	310	298
• Program Participants:	8,658	4,945
• Volunteer Hours:	1,184	1,185

## **2013 – 2014 Objectives**

- Meet monthly with Juvenile Review Board and the Families with Service Needs Board to reduce juvenile involvement with the justice system
- Organize and implement family-oriented events and programs through the Youth First Coalition’s “Year of the Family” initiative
- Develop and facilitate a life-skills program for Bacon Academy students
- Keep abreast of issues facing youth and families and trends impacting adolescents through professional development opportunities
- Successfully implement a community garden to provide nutritious produce to food bank clients



**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**YOUTH & SOCIAL SERVICES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	196,141	229,119	230,726	223,459	236,912
Overtime	0	44	0	0	0
Contractual, Temporary, Occasional Payroll	10,096	9,079	10,605	9,197	10,945
Employee Related Insurances	916	893	922	723	887
FICA & Retirement	27,163	29,801	31,699	29,284	33,507
Copier	0	2,049	1,860	1,860	1,920
Office Supplies	1,626	1,891	1,800	1,800	1,800
Mileage, Training & Meetings	1,121	1,333	2,110	2,000	2,130
Professional Memberships	527	565	575	575	575
Subscriptions	0	42	45	45	45
Professional Services	153	139	167	275	354
Postage	1,311	933	1,500	1,000	1,000
Service Contracts	694	707	1,270	1,142	1,234
Printing & Publications	497	615	500	1,000	800
Telephone	2,624	2,050	2,352	940	719
Fuel & Heating	2,259	2,134	4,020	2,250	3,369
Electricity	1,214	1,239	1,440	1,350	907
Building Repairs	151	825	1,000	1,000	2,492
Vehicle Maintenance & Fuel	2,734	4,605	5,455	5,000	6,204
Programs	11,392	16,182	15,500	15,500	21,000
Building & Grounds Improvements	0	0	0	0	3,500
<b>TOTAL</b>	<b>260,619</b>	<b>304,245</b>	<b>313,546</b>	<b>298,400</b>	<b>330,300</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>14102 - YOUTH &amp; SOCIAL SERVICES</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>236,912</b>
Youth & Social Services Director	1.00	72,484.00	72,484	
Program Coordinator II (7 hrs/day)	1.00	47,649.00	47,649	
Program Coordinator I (7 hrs/day)	1.00	43,574.00	43,574	
Administrative Assistant (7 hrs/day)	1.00	38,112.00	38,112	
Social Services Coordinator - Part-time (21 hrs/week)	1.00	23,514.00	23,514	
Social Services Coordinator - Part-time (10 hrs/week)	1.00	10,529.00	10,529	
Longevity	1.00	1,050.00	1,050	
<b>40105 - CONTR TEMP OCCAS</b>				<b>10,945</b>
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	1,700.00	1,700	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	1,700.00	1,700	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,040.00	2,040	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,040.00	2,040	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	3,465.00	3,465	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>887</b>
Life/AD&D insurance.	1.00	404.00	404	
Long Term Disability insurance	1.00	483.00	483	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>33,507</b>
FICA/Medicare @ 7.65% of gross wages.	1.00	18,960.00	18,960	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	5,799.00	5,799	
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant @ 7.5%	1.00	8,748.00	8,748	
<b>42233 - COPIER</b>				<b>1,920</b>
Monthly lease payments	12.00	137.50	1,650	
Per copy charges	1.00	270.00	270	
<b>42301 - OFFICE SUPPLIES</b>				<b>1,800</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>2,130</b>
Registration fees for professional development conferences/training	1.00	1,000.00	1,000	
Mileage reimbursement at 56.5 cents per mile	1.00	1,130.00	1,130	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>575</b>
CYSA Membership	1.00	475.00	475	
CT Clearinghouse	1.00	20.00	20	
CLASS Annual Membership - CT Local Administrators of Social Services	1.00	80.00	80	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>43342 - SUBSCRIPTIONS</b>				<b>45</b>
Youth Today subscription	1.00	45.00	45	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>354</b>
D.O.T. Physical for Public Passenger licenses	2.00	65.00	130	
Payable to DMV, background check and fingerprints	2.00	40.00	80	
Public Passenger License				
Fees For Public Passenger Endorsement to DMV \$12/yr for up to 6 years	2.00	72.00	144	
<b>44217 - POSTAGE</b>				<b>1,000</b>
Mailing newsletters and youth registration forms	1.00	1,000.00	1,000	
<b>44223 - SERVICE CONTRACTS</b>				<b>1,234</b>
Annual fire extinguisher inspections, repairs & replacement	1.00	100.00	100	
Youth Center - monthly cooler rental & water	12.00	10.00	120	
Security & fire alarm contracts - monitoring & repair	1.00	564.00	564	
Boiler inspection and maintenance	1.00	450.00	450	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>800</b>
Colchester Connection quarterly expenses, brochures, advertising materials, copies	1.00	800.00	800	
<b>45216 - TELEPHONE</b>				<b>719</b>
Youth Center Phone/DSL - monthly charges	1.00	719.00	719	
<b>45221 - FUEL/HEATING</b>				<b>3,369</b>
Heating oil - Youth Center	1.00	3,369.00	3,369	
<b>45622 - ELECTRIC</b>				<b>907</b>
Electricity - Youth Center	1.00	907.00	907	
<b>46226 - BUILDING REPAIRS</b>				<b>2,492</b>
Youth Center - unanticipated plumbing, heating, building repairs	1.00	992.00	992	
Scrape and repaint ceilings to repair paint which is falling down in large pieces	1.00	1,500.00	1,500	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>6,204</b>
Repairs and maintenance	1.00	2,000.00	2,000	
Unleaded gasoline	1,200.00	3.37	4,044	
Car washes with undercarriage wash - 10 washes for each van	20.00	8.00	160	
<b>47282 - PROGRAMS</b>				<b>21,000</b>
Youth programs, curriculum, videos, materials, supplies, refreshments, etc.	1.00	14,000.00	14,000	
Contribution to TVCCA for services provided to Colchester residents	1.00	2,000.00	2,000	
Contribution to Colchester Collaborative for Children (C3)	1.00	5,000.00	5,000	
<b>48417 - BUILDING &amp; GROUNDS IMPROVEMENTS</b>				<b>3,500</b>
Restore kitchen to working condition including plumbing, flooring, replacement of counter/cabinets	1.00	3,500.00	3,500	
<b>TOTAL YOUTH &amp; SOCIAL SERVICES</b>				<b>330,300</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET**

**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**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL EXPENDITURES</b>	<b>FY 2011-2012 ACTUAL EXPENDITURES</b>	<b>FY 2012-2013 ADOPTED BUDGET</b>	<b>FY 2012-2013 PROJECTED ACTUALS</b>	<b>FY 2013-2014 ADOPTED BUDGET</b>
Regular Payroll	137,108	950	0	0	0
Employee Related Services	447	0	0	0	0
FICA & Retirement	18,137	73	0	0	0
Copier	1,100	0	0	0	0
Office Supplies	961	0	0	0	0
Safety Equipment	901	0	0	0	0
Other Purchased Supplies	184	0	0	0	0
Mileage, Training & Meetings	1,496	0	0	0	0
Professional Memberships	581	0	0	0	0
Printing & Publications	312	0	0	0	0
Telephone	961	0	0	0	0
Vehicle Maintenance & Fuel	592	0	0	0	0
Chatham Health District	0	129,401	132,759	132,759	136,289
<b>TOTAL</b>	<b>162,780</b>	<b>130,424</b>	<b>132,759</b>	<b>132,759</b>	<b>136,289</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>14201 - HEALTH</b>				
<b>47260 - CHATHAM HEALTH DISTRICT</b>				<b>136,289</b>
Per capita fees	1.00	136,289.00	136,289	
Based on Department of Public Health 2011 population estimate of 16,034				
<b>TOTAL HEALTH</b>				<b>136,289</b>





**TOWN OF COLCHESTER  
FY 2013 - 2014 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 57 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 & Youth Services Librarian  
Assistant Director/Adult Services Coordinator  
Head of Reference (part time)  
Circulation Supervisor  
Children's Assistant - Programming  
Library Assistants (part time - 3)  
Shelver (part time - 3)

