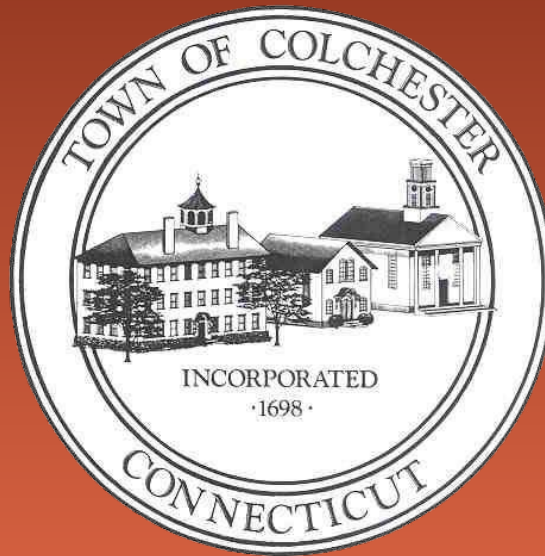


Town of Colchester



FY 2019 – 2020 ADOPTED BUDGET



Town Website



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FY 2019–2020 ADOPTED BUDGET**

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SECTION ONE

Introduction





**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET**

Section One – Introduction

Item

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



TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Colchester
Connecticut**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

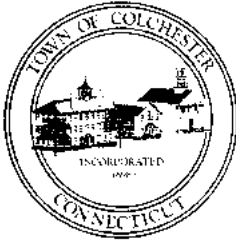
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Colchester, Connecticut for its annual budget for the fiscal year beginning July 1, 2018.

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

This award is valid for a period of one year only. We believe our budget for the fiscal year beginning July 1, 2019 continues to conform to program requirements, and we are submitting the adopted budget document to GFOA to determine its eligibility for another award.





Town of Colchester, Connecticut

July 1, 2019

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the fiscal year July 1, 2019 thru June 30, 2020. This adopted budget continues to place an emphasis on public safety, public works (road improvements and fields/grounds maintenance), community and human services, and education. The budget also reflects long-range capital and debt planning.

I. INTRODUCTION/BACKGROUND

The overall Town government budget, including capital costs and debt payments, increases by \$334,555 or 2.26% over last year's adopted budget. This increase is mainly due to the following: increased contributions to the self-insurance fund for health insurance costs, funding included in the Fire department budget to initiate a program for the Town to provide paramedic services starting in the final quarter of the fiscal year, increased funding for road improvements, additional Maintainer I position in the Public Works Grounds Maintenance division, and an increase in hours to full-time for the position of Social Services Coordinator. Debt service expenditures have increased as general obligation bonds were issued in October 2018 for the William J. Johnston Middle School Project. This increase is offset by the elimination of transfers to the Debt Service Fund to set aside funding for future debt service payments. The Education budget increases by \$687,778 or an increase of 1.70%.

Municipal Budget Expenditures Cap

Connecticut General Statutes Section 4-661 created a cap on adopted general budget expenditures for municipalities in Connecticut in order for municipalities to be eligible to receive the full amount of the State's municipal revenue sharing grant. Beginning in the fiscal year ending June 30, 2018, and in each fiscal year thereafter, the Office of Policy and Management (OPM) must reduce the municipal revenue sharing grant amount for those municipalities whose adopted general budget expenditures (with certain exceptions including but not limited to debt service, special education, implementation of court orders or arbitration awards, budgeting for an audited deficit, nonrecurring grants, capital expenditures of \$100,000 or more, or payments on unfunded pension liabilities, and certain major disaster or emergency expenditures) exceeds the spending limits specified in the statute. For each applicable fiscal year, OPM must determine the municipality's percentage growth in general budget expenditures over the prior fiscal year and reduce the grant if the growth rate is equal to or greater than 2.5% or the inflation rate, whichever is greater, each of those amounts adjusted by an amount proportionate to any increase in the municipality's population from the previous fiscal year. The reduction is generally equal to 50 cents for every dollar the municipality spends over this cap.

II. BUDGET OVERVIEW

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

	<u>FY19-20</u>	<u>FY18-19</u>	<u>DIFFERENCE</u>	
			<u>\$</u>	<u>%</u>
General Government	\$ 3,731,345	\$ 3,645,457	\$ 85,888	2.36 %
Public Safety	\$ 2,972,696	\$ 2,925,531	\$ 47,165	1.61 %
Public Works	\$ 3,730,058	\$ 3,548,359	\$ 181,699	5.12 %
Community & Human Services	\$ 1,668,570	\$ 1,614,698	\$ 53,872	3.34 %
Debt	\$ 2,075,164	\$ 1,710,415	\$ 364,749	21.33 %
Transfers	\$ 978,032	\$ 1,376,850	\$ (398,818)	(28.97)%
TOTAL TOWN	\$ 15,155,865	\$ 14,821,310	\$ 334,555	2.26 %
Education	\$ 41,237,122	\$ 40,549,344	\$ 687,778	1.70%
TOTAL BUDGET	\$ 56,392,987	\$ 55,370,654	\$ 1,022,333	1.85 %

Mill Rate

The mill rate for the combined adopted budget increases from 32.28 to 32.84, a 0.56 mill or 1.73% increase. As of October 1, 2018, the overall grand list reflects an increase of \$10,208,800 or 0.8%. The mill rate calculation is based on the Net Grand List of \$1.242 billion (including estimates of anticipated changes during the fiscal year such as pro-rated assessments, motor vehicle supplement grand list and other adjustments/corrections), and a 98.8% tax collection rate.

Motor Vehicle Property Tax Cap

Connecticut General Statutes Section 12-71e created a cap on the local property tax mill rate for motor vehicles. The statute provides that for the assessment year October 1, 2017 (fiscal year ending June 30, 2019), and each assessment year thereafter, the mill rate for motor vehicles shall not exceed 45 mills.

Summary

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

	<u>FY2018-2019</u>	<u>FY2019-2020</u>
Net Grand List	\$1,232,158,000	\$1,242,366,800
Mill Rate	32.28	32.84
Fund Balance Use	\$0	\$0
Debt Service	\$1,710,415	\$2,075,164
Transfers/Capital	\$1,376,850	\$978,032
Tax Collection Rate	98.8%	98.8%

III. PRIORITIES

Economic Conditions/Budget Challenges

Economic Conditions

Colchester is a bedroom community of Hartford and the surrounding metropolitan area, whereby residents enjoy the rural/suburban nature of Colchester, but commute daily out of Town to work. Therefore, our population expects a high quality of services along with options for shopping and dining. The Town continues to see residential growth with a 10 building, 100 unit apartment complex under construction, and various multi lot residential subdivisions (single family homes) completed and currently for sale, under construction or in process of approval. The Town is working on further economic development, as additional commercial development has been approved and permitted, or is in the design stages for permitting. Existing businesses plan to expand their manufacturing, commercial or retail space, existing but vacant commercial space is being redeveloped, and the Town is working with the owner of a vacant former car dealership in the center of Town to redevelop the property. In addition, Eversource is in Phase I of a project to expand the natural gas distribution system with installation of 9.75 miles of gas pipeline within the Towns of Montville, Salem and Colchester. This project will provide potential access to natural gas in areas where it has previously not been an option. The Town remains focused on promoting agricultural uses having adopted "right to farm" regulations, and a farm brewery has been constructed and opened to the public. The Town is also undergoing efforts to make Colchester a more pedestrian and bicycle friendly community.