## **2012-2013 Accomplishments or Objectives in Progress**

- Implementation of print and session management software for public computers
- Increased available, downloadable e-books and audio books
- Increased summer reading participation for grades 6-8 from 10% to 15% of students
- Increased summer reading participation for grades K-5 from 34% to 39% of students
- Every Child Ready to Read (ECRR) Grant for early literacy education for parents and caregivers and enriched preschool environment in the library
- Regular scheduled bookmobile service to four neighborhoods with volunteers
- Formation of initiative to preserve Colchester history with Colchester Historical Society and Bacon Academy Trustees
- Process 55% of all new books within one business day
- Creation of five-year strategic plan

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Circulation (Total Items Borrowed):	144,316	141,775
• Inter-Library Loan Items Borrowed:	5,351	5,086
• Inter-Library Loan Items Loaned:	4,917	4,459
• Computer Uses:	13,203	14,737
• Reference Questions:	10,298	11,514

## **2013 – 2014 Objectives**

- Re-establish full Saturday hours
- Continue to increase community Summer Reading Program participation, to 45% of K-5 students and 20% of 6-8 students
- Establish regular ECRR workshops for community early childhood care providers
- Process 75% of all new books within one business day
- Offer color printing and copying to public
- Implementation of five-year strategic plan
- Review and revision of Library policies with Library Trustees
- Expansion of regular scheduled bookmobile service to eight neighborhoods with volunteers
- Initial survey of historic Colchester materials begun

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**CRAGIN LIBRARY**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	313,790	325,483	329,141	326,677	330,964
Overtime	0	97	0	0	0
Employee Related Insurances	1,214	1,208	1,225	1,155	1,173
FICA & Retirement	37,744	41,560	43,417	43,231	43,762
Copier	1,297	1,032	1,548	1,658	4,190
Office Supplies	3,637	4,434	3,900	3,850	3,900
Custodial/Maintenance Supplies	982	2,246	2,000	2,000	2,000
Books, Magazines, & Periodicals	34,042	43,954	48,500	48,500	48,500
Library Media Supplies	4,967	4,326	5,000	4,850	5,000
Mileage, Training & Meetings	349	719	1,000	1,000	1,000
Professional Memberships	565	985	995	985	1,035
Data Processing	30,353	30,729	30,945	30,945	31,540
Postage	308	225	350	300	300
Service Contracts	8,907	6,303	9,199	8,575	9,420
Printing & Publications	168	252	352	352	352
Telephone	1,935	3,041	3,000	2,800	2,398
Fuel & Heating	12,824	10,352	18,425	14,805	14,450
Water & Sewer	2,879	2,899	2,856	2,890	2,900
Electricity	34,422	37,055	41,000	38,000	28,538
Equipment Repairs	0	131	200	200	200
Building Repairs	1,279	1,913	1,500	890	1,043
Programs	500	322	500	500	500
<b>TOTAL</b>	<b>492,162</b>	<b>519,266</b>	<b>545,053</b>	<b>534,163</b>	<b>533,165</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>15101 - CRAGIN LIBRARY</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>330,964</b>
Director	1.00	80,484.00	80,484	
Assistant Director (7 hrs/day)	1.00	50,049.00	50,049	
Union contract in negotiation				
Children's Librarian (7 hrs/day)	1.00	50,924.00	50,924	
Union contract in negotiation				
Cataloger (7 hrs/day)	1.00	35,669.00	35,669	
Union contract in negotiation				
Circulation Supervisor (7 hrs/day)	1.00	34,873.00	34,873	
Union contract in negotiation				
Assistant Children's Librarian (7 hrs/day)	1.00	28,539.00	28,539	
Union contract in negotiation				
Reference Librarian (14.25 hrs/week)	1.00	14,520.00	14,520	
Part-time Circulation Clerk (14 hrs/week)	1.00	9,866.00	9,866	
Part-time Circulation Clerk (9.75 hrs/week)	1.00	5,344.00	5,344	
Part-time Circulation Clerk (15.5 hrs/week)	1.00	10,923.00	10,923	
Part-time Shelver (1.5 hrs/day)	1.00	3,313.00	3,313	
Part-time Shelver (1.5 hrs/day)	1.00	3,230.00	3,230	
Part-time Shelver (1.5 hrs/day)	1.00	3,230.00	3,230	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,173</b>
Life/AD&D insurance.	1.00	504.00	504	
Long Term Disability insurance.	1.00	669.00	669	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>43,762</b>
FICA & Medicare @ 7.65% of gross wages	1.00	25,320.00	25,320	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	6,439.00	6,439	
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	12,003.00	12,003	
<b>42233 - COPIER</b>				<b>4,190</b>
Monthly lease payments, including per copy charges	1.00	2,666.00	2,666	
Quarterly maintenance charges	4.00	381.00	1,524	
<b>42301 - OFFICE SUPPLIES</b>				<b>3,900</b>
Office supplies. Copier and printer paper, toner, general office materials	1.00	3,900.00	3,900	
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>2,000</b>
Custodial & building maintenance supplies: cleaners, carpet shampoo, toilet paper, paper towels	1.00	2,000.00	2,000	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>42342 - BOOKS, MAGAZINES &amp; PERIODICALS</b>				<b>48,500</b>
Books, magazines, DVDs, audiobooks, e-books for all ages	1.00	48,500.00	48,500	
<b>42344 - LIBRARY MEDIA SUPPLIES</b>				<b>5,000</b>
Processing and repair materials for library books, magazines and media items	1.00	5,000.00	5,000	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,000</b>
Mileage @ 56.5 cents per mile.	1.00	1,000.00	1,000	
Workshops, Cont. Ed., Conferences, Staff development				
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>1,035</b>
American Library Association (ALA) Prof. journal, continuing education, and discounted purchases	1.00	130.00	130	
Connecticut Library Consortium (CLC)	1.00	600.00	600	
Statewide Library discount program & continuing education				
Provides deep discounts for library books, media & library supplies				
Connecticut Library Association (CLA)	1.00	170.00	170	
Continuing Education and discounts.				
Public Library Association (PLA)	1.00	55.00	55	
Colchester Business Association	1.00	80.00	80	
<b>44205 - DATA PROCESSING</b>				<b>31,540</b>
Consortium membership - regionalization, resource sharing	1.00	31,540.00	31,540	
<b>44217 - POSTAGE</b>				<b>300</b>
Business correspondence, overdue notices, etc.	1.00	300.00	300	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>44223 - SERVICE CONTRACTS</b>				<b>9,420</b>
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	204.00	204	
Security system service & repair	1.00	150.00	150	
Security system monitoring	1.00	204.00	204	
Fire extinguisher service	1.00	600.00	600	
Call backs for repair & service and electrician	1.00	1,200.00	1,200	
Annual Cataloging Fee	1.00	475.00	475	
CT State Library--Annual iConn participation fee	1.00	325.00	325	
Interlibrary loans from Academic libraries for students - not obtainable within CONNECT consortium.				
Movie Licensing Contract	1.00	562.00	562	
Anti-virus software	1.00	1,150.00	1,150	
CLC-JobNow online job seeker's service	1.00	225.00	225	
Software contracts: WinSelect, Deep Freeze, Cassie (security and management of public computers)	1.00	850.00	850	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>352</b>
Library share of distribution costs of Colchester Connection	1.00	352.00	352	
<b>45216 - TELEPHONE</b>				<b>2,398</b>
Monthly telephone charges	1.00	2,398.00	2,398	
Significant discounts through USF grant.				
<b>45221 - FUEL/HEATING</b>				<b>14,450</b>
Heating oil - Library	1.00	14,450.00	14,450	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>45222 - WATER &amp; SEWER</b>				<b>2,900</b>
Water - quarterly billing	4.00	210.00	840	
Quarterly Sewer Usage & Fire Protection service charges	4.00	515.00	2,060	
<b>45622 - ELECTRIC</b>				<b>28,538</b>
<b>46224 - EQUIPMENT REPAIRS</b>				<b>200</b>
Minor office equipment repair.	1.00	200.00	200	
<b>46226 - BUILDING REPAIRS</b>				<b>1,043</b>
Painting; minor plumbing, electrical & heat repairs; ballasts	1.00	1,043.00	1,043	
<b>47282 - PROGRAMS</b>				<b>500</b>
Educational & cultural programs for all age groups	1.00	500.00	500	
<b>TOTAL CRAGIN LIBRARY</b>				<b>533,165</b>





**TOWN OF COLCHESTER  
FY 2013–2014 ADOPTED BUDGET**

**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)

Administrative Assistant (part time - vacant)

Recreation Supervisor (full time)

Recreation Specialist (part time) (funded through P&R Program Fund)

## **2012 - 2013 Accomplishments**

- Produced multiple large community events, including: 57 Fest, Summer Concerts, Spring Clean-Up, Tour de Trail, Ghost Run, Holiday Homecoming, Hershey Track & Field Meet which serve over 6000 participants
- Processed 5152 program registrations, a 20% increase from the previous year
- Increased program offerings by 20%
- Provided new after school wrap around program to addressing needs from BOE.
- Worked collaboratively with C3 to increase program offerings and improve health and wellness for youth in Colchester
- Streamlined Day Camp operations and registration procedures
- Purchased a new software programs which allows online registration, enhanced data retention and analysis and an improved facility reservation process
- Streamlined and improved the coordination of the town-wide Colchester Connections brochure
- Supported, oversaw and advised several sponsored community groups:
  - Colchester Civic Orchestra: produced 4 shows, hold 44 practice sessions a year for its 45 members. 425 people attended their concerts.
  - Colchester Community Theatre: consists of 95 dues paying members, produced 2 musicals consisting of 135 cast members, supports over 100 volunteers, 2031 people attended their performances.
  - Colchester Dog Park: consists of 7 committee members, ran 2 fundraising special events with over, preserve and maintain the dog park,
  - Endorsed Youth Sport Leagues: consist of 6 leagues that serve over 1,000 of Colchester youth.
  - Endorsed Adult Sport leagues: consist of 3 leagues that schedule fields and gyms throughout the year. Serve over 300 adults.
- Organized the removal and replacement of the holiday tree on the Town Green

<b>Measures (January 1 – December 31)</b>	<b><u>2012</u></b>	<b><u>2011</u></b>
• Programs:	1,256	1,013
• Participants:	22,026	22,926
• Large Events:	25	17

## **2013 - 2014 Objectives**

- Hire a part-time Administrative Assistant
- Offer high quality programs for adults and youth
- Increase enrollments in adult fitness and youth enrichment programs
- Increase enrollments after school wrap around programs
- Add another grade level to Day Camp and streamline staffing levels at camp
- Add additional hours to Kindercamp
- Work collaboratively with other departments and community partners
- Offer online facility reservation to Sport Leagues
- Increase donations and financial assistance for program registration

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**RECREATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	57,597	76,700	96,214	75,123	133,504
Overtime	0	716	7,091	5,988	1,127
Contractual, Temporary, Occasional Payroll	415	441	0	0	0
Employee Related Insurances	283	295	426	232	419
FICA & Retirement	5,185	8,012	11,442	9,745	17,756
Copier	3,560	2,792	2,916	2,855	2,866
Office Supplies	931	1,730	1,800	1,800	1,500
Mileage, Training & Meetings	316	2,234	1,800	3,500	2,450
Professional Memberships	315	770	765	765	1,205
Subscriptions	0	0	40	40	50
Professional Services	0	0	0	0	1,200
Postage	596	529	1,200	600	900
Service Contracts	2,170	2,260	7,350	4,800	5,800
Advertising	0	0	0	200	300
Printing & Publications	0	62	500	500	500
Equipment Rental	0	0	2,500	2,500	2,500
Uniform Rental	0	0	300	300	400
Telephone	948	2,083	3,395	2,238	2,880
Office Equipment	0	440	800	800	0
<b>TOTAL</b>	<b>72,316</b>	<b>99,064</b>	<b>138,539</b>	<b>111,986</b>	<b>175,357</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>15201 - RECREATION</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>133,504</b>
Recreation Manager	1.00	59,000.00	59,000	
Administrative Assistant (4 hrs/day)	1.00	21,778.00	21,778	
Recreation Supervisor	1.00	52,226.00	52,226	
Previously funded in Program Fund				
Longevity	1.00	500.00	500	
<b>40103 - OVERTIME</b>				<b>1,127</b>
Meeting Clerk - Parks & Recreation Commission	1.00	1,127.00	1,127	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>419</b>
Life/AD&D insurance.	1.00	87.00	87	
Long Term Disability insurance.	1.00	123.00	123	
Life/AD&D insurance - Recreation Supervisor	1.00	87.00	87	
Previously funded in Program Fund	1.00	122.00	122	
Long Term Disability insurance - Recreation Supervisor				
Previously funded in Program Fund				
<b>41230 - FICA &amp; RETIREMENT</b>				<b>17,756</b>
FICA/Medicare @ 7.65% of gross wages	1.00	6,266.00	6,266	
Defined Contribution 401(a) Plan - Recreation Manager @ 6%	1.00	3,540.00	3,540	
FICA/Medicare @ 7.65% of gross wages - Recreation Supervisor	1.00	4,033.00	4,033	
Previously funded in Program Fund				
Defined Contribution 401(a) Plan - Recreation Supervisor @ 7.5%	1.00	3,917.00	3,917	
Previously funded in Program Fund				
<b>42233 - COPIER</b>				<b>2,866</b>
Monthly lease payments	12.00	168.00	2,016	
Copier paper	1.00	300.00	300	
Per copy charges	1.00	550.00	550	
<b>42301 - OFFICE SUPPLIES</b>				<b>1,500</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>2,450</b>
Mileage @ 56.5 cents per mile	1.00	1,200.00	1,200	
CT Recreation & Parks, CPA & ACA Conference	1.00	1,000.00	1,000	
Office staff training	1.00	250.00	250	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>1,205</b>
Professional certification renewal & test fee (CPRP & CEUs)	2.00	255.00	510	
National Recreation & Parks Assoc.	1.00	360.00	360	
New England Parks Assoc.	1.00	50.00	50	
CT Recreation & Parks Assoc.	1.00	285.00	285	

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>43342 - SUBSCRIPTIONS</b>				<b>50</b>
<b>44208 - PROFESSIONAL SERVICES</b>				<b>1,200</b>
Interpreting Services - Meetings	1.00	1,200.00	1,200	
<b>44217 - POSTAGE</b>				<b>900</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>5,800</b>
Activenet/Facility Reservation software user fee & Expense module upgrade	1.00	5,300.00	5,300	
Portable toilet rental - Special Events	1.00	500.00	500	
<b>44231 - ADVERTISING</b>				<b>300</b>
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>500</b>
Printing of flyers and promotional materials	1.00	500.00	500	
<b>44237 - EQUIPMENT RENTAL</b>				<b>2,500</b>
Generators, light towers, etc.	1.00	2,500.00	2,500	
<b>44238 - UNIFORM RENTALS</b>				<b>400</b>
Recreation staff uniforms.	1.00	400.00	400	
<b>45216 - TELEPHONE</b>				<b>2,880</b>
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 & DSL Phone at Rec. Plex	12.00	80.00	960	
<b>TOTAL RECREATION</b>				<b>175,357</b>



**TOWN OF COLCHESTER  
FY 2013–2014 ADOPTED BUDGET**

**Department: Senior Services**

**Mission Statement**

To help older adults age successfully by providing an array of programming activities designed to maximize their independence, health and wellness, and overall quality of life.

**Description**

The Colchester Senior Services department serves as a vital resource for the entire community for information on aging, and related issues, including support for caregivers and family members. Information and referral services are provided on housing, health care, energy assistance and other benefit and entitlement programs.

Recreational and health activities are provided to seniors including hearing screenings, a Low Vision Support Group, Exercise groups, Yoga, Tai Chi, Bridge, Pinochle other card games, Wii Bowling, Bingo, new art classes, singing and gardening groups, recreational travel, and an array of other enriching activities.