Although the economy for the region continues to show some improvement, the situation in Connecticut lags behind the other states in the region. Seasonally adjusted unemployment rates for the New England region decreased from 3.5% in July 2018 to 3.1% in July 2019, however the rates for Connecticut decreased from 4.1% in July 2018 to 3.7% in July 2019. In the Hartford metropolitan area, unemployment rates (not seasonally adjusted) decreased from 4.4% in July 2018 to 3.9% in July 2019. The unemployment rate in Colchester as of June 2019 was 3.1%. In the Northeast region, for the 12 month period ending June 2019, prices for all purchased goods increased by 2.3%, prices for food items increased by 1.3%, and energy costs decreased by 3.5%. *(Information taken from U.S. Bureau of Labor Statistics, Hartford Area Economic Summary, August 2019).*

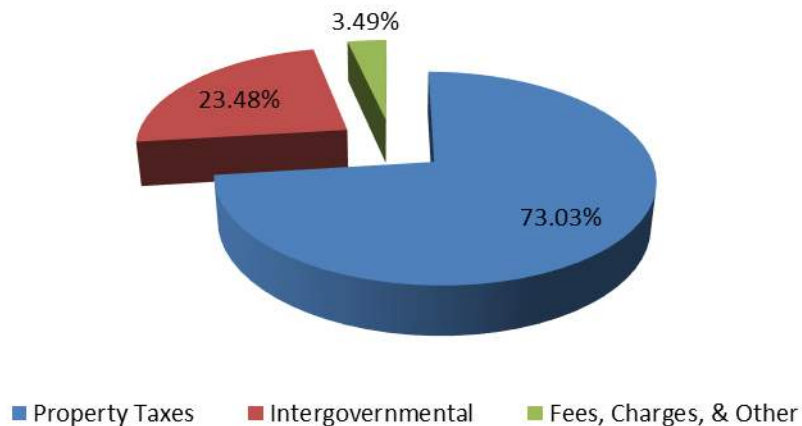
Grand List

The grand list as of October 2018, reflected an increase of 0.8%. Changes in the grand list for the past five years were as follows: increase of 0.6% as of October 2013, increase of 0.6% as of October 2014, increase of 1.15% as of October 2015, decrease of 1.1% as of October 2016 (revaluation year), and an increase of 1.2% as of October 2017.

Major Revenue Sources

Property taxes represent the largest source of revenue to support the total combined budget at 73.03% of total revenues. At 23.48%, State grant funding is the second largest source of revenue. With significant decreases in State funding for education over the last three years, the burden of funding the Town and Education budget through local property taxes has increased from a level of 70.49% of total revenues in FY 2016-17, while State aid decreased over that same time period from a level of 27.06% of total revenues.

Revenue Sources by Type



Priorities

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

Economic Development – The Town needs to continue to expand its economic development efforts. The Town has a tax incentive program which has been used to attract and assist new businesses. Strategically, the Town has focused on non-residential growth in a smart growth and designed focused manner, and has developed land development regulations that reflect that philosophy. The master infrastructure plan addressed the phased expansion of the water and sewer system to serve future non-residential development including design and costing of required pump stations, pipe sizes and specifications, other infrastructure needs and costs for each phase of the expansion. The Town is also focused on promoting existing businesses, and maintaining a strong downtown, building on successful rehabilitation programs to redevelop and strengthen central areas, including streetscape and lighting improvements. Colchester has recognized the economic benefit agriculture brings to the Town, with both farm-based stands, farm breweries, and a thriving farmers market. Colchester has adopted “right to farm” regulations and has developed a “made in Colchester” marketing program. The expansion of the natural gas distribution system into Colchester will be a key component of future economic development.

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

The Town participates in the State of Connecticut Resident Trooper program to provide supervision of the local police department. The Town's share of this cost is currently at 85%. The budget for the department continues to fund the canine officer program initiated at the end of the 2015-2016 fiscal year.

The Board of Selectmen and Board of Finance have reviewed the structure and staffing of, and the level of services provided by, the Fire Department (paid staff) and the volunteer company. Long-term strategic planning has included discussion of adding paid staff, implementing incentive programs for volunteers to ensure appropriate coverage levels of ambulance shifts, recruitment and retention of volunteers, and paramedic services.

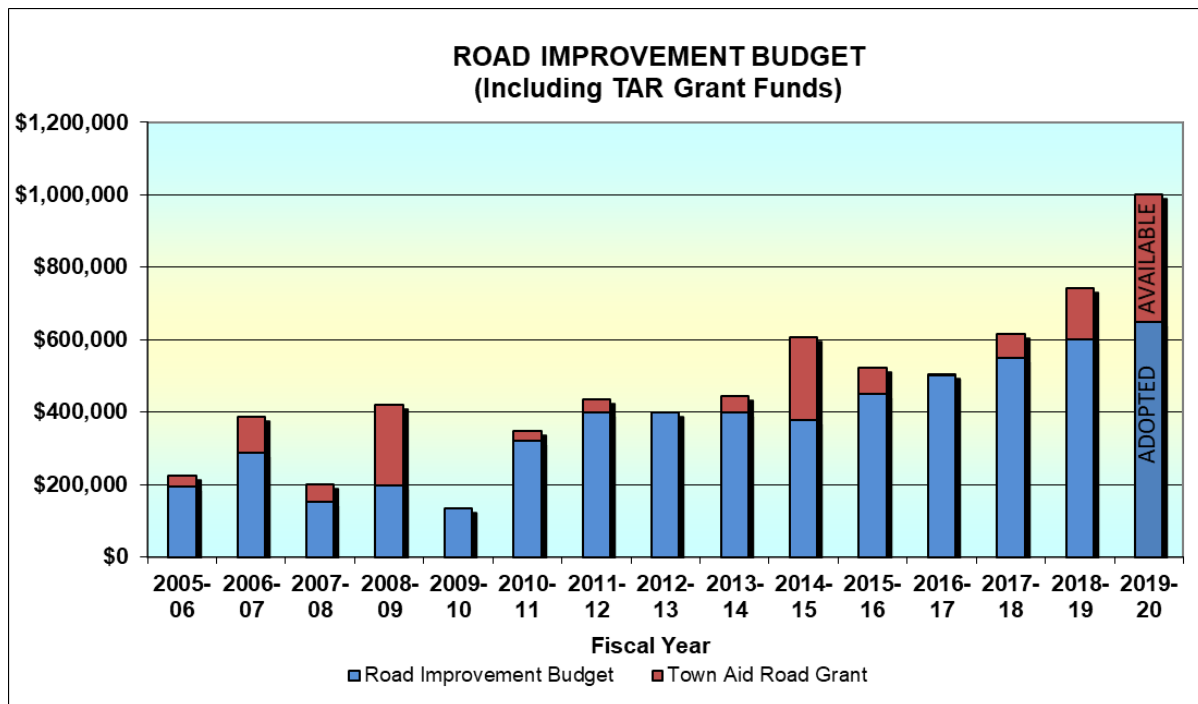
The Fire Department completed a plan, including cost estimates and potential revenue sources, to provide paramedic services through department personnel as opposed to contracting for this service. The adopted budget for FY 2019-2020 includes costs associated with the startup of providing these services in the final quarter of the fiscal year.

Community Services – Another area of long-term planning by the Town involves addressing the need for a new Senior Center facility. A Committee consisting of two members each from the Board of Selectmen, Board of Finance and Commission on Aging have developed plans to address the facility needs associated with the continuing increase in membership and program participation at the Senior Center reflecting the growing needs of the 55 and over population in Colchester. To meet the short-term needs for a facility, an authorization to purchase the existing Senior Center building was approved at a referendum vote in September 2016. This facility was previously being leased by the Town with the Town having responsibility for the operating costs of the building (electricity, heating, cleaning and general maintenance), therefore the only impact to the annual budget was the elimination of the lease payment. The Town also authorized and purchased land as a potential site of a new Senior Center. Funds were appropriated from unassigned fund balance of the Town's General Fund to finance both of these purchases. The Board of Selectmen authorized the formation of a Senior Center Building Committee in May 2019 and the Committee members were appointed in August 2019. The Committee will oversee, coordinate, and supervise all aspects of the planning and construction process of a new Senior Center facility.

To meet the demand for services from citizens in need of assistance, the adopted budget includes an increase in hours of the Social Services Coordinator to full-time, while maintaining the Youth & Social Services Department's ability to provide programming for at-risk youth, including the coordination of services with the school system.

Capital and Infrastructure – The most significant level of effort related to long-term planning has been the development and continual updating of a capital plan for equipment, vehicles, and facilities and grounds, and the commitment on an annual basis to fund those capital expenditures and reserves for future capital needs. As part of the preparation of the annual budget, the capital plan is reviewed and updated based on priority, (safety and security being primary) and the impact on operating budgets such as maintenance and repairs. A detailed description of the capital budgets is included in Part C of the Budget Summary section of this Executive Letter and in Section 5 of this budget document.

Funding has been increased steadily since 2009-2010 for road maintenance through a combination of State Town Aid Road grant funding and the road improvement budget as part of the capital plan. The following graph depicts the level of road maintenance funding over the past 15 years.



IV. BUDGET SUMMARY

A. Revenues

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

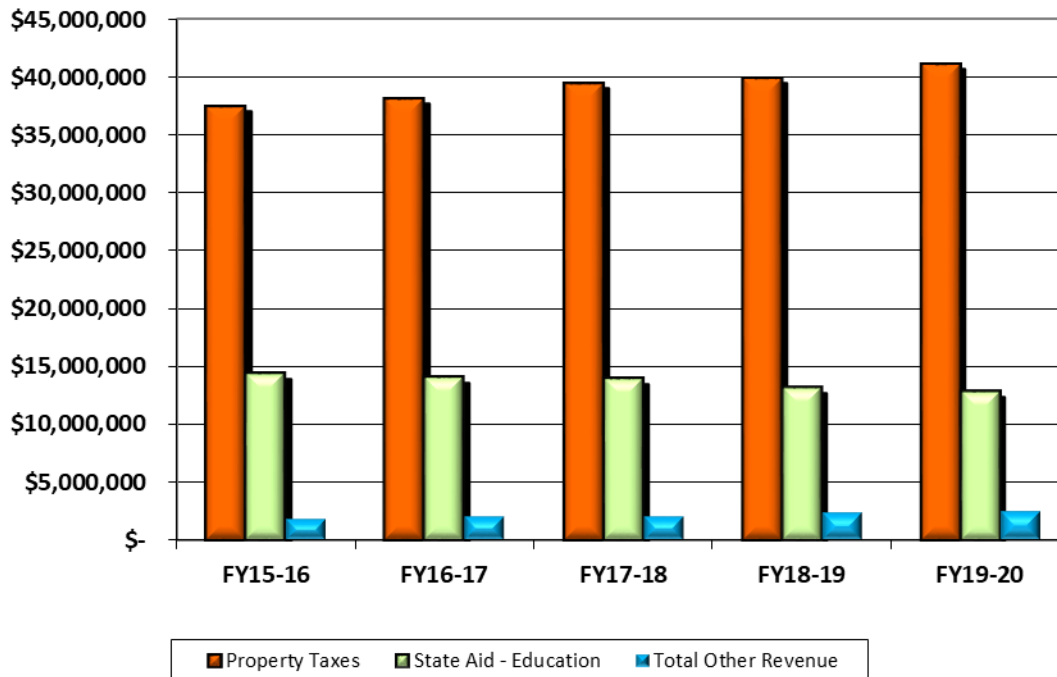
The main revenue factors to highlight in this year’s budget are as follows:

- No budgeted use of Fund Balance for a ninth straight year
- Increase of 0.8% in grand list
- Increase in estimated delinquent tax collections, including interest
- State aid – Education – reduction of \$311,422 in ECS funding
- Increase in estimated Special Education excess cost reimbursements
- Increase in projected charges for ambulance services
- Increase in estimated investment interest earnings
- Tuition revenue from out of District students attending Bacon Academy High School

	PERCENT (%) OF TOTAL REVENUE				
	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>
Property Taxes	69.99%	70.49%	71.31%	72.19%	73.03%
State Aid - Education	26.87%	25.95%	25.21%	23.70%	22.80%
Licenses/Fees	1.19%	1.31%	1.35%	1.24%	1.26%
Charges for Services	0.91%	0.93%	0.93%	0.97%	1.04%
State Aid - Town	0.75%	1.11%	0.32%	0.74%	0.67%
Fund Balance/Transfers	0.00%	0.00%	0.00%	0.00%	0.00%
Interest	0.10%	0.10%	0.11%	0.26%	0.40%
Other	0.19%	0.11%	0.77%	0.90%	0.80%