**Staffing**

Director (full time)

Program Assistant (full time)

Administrative Assistant (full time)

Bus Driver (full time-1)

Bus Driver (part time-2)

Recreational Therapy Coordinator (part time, grant funded)

## 2012 – 2013 Accomplishments

- \*Increased participation of Colchester seniors in center activities
- \*Received new wheel chair accessible van
- \*Implemented new Monday Bistro Lunch Program from the catering arm of TVCCA
- \*Implemented (intergenerational) Robotics Program with Bacon Academy and seniors

- Developed and implemented increased health and wellness programming:
  - \*Continued to providing free hearing, flu, as well as low vision support group activities.
  - \*Provided regular nutritional education seminars in collaboration with TVCCA.
  - \*Continued to provide the AARP Safe Driving Course to those 55 and older.

\*Introduced new programming activities at the center:

Book Club, Sassy Singers, Computer Classes, Afternoon Bingo, Monday Bistro Lunch Program, Robotics Intergenerational Program

Measures (January 1 – December 31)	<u>2012</u>	<u>2011</u>
• Program Participants: (duplicated)	4,394	2,909
• Visitors to Senior Center:	11,661	10,359
• Medical Transports (To & From):	1,670*	1,541
• Other Transports (To & From):	10,300*	9,811
• Requests for Information & Referrals:	3,629	3,148
• Volunteer Hours:	4,820	5,496.50

*\*Totals represent estimates for the months of November and December.*

## 2013 – 2014 Objectives

- Increase information to the public through Press Releases and the newsletter regarding entitlement/benefit programs
- Increase in screening senior population for entitlement/benefit programs
- Increase afternoon programming
- Increase ridership
- Increase participation
- Increase number of seniors who register as center participants through new programming
- Obtain continuation funding to support the Making Memories Program
- Obtain Municipal Transportation DOT grant continuation funding



**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**SENIOR SERVICES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2010-2011 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2011-2012 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2012-2013 ADOPTED BUDGET</u></b>	<b><u>FY 2012-2013 PROJECTED ACTUALS</u></b>	<b><u>FY 2013-2014 ADOPTED BUDGET</u></b>
Regular Payroll	168,353	173,131	174,704	153,948	178,273
Overtime	0	135	0	0	0
Contractual, Temporary, Occasional Payroll	1,816	3,218	3,720	2,387	3,720
Employee Related Insurances	832	832	843	660	809
FICA & Retirement	22,190	23,247	24,448	20,093	25,151
Copier	807	685	750	686	701
Office Supplies	565	600	1,200	1,200	1,200
Custodial/Maintenance Supplies	1,279	118	1,200	1,200	1,200
Mileage, Training & Meetings	375	527	736	500	750
Professional Memberships	0	120	300	120	300
Professional Services	395	306	1,085	635	1,085
Building Rental	0	3,609	3,609	3,650	3,705
Postage	296	90	300	180	300
Service Contracts	2,181	1,717	2,320	872	2,284
Printing & Publications	292	266	250	350	350
Telephone	3,088	3,291	3,240	3,157	3,059
Fuel & Heating	9,513	9,811	12,029	11,325	12,029
Electricity	5,779	5,892	6,000	6,000	6,500
Equipment Repairs	0	654	0	0	500
Building Repairs	934	2,260	1,000	750	1,000
Vehicle Maintenance & Fuel	11,587	17,717	18,000	16,500	18,694
<b>TOTAL</b>	<b>230,282</b>	<b>248,226</b>	<b>255,734</b>	<b>224,213</b>	<b>261,610</b>

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>15401 - SENIOR SERVICES</b>				
<b>40101 - REGULAR PAYROLL</b>				<b>178,273</b>
Director (current vacant position)	1.00	56,143.00	56,143	
Program Coordinator (7.5 hrs/day)	1.00	35,510.00	35,510	
Administrative Assistant (7.5 hrs/day)	1.00	40,834.00	40,834	
Bus Driver (7 hrs/day)	1.00	26,638.00	26,638	
Part-time bus driver (5 hrs/day)	1.00	17,448.00	17,448	
Longevity	1.00	1,700.00	1,700	
<b>40105 - CONTR TEMP OCCAS</b>				<b>3,720</b>
Meeting Clerk - Commission on Aging	12.00	60.00	720	
Substitute drivers to cover vacations, etc. - part-time bus driver hourly rate	1.00	3,000.00	3,000	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>809</b>
Life/AD&D Insurance.	1.00	375.00	375	
Long Term Disability insurance.	1.00	434.00	434	
<b>41230 - FICA &amp; RETIREMENT</b>				<b>25,151</b>
FICA/Medicare @ 7.65% of gross wages	1.00	13,868.00	13,868	
Defined Contribution 401(a) Plan - Senior Citizens Director @ 8%	1.00	4,491.00	4,491	
Defined Contribution 401(a) Plan - Program Coordinator & FT Bus driver @ 6%	1.00	3,729.00	3,729	
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	3,063.00	3,063	
<b>42233 - COPIER</b>				<b>701</b>
Monthly lease payments	12.00	38.00	456	
Per copy charges - estimated 35,000 copies @ \$.007 per copy	1.00	245.00	245	
<b>42301 - OFFICE SUPPLIES</b>				<b>1,200</b>
Folders, paper goods, ink cart	1.00	1,200.00	1,200	
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>1,200</b>
Kitchen and bath paper goods, soap and misc. disposable goods	1.00	1,200.00	1,200	
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>750</b>
Mileage for home visits, meetings, training and conferences	1.00	350.00	350	
Mileage @ 56.5 cents per mile				
Local conferences, training for local and state programs	1.00	400.00	400	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>300</b>
National Council on Aging	1.00	175.00	175	
Connecticut Association of Senior Center Personnel (CASCP)	2.00	50.00	100	
Connecticut Association of Municipal Agents for the Elderly	1.00	25.00	25	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>1,085</b>
Vehicle drivers physicals to ensure health and fitness of drivers	2.00	125.00	250	
Drug and alcohol random testing	4.00	50.00	200	
Licenses for drivers - proper certification	2.00	125.00	250	
Copyright license to show movies on site	1.00	200.00	200	
Copyright license - music	1.00	150.00	150	
Annual health license fee	1.00	35.00	35	
<b>44215 - BUILDING RENTAL</b>				<b>3,705</b>
Annual lease payment - building facility	1.00	3,705.00	3,705	
<b>44217 - POSTAGE</b>				<b>300</b>
Funding for mailings to clients other agencies, service providers, and funders	1.00	300.00	300	
<b>44223 - SERVICE CONTRACTS</b>				<b>2,284</b>
Annual inspection and replacement of fire equipment	1.00	120.00	120	
Yearly inspection for safety				
Exterminator - pest control services	12.00	85.00	1,020	
Furnace/Air conditioning/Water heater service contract	1.00	700.00	700	
Annual cleaning and service for all equipment				
Alarm service - monthly inspections	12.00	37.00	444	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>350</b>
Annual Outreach information - pamphlets, survey, welcome packets, promotional material etc.	1.00	350.00	350	

**TOWN OF COLCHESTER**  
**FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>45216 - TELEPHONE</b>				<b>3,059</b>
Monthly VOIP phone service	1.00	1,799.00	1,799	
Monthly cell phone service - communication with drivers for client safety	12.00	105.00	1,260	
<b>45221 - FUEL/HEATING</b>				<b>12,029</b>
Heating oil	3,500.00	3.35	11,725	
Propane for stove	160.00	1.90	304	
<b>45622 - ELECTRIC</b>				<b>6,500</b>
Electricity	1.00	6,500.00	6,500	
<b>46224 - EQUIPMENT REPAIRS</b>				<b>500</b>
Small equipment repairs	1.00	500.00	500	
<b>46226 - BUILDING REPAIRS</b>				<b>1,000</b>
Minor building repairs	1.00	1,000.00	1,000	
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>18,694</b>
Equipment repairs/parts	1.00	4,500.00	4,500	
Gasoline-Fuel to provide transportation for needed services, social, doctors, shopping, etc.	1.00	14,194.00	14,194	
<b>TOTAL SENIOR SERVICES</b>				<b>261,610</b>