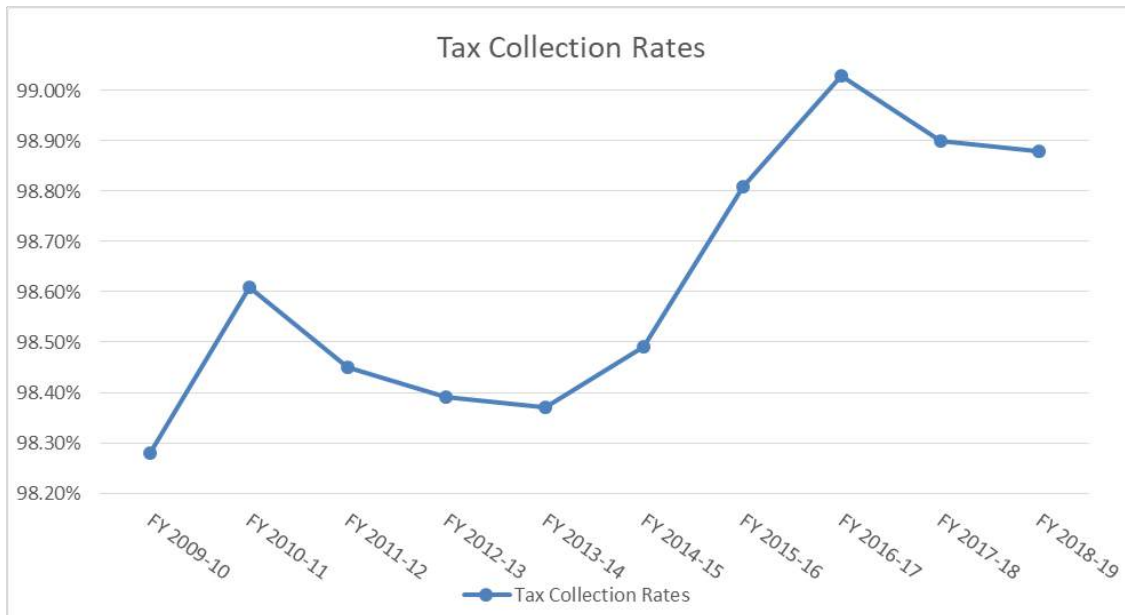
The chart above and the one presented below (amounts reported are from the adopted Town budgets) reflects the Town's two major revenue sources consisting of local property taxes and State Aid for Education, as compared to the total of all other revenue sources combined over the last five years' adopted budgets. The total Town and Education budget increased by \$1,022,333 from FY 2018-19 to FY 2019-20, revenues derived from property taxes increased by \$1,211,461 (from an increase in the grand list, a 0.56 mill rate increase, and increased estimates for delinquent tax collections, including interest), while State Aid for Education decreased by \$261,422 and the total of all other revenue sources increased by \$72,294.

MAJOR REVENUE SOURCES

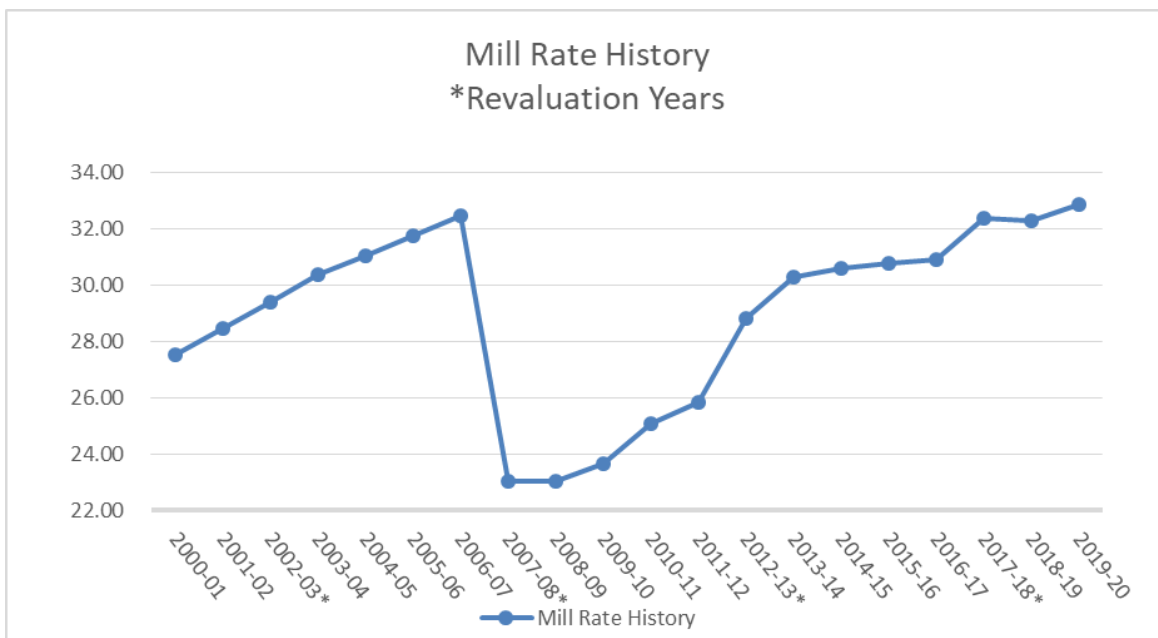


Taxes & Grand List

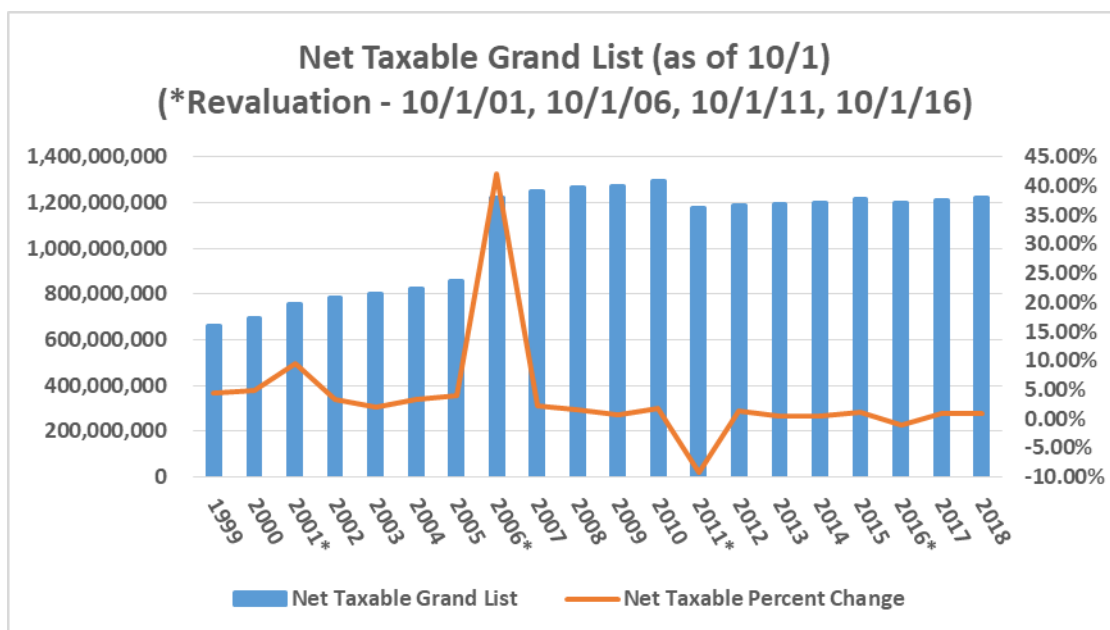
The adopted budget uses an estimated tax collection rate of 98.8%. The graph below shows the tax collection rates over the last ten years.



The decrease in State aid supporting Education, increases in the grand list, increases in revenue estimates for delinquent tax collections including interest, Special Education excess cost reimbursements, charges for ambulance services, and investment interest earnings, combined with an increase in the combined Town and Education budgets, resulted in a mill rate increase from 32.28 to 32.84 for the FY 2019-2020 budget. Adopted budgets for the previous five years (14-15 thru 18-19) have included mill rate increases of 0.29, 0.19, 0.15 and 1.46, and a decrease of 0.09. The following chart shows the mill rate history over the last twenty years.