# Debt Service

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**DEBT SERVICE**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2011-2012 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2012-2013 ADOPTED <u>BUDGET</u></b>	<b>FY 2012-2013 PROJECTED <u>ACTUALS</u></b>	<b>FY 2013-2014 ADOPTED <u>BUDGET</u></b>
Bond Principal	2,885,000	2,411,925	1,575,000	1,575,000	1,575,000
Bond Interest	808,538	502,357	520,890	520,890	467,015
Lease Principal	0	0	0	0	41,508
Lease Interest	0	0	0	0	10,118
<b>TOTAL</b>	<b>3,693,538</b>	<b>2,914,282</b>	<b>2,095,890</b>	<b>2,095,890</b>	<b>2,093,641</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>18101 - DEBT SERVICE</b>				
<b>49245 - BOND PRINCIPAL</b>				<b>1,575,000</b>
Bonding 6/15/05 Pre K - Grade 2 School Construction Project	1.00	545,000.00	545,000	
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	430,000.00	430,000	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002, 2005 bond issues	1.00	320,000.00	320,000	
<b>49246 - BOND INTEREST</b>				<b>467,015</b>
Bonding 6/15/05 Pre K - Grade 2 School Construction Project	1.00	43,375.00	43,375	
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	78,400.00	78,400	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	121,775.00	121,775	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002, 2005 bond issues	1.00	223,465.00	223,465	
<b>49250 - LEASE PRINCIPAL</b>				<b>41,508</b>
Annual lease payment - Refurbish Rescue 128	1.00	41,508.00	41,508	
<b>49255 - LEASE INTEREST</b>				<b>10,118</b>
Annual lease payment - Refurbish Rescue 128	1.00	10,118.00	10,118	
<b>TOTAL DEBT SERVICE</b>				<b>2,093,641</b>





# Transfers & Capital

**TOWN OF COLCHESTER  
ADOPTED BUDGET**

**TRANSFERS & CAPITAL**

<b><u>ACCOUNT</u></b>	<b>FY 2010-2011 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2011-2012 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2012-2013 ADOPTED <u>BUDGET</u></b>	<b>FY 2012-2013 PROJECTED <u>ACTUALS</u></b>	<b>FY 2013-2014 ADOPTED <u>BUDGET</u></b>
Transfer to Recreation Fund	0	40,000	40,000	40,000	0
Transfer to Capital Reserve	119,000	210,150	224,950	231,034	239,900
Transfer to Animal Control Fund	44,503	45,061	53,199	53,199	39,543
Transfer to Capital Improvement Fund	50,000	187,184	158,500	164,750	229,500
Transfer to Debt Service Fund	0	50,000	49,778	49,778	114,098
Transfer to BOE Capital Reserve	64,500	50,663	0	56,602	0
<b>TOTAL</b>	<b>278,003</b>	<b>583,058</b>	<b>526,427</b>	<b>595,363</b>	<b>623,041</b>

**TOWN OF COLCHESTER  
FY 2013 - 2014 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
<b>18501 - TRANSFERS</b>				
<b>50474 - TRANSFER TO CAPITAL RESERVE</b>				<b>239,900</b>
Contribution to Equipment Reserve	1.00	65,000.00	65,000	
Contribution to Vehicle Replacement Reserve	1.00	149,900.00	149,900	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	25,000.00	25,000	
<b>50496 - ACO - TOWN FUNDING</b>				<b>39,543</b>
General Fund contribution to support Animal Control Fund	1.00	39,543.00	39,543	
<b>50500 - TRANSFER TO CAPITAL</b>				<b>229,500</b>
Town Wide Revaluation	1.00	42,500.00	42,500	
Open Space	1.00	5,000.00	5,000	
Police cruiser	1.00	50,000.00	50,000	
Per vehicle replacement plan				
Repair sidewalks - Town Hall	1.00	42,000.00	42,000	
Fire Company 1 - Mill pave front/back Parking ramp	1.00	65,000.00	65,000	
Fire Company 1 - Overhaul Overhead doors	1.00	25,000.00	25,000	
<b>50700 - TRANSFER TO DEBT SERVICE FUND</b>				<b>114,098</b>
Vehicle lease purchase dated 10/7/11 - principal payment due 10/4/14 (payment 3 of 5)	1.00	46,783.00	46,783	
Vehicle lease purchase dated 10/7/11 - interest payment due 10/7/14 (payment 3 of 5)	1.00	2,995.00	2,995	
Energy Project lease payment due 1/5/14 (Town share)	1.00	64,320.00	64,320	
<b>TOTAL TRANSFERS</b>				<b>623,041</b>



# **Animal Control Fund**

**Animal Control Fund**

	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>
	<b><u>FY 2010-2011</u></b>	<b><u>FY 2011-2012</u></b>	<b><u>Budget</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>
			<b><u>FY 2012-2013</u></b>	<b><u>FY 2012-2013</u></b>	<b><u>FY 2013-2014</u></b>
<b>ANIMAL CONTROL</b>					
REGULAR PAYROLL	34,968	31,568	36,649	31,696	32,488
OTHER REG PAYROLL	12,534	18,603	13,587	0	0
FICA	3,634	3,838	3,843	2,425	2,485
OFFICE SUPPLIES	0	77	100	100	100
OTHER PURCHASED SUPPLIES	4,049	3,990	4,000	4,000	4,000
TRAVEL, TRAINING & MEETINGS	9,923	8,817	10,500	7,522	8,650
PROFESSIONAL SERVICES	5,603	3,393	6,500	6,000	6,000
DUE TO STATE OF CT	10,781	8,450	10,000	7,878	8,500
POSTAGE	98	51	250	250	250
ADVERTISING	182	149	250	400	400
PRINTING	105	105	150	200	200
TELEPHONE	1,490	840	1,200	525	720
FUEL/HEATING	1,431	1,310	1,710	1,710	1,710
ELECTRICITY	602	624	660	760	760
BUILDING REPAIRS	20	0	300	300	300
<b>TOTAL ANIMAL CONTROL EXPENDITURES</b>	<b>85,420</b>	<b>81,815</b>	<b>89,699</b>	<b>63,766</b>	<b>66,563</b>

**ANIMAL CONTROL ESTIMATED REVENUES:**

TOWN CLERK DOG LICENSES	14,881	13,905	15,000	14,500	14,500
ANIMAL CONTROL OFFICER FEES	4,529	6,463	5,500	5,000	5,000
RENT & ASSISTANT ACO	6,100	7,561	6,000	2,475	2,520
TRANSFER FROM GENERAL FUND	44,503	45,061	53,199	53,199	39,543
USE OF FUND BALANCE	15,000	15,000	10,000	10,000	5,000
<b>TOTAL ANIMAL CONTROL REVENUES</b>	<b>85,013</b>	<b>87,990</b>	<b>89,699</b>	<b>85,174</b>	<b>66,563</b>

# Animal Control Fund - Detail Budget

<b><u>EXPENDITURES</u></b>	<b>FY 2013-2014 Adopted Budget</b>
REGULAR PAYROLL	32,488
Animal Control Officer	
FICA	2,485
OFFICE SUPPLIES	100
OTHER PURCHASED SUPPLIES	4,000
Dog food, cleaning supplies for dog pound, etc.	
MILEAGE, TRAINING & MEETINGS	8,650
Mileage at 56.5 cents per mile	
Training, seminars & meeting registrations	
PROFESSIONAL SERVICES	6,000
Veterinarian	
DUE TO STATE OF CONNECTICUT	8,500
State share of license revenue	
POSTAGE	250
ADVERTISING	400
PRINTING & PUBLICATIONS	200
Various forms, license tags	
TELEPHONE	720
Cell phone service	
FUEL/HEATING	1,710
ELECTRICITY	760
BUILDING REPAIRS	300
Minor repairs to the dog pound	
<b>TOTAL ANIMAL CONTROL EXPENDITURES</b>	<b>66,563</b>





## SECTION FIVE

# Capital Improvement Plan





## Section Five – Capital Improvement Plan

### Item

- Capital Improvement Plan Summary
  - Vehicles
  - Equipment
  - Facilities
  - Reserves
- Capital Plan Graph (20-Year) – excluding bonding projects



TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

CATEGORY	ITEM	DESCRIPTION	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>Vehicles</b>							
	4-Door Sedan	Code Enforcement/General		\$ 16,000			
	F-150 4x4 Pickup	Code Enforcement				\$ 35,000	
	F-150 4x4 Pickup	Code Enforcement				\$ 35,000	
	F-250 4x4 Pickup	Emergency Management				\$ 35,000	
	Rescue 128 (Refurbishment)	Fire Department	\$ 51,626	\$ 51,626	\$ 51,626	\$ 51,626	\$ 51,626
	Tanker 128	Fire Department		\$ 400,000			
	Engine Tank 128	Fire Department					
	Engine Tank 228	Fire Department					
	Engine Tank 328	Fire Department		\$ 687,500			
	Ladder 128	Fire Department					\$ 1,000,000
	Rescue 528 Ambulance	Fire Department					\$ 250,000
	Rescue 628 Ambulance	Fire Department					
	Service 128 (Forestry)	Fire Department					
	Service 228 (Forestry)	Fire Department					
	Service 328	Fire Department			\$ 90,000		
	Utility 128	Fire Department					
	Chief 128 (Command Vehicle)	Fire Department					
	Cruiser	Police Department	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Plow Truck (Town Aid Road Grant)	Public Works	\$ 140,000	\$ 145,000	\$ 145,000	\$ 150,000	\$ 150,000
	Masonry Truck	Public Works			\$ 45,000		
	Payloader	Public Works					
	Payloader	Public Works					
	Backhoe	Public Works				\$ 94,000	
	Backhoe	Public Works					\$ 96,000
	Clamshell Catch Basin Cleaner	Public Works		\$ 24,000			
	Roller	Public Works			\$ 30,000		
	Grader	Public Works		\$ 185,000			
	Excavator	Public Works		\$ 174,000			
	Street Sweeper	Public Works					\$ 250,000
	Rail Mower	Public Works					
	Scag Mower	Grounds Maintenance					
	Scag Mower	Grounds Maintenance			\$ 10,000		
	Skidsteer	Grounds Maintenance			\$ 30,000		
	Skidsteer	Grounds Maintenance				\$ 30,000	
	Mower Attachment for Tractor	Grounds Maintenance					
	4-Door Sedan	Senior Services		\$ 16,000			
	Full-Size Passenger Van	Senior Services					
	Wheelchair Accessible Vehicle	Senior Services			\$ 70,000		
	Passenger Van	Recreation		\$ 24,000			
	Backhoe	Transfer Station			\$ 125,000		
		<b>ANNUAL TOTAL</b>	\$ 241,626	\$ 1,773,126	\$ 646,626	\$ 480,626	\$ 1,847,626

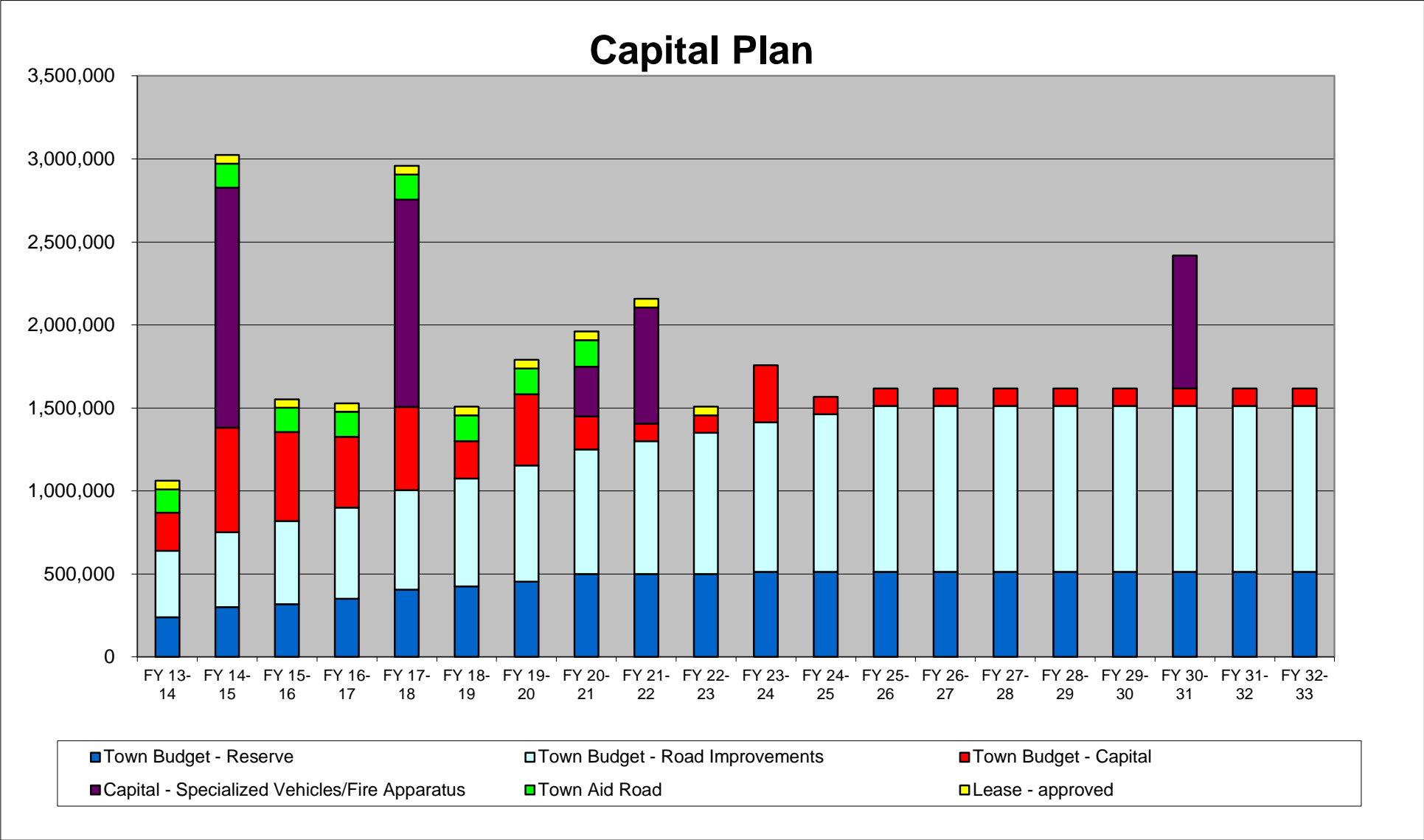
<b>Equipment</b>							
	Hydraulic Rescue Tools	Fire Department					
	Flashover Simulator	Fire Department		\$ 52,225			
	GIS - Map Corrections GPS Location	Information Technology		\$ 50,000			
	Records Management System	Town Clerk/IT		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
		<b>ANNUAL TOTAL</b>	\$ -	\$ 152,225	\$ 50,000	\$ 50,000	\$ 50,000

TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

CATEGORY	ITEM	DESCRIPTION	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>Facilities</b>							
	Repaving of Town Hall Parking Lot	Facilities		\$ 130,000			
	Repair Sidewalks at Town Hall	Facilities	\$ 42,000				
	Roof Replacement	Fleet				\$ 50,000	
	Foundation & Apron Repair	Fleet		\$ 30,000			
	Drainage & Pave Parking Lot	Fleet		\$ 100,000			
	Company 1 Parking Lot	Fire Department	\$ 65,000				
	Company 2 Parking Lot	Fire Department		\$ 40,000			
	Overhaul Overhead Doors	Fire Department	\$ 25,000				
	Road Improvements	Public Works	\$ 400,000	\$ 450,000	\$ 500,000	\$ 550,000	\$ 600,000
		<b>ANNUAL TOTAL</b>	\$ 532,000	\$ 750,000	\$ 500,000	\$ 600,000	\$ 600,000

<b>Reserves</b>							
	Revaluation	Assessor (annual funding)	\$ 42,500	\$ 42,500	\$ 42,500	\$ 42,500	\$ 50,000
	Building & Grounds Maintenance	Facilities	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Equipment	Various	\$ 65,000	\$ 65,000	\$ 50,000	\$ 50,000	\$ 50,000
	Fire Vehicles (excl. apparatus)	Fire Department			\$ 4,500	\$ 4,500	\$ 29,500
	Open Space	Planning & Zoning	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Pick-Up Trucks	Public Works & Grounds	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
	Plow Trucks	Public Works	\$ 51,250	\$ 63,300	\$ 75,400	\$ 87,900	\$ 100,400
	Specialized Vehicles	Public Works & Grounds	\$ 50,900	\$ 68,650	\$ 77,650	\$ 87,050	\$ 103,710
	Town Hall Vehicles	Various	\$ 12,750	\$ 18,550	\$ 25,550	\$ 36,050	\$ 36,050
		<b>ANNUAL TOTAL</b>	\$ 287,400	\$ 348,000	\$ 365,600	\$ 398,000	\$ 459,660

<b>GRAND TOTAL</b>	<b>\$ 1,061,026</b>	<b>\$ 3,023,351</b>	<b>\$ 1,562,226</b>	<b>\$ 1,528,626</b>	<b>\$ 2,957,286</b>
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## SECTION SIX

### Debt



TOWN OF COLCHESTER  
FY 2013 – 2014 ADOPTED BUDGET

## Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan



TOWN OF COLCHESTER  
FY2013-2014 ADOPTED BUDGET

**Debt Summary  
As of June 30, 2013**

**Outstanding Short-term Debt**

As of June 30, 2013, the Town does not have any short-term debt outstanding.