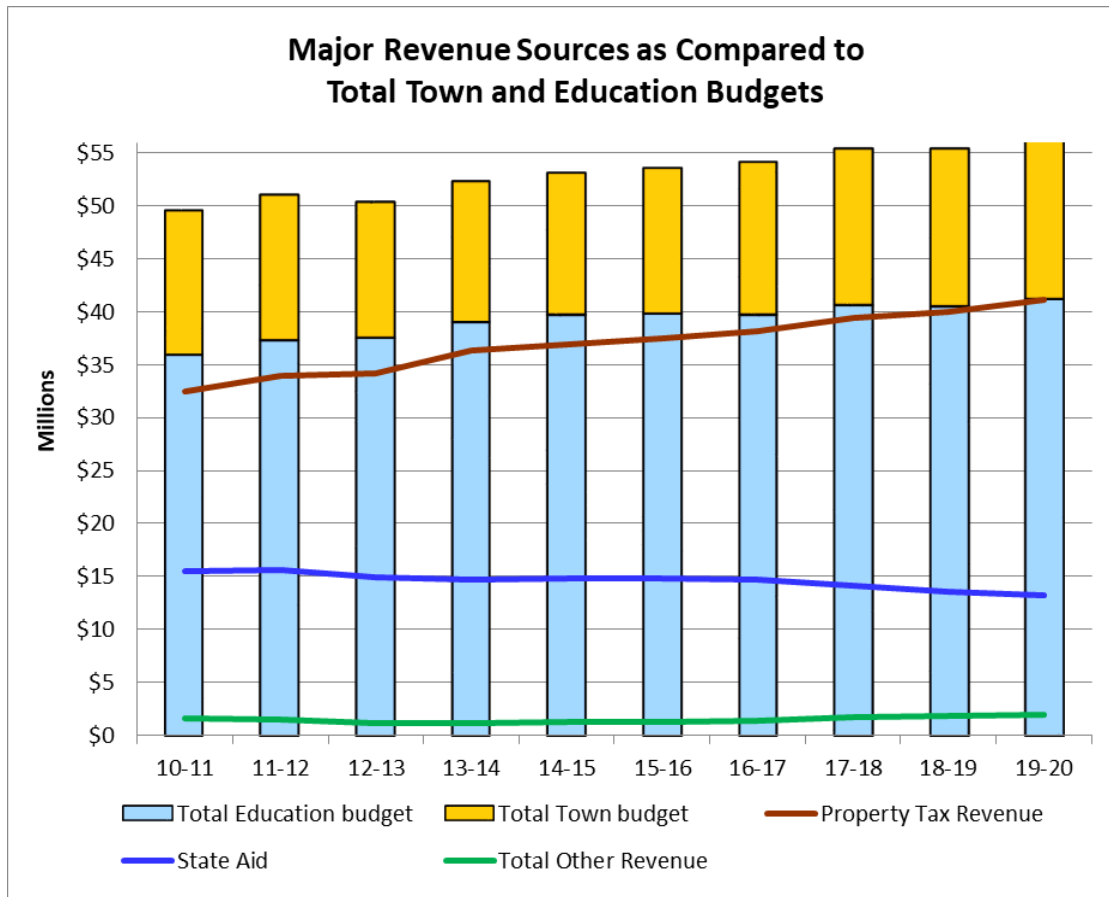


As stated previously, the Grand List increased 0.8% over the previous year. The graph below shows the net grand list amount and the percent change in the net grand list as submitted to the State of Connecticut Office of Policy and Management each year for the past twenty years.



Over the past ten years, from FY 2010-11 to FY 2019-20, revenue estimates from property taxes (including both grand list growth and mill rate increases) have increased from \$32.42 million to \$41.18 million, a 27.0% increase. During that same time period, State Aid has decreased from \$15.54 million to \$13.24 million, a 14.8% decrease, and total other revenues has increased from \$1.58 million to \$1.97 million, a 24.3% increase. The Town and Board of Education continue to seek out additional resources to support the budget, including charging tuition to accept students from out of District to attend our school system, and applying for other grant funding as direct support to existing services. However, the significant reduction in State aid continues to put an increased burden on the Town and Board of Education to reduce services or increase property taxes.

The total Town budget (including debt service and capital) increased from \$13.57 million to \$15.16 million reflecting the increased funding towards public safety and capital maintenance and improvements. The Education budget has increased from \$35.98 million to \$41.24 million between FY 2010-11 and FY 2019-20, reflecting the Town's priority of funding Education and the increasing impact of State and Federal mandates. The cumulative budget increase for Education since FY 2015-16 totals \$1,441,752 including budget reductions from FY 2015-16 to FY 2016-17 of \$90,306 and from FY 2017-18 to FY 2018-19 of \$87,061. While the school system has been facing a decline in overall enrollment similar to other school districts in the State, the composition of the student enrollment has changed with increases in the students needing the greatest amount of assistance. The Board of Education has been working diligently to develop programs in-house to meet the needs of these students, in lieu of out of District placements.



State Aid

The following tables present state aid as a percentage of the adopted Town and Board of Education budgets for the most recent five years. It should be noted that the Town and Education budgets for FY 2017-2018 and FY 2019-2020 were adopted prior to adoption of the State of CT budget. The tables do not reflect the impact of any final adjustments to State aid for those fiscal years.

Fiscal Year	Town Budget	Total State Aid to Town	Aid % of Town Budget
2019-2020	\$ 15,155,865	\$ 379,601	2.50 %
2018-2019	\$ 14,821,310	\$ 408,815	2.76 %
2017-2018	\$ 14,708,083	\$ 175,177	1.19 %
2016-2017	\$ 14,389,712	\$ 598,934	4.16 %
2015-2016	\$ 13,763,426	\$ 402,563	2.92 %

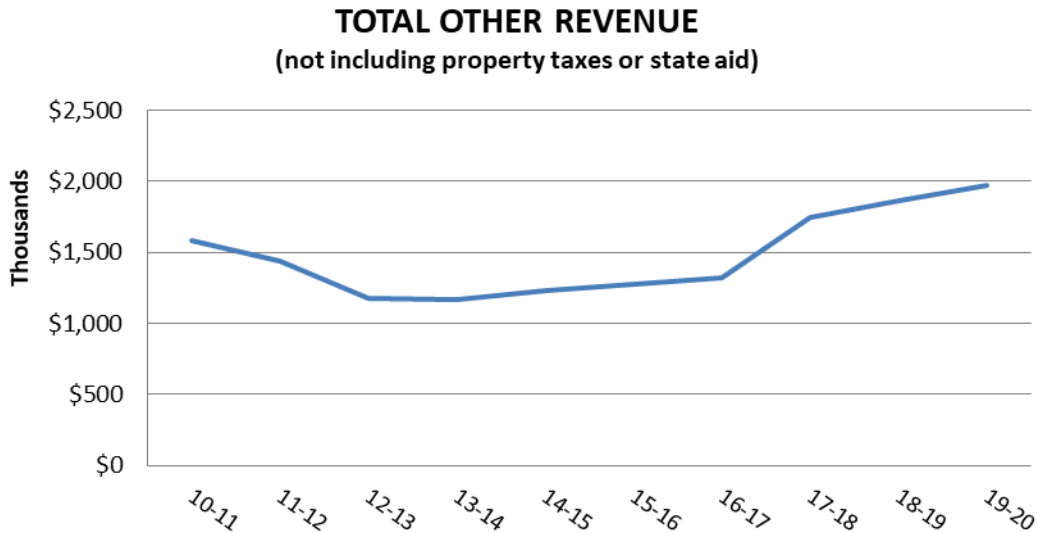
Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
2019-2020	\$ 41,237,122	\$ 12,859,179	31.18 %
2018-2019	\$ 40,549,344	\$ 13,120,601	32.36 %
2017-2018	\$ 40,636,405	\$ 13,953,310	34.34 %
2016-2017	\$ 39,705,064	\$ 14,041,055	35.36 %
2015-2016	\$ 39,795,370	\$ 14,392,592	36.17 %