**Outstanding Bonded Debt<sup>1</sup>**

<u>Dated Date</u>	<u>Final Maturity</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>Original Issue</u>	<u>Amount Outstanding</u>
06/15/05 .....	06/15/15	Various purpose	3.25-4.50	\$10,800,000	\$1,085,000
06/03/10 .....	06/01/21	Various purpose	2.25-5.00	2,525,000	1,960,000
06/03/10 .....	06/01/21	Refunding	2.25-5.00	4,070,000	3,205,000
03/01/12 .....	06/15/25	Refunding	2.00-4.00	8,400,000	8,080,000
07/31/09 .....	07/31/28	Drinking Water Fund	2.12	2,496,990	<u>1,958,021</u>
Total .....					\$16,288,021

<sup>1</sup> 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<sup>1</sup>**  
**As of June 30, 2013**

<b><u>Fiscal Year Ending</u></b>	<b><u>Principal Payments</u></b>	<b><u>Interest Payments</u></b>	<b><u>Total Payments</u></b>	<b><u>Cumulative Percent of Principal Retired</u></b>
2014 .....	\$1,686,354	\$507,447	\$2,193,801	10.35
2015 .....	1,663,738	460,913	2,124,651	20.57
2016 .....	1,646,173	407,079	2,053,252	30.67
2017 .....	1,633,660	360,392	1,994,052	40.70
2018 .....	1,646,200	297,251	1,943,451	50.81
2019 .....	1,618,795	243,407	1,862,202	60.75
2020 .....	1,616,445	182,507	1,798,952	70.67
2021 .....	1,329,151	121,700	1,450,851	78.83
2022 .....	931,916	80,985	1,012,901	84.56
2023 .....	694,740	54,161	748,901	88.82
2024 .....	687,625	38,957	726,582	93.04
2025 .....	680,571	23,636	704,207	97.22
2026 .....	143,580	8,206	151,786	98.10
2027 .....	146,654	5,133	151,787	99.00
2028 .....	149,793	1,993	151,786	99.92
2029 .....	<u>12,626</u>	<u>22</u>	<u>12,648</u>	100.00
Total .....	\$16,288,021	\$2,793,789	\$19,081,810	

<sup>1</sup> 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, 2013**

Population, 2010 <sup>1</sup> .....	16,068
Per capita income, 1999 <sup>1</sup> .....	\$27,038
Net taxable grand list, 10/1/11 .....	\$1,176,520,440
Estimated full value @ 70% .....	\$1,680,743,486
Equalized net grand list (2011) <sup>2</sup> .....	\$1,681,198,817

	<b><u>Overall Debt</u></b> <b><u>\$16,288,021</u></b>	<b><u>Overall Net Debt</u></b> <b><u>\$16,288,021</u></b>
Per capita .....	\$1,013.69	\$1,013.69
To net taxable grand list .....	1.38%	1.38%
To estimated full value .....	0.97%	0.97%
To equalized net grand list .....	0.97%	0.97%
Ratio of debt per capita to per capita income .....	3.75%	3.75%

<sup>1</sup> Source: U.S. Department of Commerce, Bureau of Census, 2010 Census.

<sup>2</sup> State of Connecticut, Office of Policy and Management.

**Statement of Statutory Debt Limitation  
As of June 30, 2013**

**Debt Limitation Base**

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2013 (estimated).....	\$34,245,439
Reimbursement for elderly tax relief .....	<u>2,000</u>
Debt Limitation Base .....	\$34,247,439

**Debt Margin**

<u>Debt Limitation by Purpose</u>	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit Funding</u>
2.25 x base .....	\$77,056,738				
4.50 x base .....	—	\$154,113,476			
3.75 x base .....	—	—	\$128,427,896		
3.25 x base .....	—	—	—	\$111,304,177	
3.00 x base .....	—	—	—	—	\$102,742,317
Total debt limitation .....	<u>77,056,738</u>	<u>154,113,476</u>	<u>128,427,896</u>	<u>111,304,177</u>	<u>102,742,317</u>
Less indebtedness: <sup>1</sup>					
Bonds payable .....	2,800,200 <sup>2</sup>	11,529,800	—	—	—
Bonds authorized but unissued .....	<u>140,000</u>	<u>63,741</u>	—	—	—
Total overall debt .....	<u>2,940,200</u>	<u>11,593,541</u>	—	—	—
Less school construction grants receivable .....	—	—	—	—	—
Total overall net debt .....	<u>2,940,200</u>	<u>11,593,541</u>	—	—	—
Debt limitation in excess of outstanding and authorized debt .....	\$74,116,538	\$142,519,935	\$128,427,896	\$111,304,177	\$102,742,317

<sup>1</sup> Does not include the Refunded Bonds.

<sup>2</sup> \$1,958,021 water bonds excluded by statute.

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 \$239,732,073.

### Five-year Debt Statement Summary

	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
Population <sup>1</sup> .....	16,068	16,068	16,068	16,068	15,685
Net taxable grand list .....	\$1,176,520,440	\$1,297,297,874	\$1,275,361,503	\$1,268,248,655	\$1,249,468,721
Estimated full value .....	\$1,680,743,486	\$1,853,282,677	\$1,821,945,004	\$1,811,783,793	\$1,784,955,316
Equalized net taxable grand list <sup>2</sup> .....	\$1,681,198,817	\$1,768,924,794	\$1,752,181,106	\$1,752,979,789	\$1,851,878,356
Per capita income <sup>3</sup> .....	\$27,038	\$27,038	\$27,038	\$27,038	\$27,038
Short-term debt .....	\$—	\$—	\$—	\$—	\$2,425,524
Bonded debt .....	<u>16,288,021</u>	<u>17,997,041</u>	<u>20,363,776</u>	<u>23,403,275</u>	<u>21,515,000</u>
Overall debt .....	16,288,021	17,997,041	20,363,776	23,403,275	23,940,524
Less school construction grants .....	<u>0</u>	<u>0</u>	<u>575,757</u>	<u>1,462,261</u>	<u>2,348,014</u>
Overall net debt .....	\$16,288,021	\$17,997,041	\$19,788,019	\$21,941,014	\$21,592,510

<sup>1</sup> State of Connecticut, Department of Public Health estimates for 2009; U.S. Department of Commerce, Bureau of Census, 2010 Census for 2010-2013.

<sup>2</sup> State of Connecticut, Office of Policy and Management.

<sup>3</sup> U.S. Department of Commerce, Bureau of Census, 2000 Census.