The Board of Education relies heavily on state aid to maintain operations. Of the school's \$41.24 million adopted budget, 31.18%, or \$12.86 million, was anticipated from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at \$12,359,179. As discussed earlier, the Board of Education budget for FY 2017-18 was adopted prior to the State of CT budget. The amount of the ECS grant was reduced by approximately \$1.78 million as part of the adopted State budget and the subsequent holdback of State aid determined by the Governor. By the Town and Board of Education jointly initiating immediate budget freezes, including a hiring freeze for vacant positions, combined with the practice of conservatively budgeting revenues, Colchester was still able to end fiscal year 2017-2018 with a budget surplus. Going forward, the decreasing amounts in State Aid combined with the ever increasing cost of State and Federal mandates on the educational system, will continue to place an increasing burden on the local property taxpayer to fund the Education budget.

Fiscal Year	BOE Budget	ECS Funding	ECS % of BOE Budget
2019-2020	\$ 41,237,122	\$ 12,359,179	29.97 %
2018-2019	\$ 40,549,344	\$ 12,670,601	31.25 %
2017-2018	\$ 40,636,405	\$ 13,503,310	33.23 %
2016-2017	\$ 39,705,064	\$ 13,591,055	34.23 %
2015-2016	\$ 39,795,370	\$ 13,761,528	34.58 %

Other Revenue

After property taxes and state aid, total other revenue comes from the following five sources: charges for services, licenses/permits/fees, investment earnings, "other revenue" including tuition fees, and other financing sources (use of fund balance and transfers from other funds). As shown in the graph on the next page and as stated previously, other revenue sources have increased from \$1.58 million in FY 2010-11 to \$1.97 million in the current fiscal year, or 3.49% of total revenues.

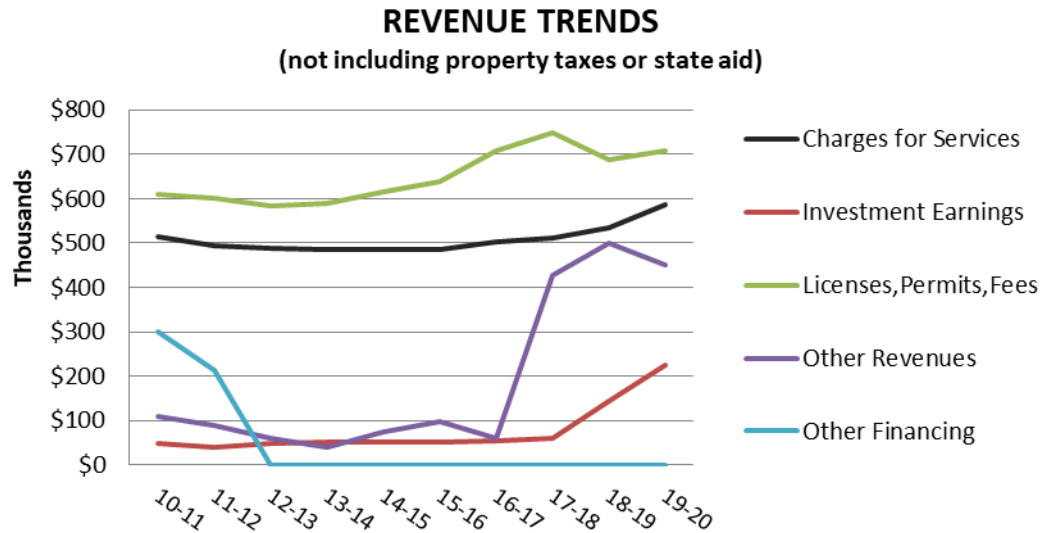


The main reason for the initial large decrease in revenues other than property taxes and State aid was the reduced and then non-use of fund balance to support the operating budget. After consecutive years of appropriating fund balance to balance the overall budget, the Board of Finance adopted a fund balance policy in 2010, which was amended in 2012 (see Financial Policies in Section 7 Glossary). In accordance with the policy guidelines, starting with the adopted budget for FY 2011-12, use of fund balance was reduced to zero and has remained at zero through the current fiscal year's budget. This policy is reviewed annually by the Board of Finance in context with the most recent financial operating results and the overall capital improvement and debt management plans. Starting with the FY 2017-18 budget, total other revenues includes tuition from other school districts for students attending Colchester schools. This tuition accounts for the increase in other revenue from FY 2016-17 thru FY 2019-20 and is mainly from students from the City of Norwich attending Bacon Academy High School.

The largest component of charges for services represents revenue collected from billing insurance carriers for providing ambulance services which has been increasing over the last five years.

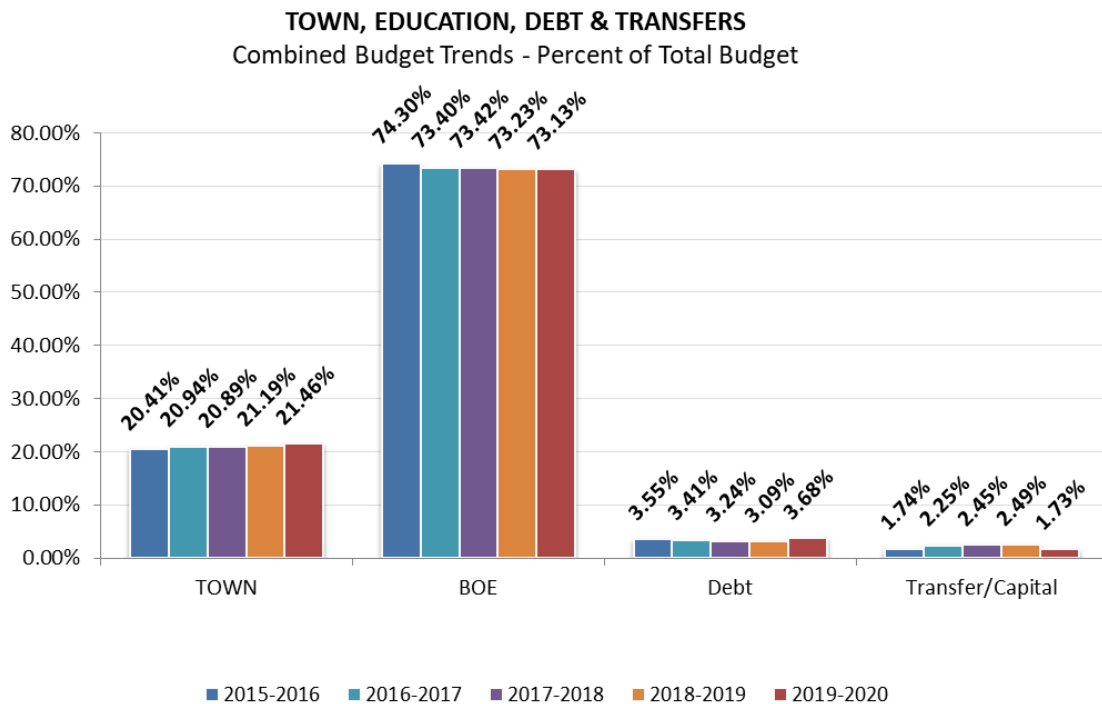
Building permit fees, transfer station fees, conveyance taxes, and Town Clerk fees represent the majority of the licenses, permits and fees category. Increases in building permit fees and conveyance taxes provide an indication of economic growth within the Town.