### Five-year Debt Statement Summary Ratios

	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2008-09</u>
Overall debt:					
Per capita .....	\$1,013.69	\$1,120.05	\$1,267.35	\$1,456.51	\$1,536.82
To net taxable grand list .....	1.38%	1.39%	1.60%	1.84%	1.92%
To estimated full value .....	0.97%	0.97%	1.12%	1.29%	1.34%
To equalized net taxable grand list .....	0.97%	1.02%	1.16%	1.34%	1.29%
Overall debt per capita to per capita income .....	3.75%	4.14%	4.69%	5.39%	5.68%
Overall net debt:					
Per capita .....	\$1,013.69	\$1,120.05	\$1,231.52	\$1,365.51	\$1,386.09
To net taxable grand list .....	1.38%	1.39%	1.55%	1.73%	1.73%
To estimated full value .....	0.97%	0.97%	1.09%	1.21%	1.21%
To equalized net taxable grand list .....	0.97%	1.02%	1.13%	1.25%	1.17%
Overall net debt per capita to per capita income .....	3.75%	4.14%	4.55%	5.05%	5.13%



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

<b>Fiscal Year Ended June 30</b>	<b>Debt Service</b>	<b>Total Expenditures and Transfers Out</b>	<b>Debt Service as Ratio to Total Expenditures and Transfers Out</b>
2012 .....	\$2,914,282	\$53,907,882	5.41
2011 .....	3,693,538	50,427,195	7.32
2010 .....	3,690,958	48,860,187	7.55
2009 .....	3,945,936	50,340,124	7.84
2008 .....	4,568,424	49,236,504	9.28

**Authorized but Unissued Debt  
As of June 30, 2013**

<b>Project</b>	<b>Date Authorized</b>	<b>Amount Authorized</b>	<b>Bonds Issued</b>	<b>Grants/ Paydowns</b>	<b>Authorized but Unissued<sup>1</sup></b>
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	<u>680,000</u>	<u>640,000</u>	<u>—</u>	<u>40,000</u>
Total .....		\$3,130,000	\$2,525,000	\$401,259	\$203,741

<sup>1</sup> Does not include Refunding Bonds.

**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.

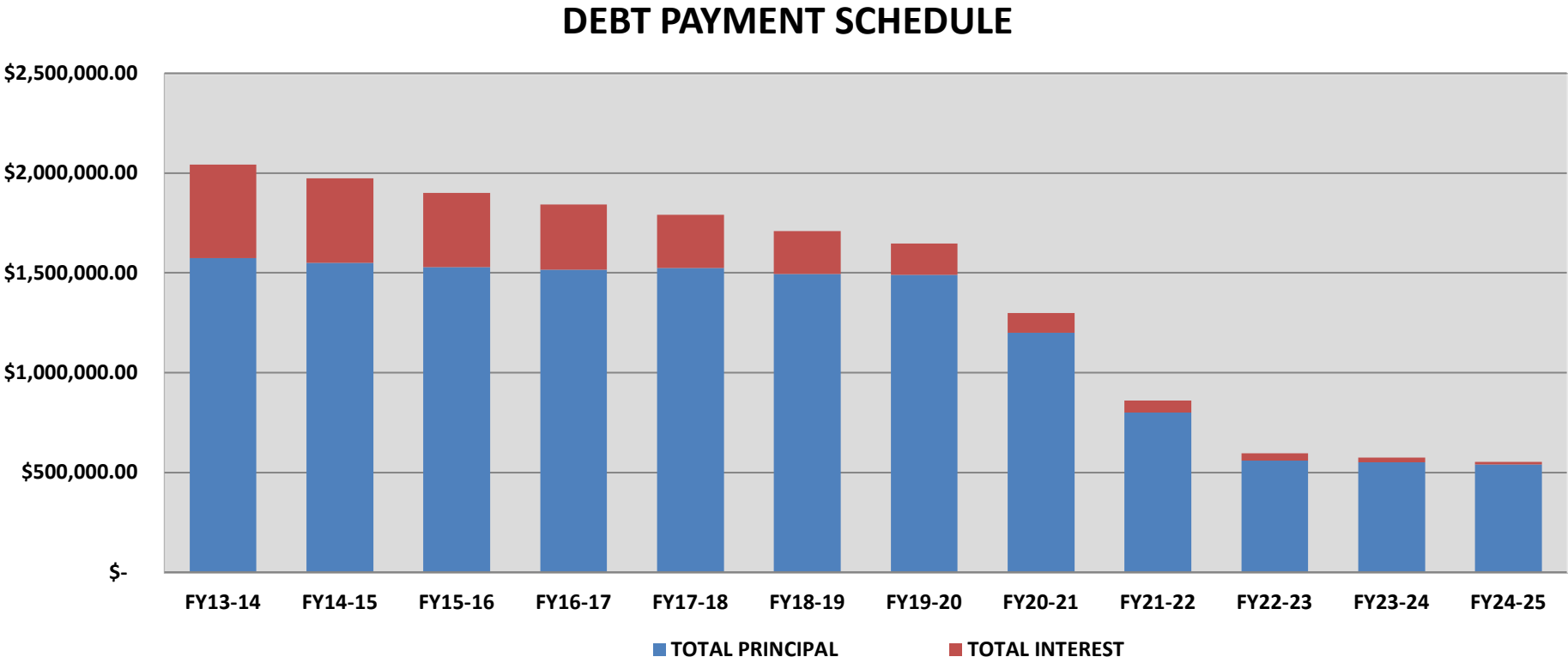
When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Temporary notes may be renewed up to ten years from their original date of issue as long as all project grant payments are applied toward payment of temporary 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 1/20<sup>th</sup> (1/30<sup>th</sup> 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 1/15<sup>th</sup> 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

	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
FY13-14	\$ 1,575,000.00	\$ 467,015.00	\$ 2,042,015.00
FY14-15	\$ 1,550,000.00	\$ 422,865.00	\$ 1,972,865.00
FY15-16	\$ 1,530,000.00	\$ 371,465.00	\$ 1,901,465.00
FY16-17	\$ 1,515,000.00	\$ 327,265.00	\$ 1,842,265.00
FY17-18	\$ 1,525,000.00	\$ 266,665.00	\$ 1,791,665.00
FY18-19	\$ 1,495,000.00	\$ 215,415.00	\$ 1,710,415.00
FY19-20	\$ 1,490,000.00	\$ 157,165.00	\$ 1,647,165.00
FY20-21	\$ 1,200,000.00	\$ 99,065.00	\$ 1,299,065.00
FY21-22	\$ 800,000.00	\$ 61,115.00	\$ 861,115.00
FY22-23	\$ 560,000.00	\$ 37,115.00	\$ 597,115.00
FY23-24	\$ 550,000.00	\$ 24,795.00	\$ 574,795.00
FY24-25	\$ 540,000.00	\$ 12,420.00	\$ 552,420.00



## SECTION SEVEN

### Glossary





TOWN OF COLCHESTER  
FY 2013 – 2014 ADOPTED BUDGET

## Section Seven – Glossary

**Item**

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- Description of Funds
- Financial Policies
- Definition of Terms



### **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 *Bonded Projects Fund* accounts for financial resources to be used for the acquisition or construction of major capital facilities or improvements, which are financed by the issuance of general obligation bonds.

The *Sewer Capital Fund* accounts for and reports financial resources to be used towards capital expenditures for the sewer facility.

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.

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*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 Unrestricted / Unassigned 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 is in excess of 10%, the Board of Finance should provide an explanation why such a level is necessary and/or desirable.

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 3 members) of the Board of Finance members present at an official meeting. The funds can be used to repay debt (if permissible), capital projects, general mill rate relief, other designated accounts or one-time uses.

If the Fund Balance is between 5% and 7%, then the excess over 5% may be used as determined by a vote of 4 members of the Board of Finance at an official meeting for a specific urgent situation or the funds can be used for general mill rate relief if the percentage of mill rate increase without the use of Fund Balance is greater than the prior calendar year's percentage rate increase in the Consumer Price Index (CPI) plus 1%. For purposes of this Policy, the CPI shall be the index as calculated by Bureau of Labor Statistics, Northeast Region All Items.

If the Fund Balance is less than 5%, then Fund Balance can only be used as determined by a vote of 4 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)**

**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 IS NOT 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 IS 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.

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- 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 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: 07/16/09

Approved by Board of Education: 11/19/09

Approved by Board of Finance: 08/05/09



**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, the foundation for the Town of Colchester is \$11,525.
- The base aid ratio is 1 minus the wealth adjustment factor. The wealth adjustment factor is the sum of 90 percent of the ratio of the town's equalized net grand list per capita divided by 1.5 times the median town's equalized net grand 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 ( $1/10^{\text{th}}$ ) 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 measurable 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.