With regards to investment earnings, the Town is budgeting for an increase from \$144,000 in the FY 2018-19 budget to \$225,000 in the FY 2019-20 budget. This remains lower than the pre-recession numbers the Town had received through FY 2007-08. From FY 2002-03 to 2008-09, the Town averaged over \$300,000 in investment income. From FY 2009-10 to FY 2017-2018, the Town has averaged just under \$75,000 in interest income, although the last two fiscal years (2017-18 and 2018-19) showed a significant increase as interest rates have started to rise and the Town has implemented changes in its investment strategy to both increase investment earnings and reduce or eliminate "hard dollar" costs for banking services.



B. Expenditures

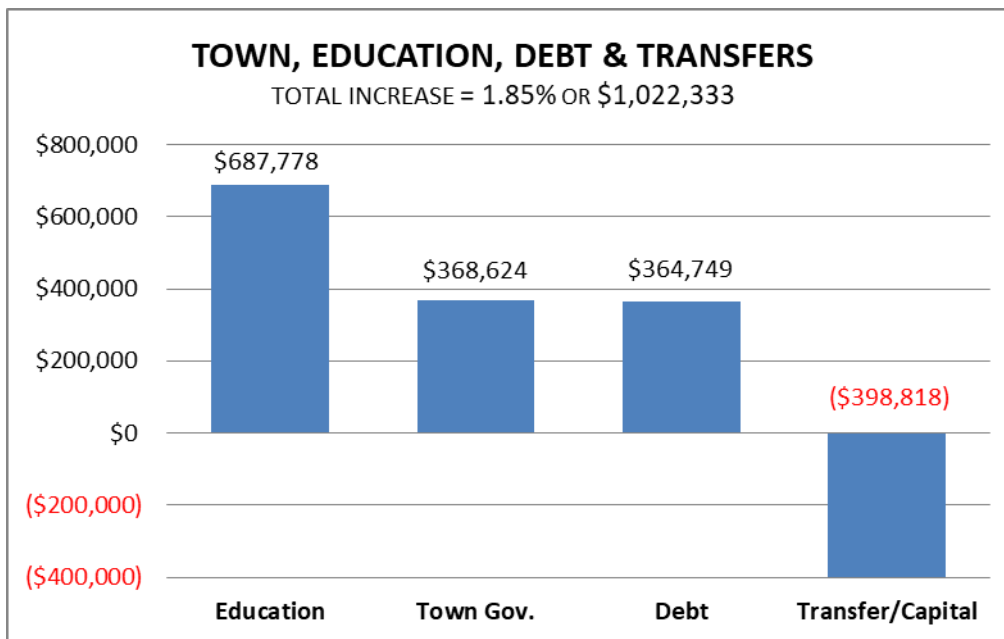
Summary of Expenditure Trends



The preceding chart shows the trends in the Town, education, debt, and transfers/capital budget allocations, as a percentage of the total budget over the past five years. The Town operating budget has increased from 20.41% of the total in FY 2015-16 to 21.46% in FY 2019-20, and education costs have decreased 1.17% during that period from 74.30% to 73.13%. Debt as a percentage of the total budget in FY 2019-20 (3.68%) has returned to a similar level as in FY 2015-16 (3.55%) as general obligation bonds were issued for the first phase of financing of the Middle School project. Similarly, transfers as a percentage of the total budget in FY 2019-20

(1.73%) also have returned to the level in FY 2015-16 (1.74%) as funds are no longer being set aside for future debt service payments. These trends reflect the decline in enrollment in the school system, the continued emphasis on maintaining existing facilities and infrastructure, and long-range capital funding and debt planning. As part of the Town's debt planning for the Johnston Middle School Project, the Town had reallocated the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels for the past four fiscal years (FY 2015-16 through FY 2018-19) as a transfer to the Debt Service Fund. The Town issued bond anticipation notes as temporary financing for the project and general obligation bonds of \$12,000,000 were issued in October 2018. The Town plans to issue additional bonds in October 2019 to permanently finance the Town's share of the project costs. Interest payments on the bond anticipation notes and the general obligation bonds have been or will be funded by first using the available funds in the Debt Service Fund in order to mitigate the impact of the project to the taxpayer.

A summary of expenditure increases/decreases compared to last year's (FY 2018-19) adopted budget for the four major budget categories are depicted in the following graph:



General Government

The general Town operations budget increased by \$85,888, or 2.36%. The increase in the General Government budget is reflected primarily in two areas – Human Resources, and Insurances. The total cost of health insurance for Town employees, workers compensation insurance, property & liability insurance, and anticipated unemployment benefits increased by \$41,207, or 2.51% with the largest increase in the contribution to the self-insurance fund for health insurance. Please refer to the insurances section of this letter starting on page 34 for a more detailed explanation. Increases in the Human Resources budget represent an increase in estimated legal costs for the negotiation of collective bargaining agreements expiring on 6/30/2020 with three unions (Police, Public Works, and Library).

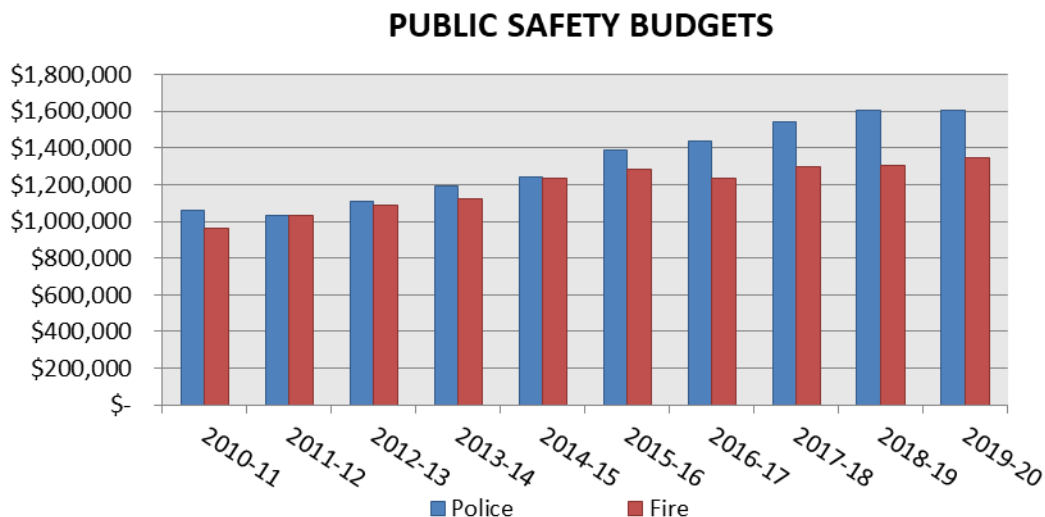
Public Works

This year, the total public works budget increased by \$181,699, or 5.12%. The increase is primarily due to an increase in the Highway budget of \$50,000 in funding for road improvements, and the addition of one Maintainer I staff position in the Grounds Maintenance budget.

Public Safety

Combined Police, Fire, and Emergency Management budgets increased by \$47,165. Fire protection (including dispatch) increased by \$45,672 or 3.51% as funding was included to initiate a program for the Town to provide paramedic services starting in the final quarter of the fiscal year.

The chart presented below represents a ten-year trend from FY 2010-11 to FY 2019-20 in public safety expenses. Since FY 2010-11, the police department budget has increased by 51.77%, or \$547,777. Likewise, the fire department budget has increased by 39.90%, or \$384,460. Overall, in the past ten years, the Town's investment in public safety (police & fire) has increased by 46.11%, or \$932,237.



Community & Human Services

The total Community & Human Services budget increased this year by \$53,872, or 3.34%. The Youth & Social Services budget increased by \$18,178 as the position of Social Service Coordinator was increased to a full-time position. Per capita costs paid to the regional Chatham Health District increased by \$10,739 from FY 2018-19 to FY 2019-20. The Library budget increased by \$16,726, the Recreation budget increased by \$2,822 and the Senior Services budget increased by \$5,407.

Debt

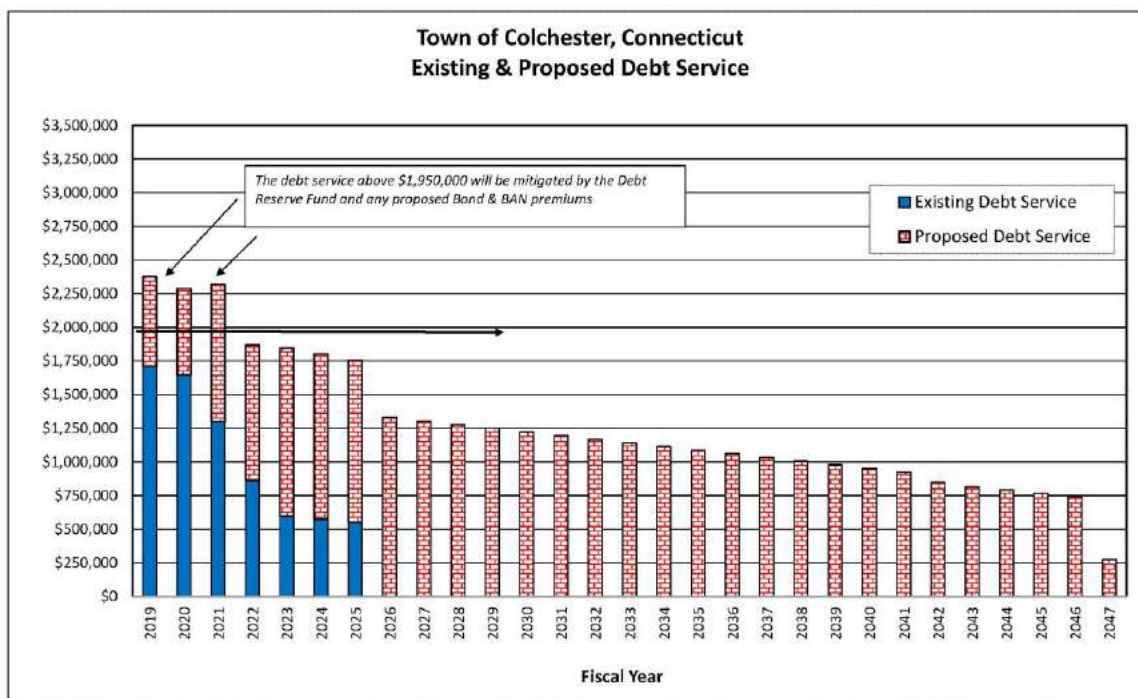
The Town's budgeted debt service, or debt payments, for FY 2019-20 is \$2,075,164, an increase of \$364,749 over FY 2018-19. Bond principal payments for existing debt decreased by \$5,000. Bond interest payments reflect an increase of \$369,749 as a result of issuing general obligation bonds for the Middle School project in October 2018. As discussed earlier, the bond principal payment of \$225,374 due in FY 2019-20 for the October 2018 bond issue will be paid from funds previously set aside in the Debt Service Fund.

As discussed on pages 28-29, the Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for State funding was received in June 2016. As part of the Town's debt planning for the Johnston Middle School Project, the Town had reallocated the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels for the past four fiscal years (FY 2015-16 through FY 2018-19) as a transfer to the Debt Service Fund with a combined reallocation of \$645,650. The Town issued bond anticipation notes as temporary financing for the project and general obligation bonds of \$12,000,000 were issued in October 2018. The Town plans to issue additional bonds in October 2019 to permanently finance the Town's share of the project costs. Interest payments on the bond anticipation notes and the general obligation bonds have been or will be funded by first using the available funds in the Debt Service Fund in order to mitigate the impact of the project to the taxpayer. In addition, funding that had been included in the Education budget for future capital improvements for the Middle School have been redirected to capital needs of the other schools based on the approval of the building project.

As shown in the chart below, prior to the increase in debt service from FY 2018-19 to the current FY 2019-20 budget as a result of the October 2018 bond issue, the Town's debt service had been decreasing steadily since FY 2010-11.



The following chart represents the existing debt service for the Town and the debt plan for the Middle School project prepared in conjunction with the October 2018 general obligation bond issue.



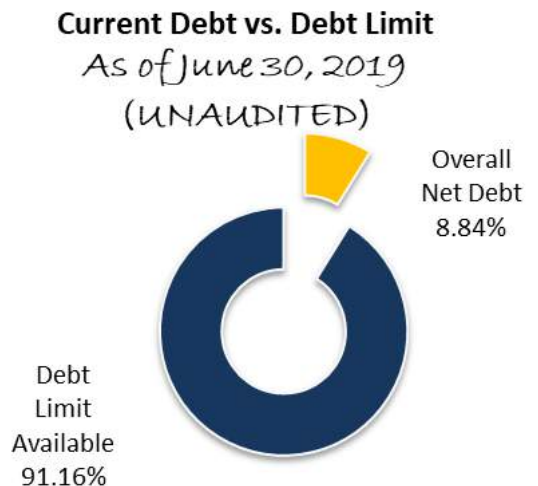
The Town issued bond anticipation notes in April 2017 in the amount of \$9,550,000 at an interest rate of 1.18% which matured in January 2018. At that time, the Town issued bond anticipation notes in the amount of \$20,850,000 at an interest rate of 2.50% which matured in October 2018. The Town issued \$12,000,000 in general obligation bonds at interest rates ranging from 3.00% to 5.00% in October 2018 which will mature in October 2045. The Town also issued \$8,850,000 in bond anticipation notes at an interest rate of 3.00% in October 2018. The notes will mature in October 2019, at which time the Town anticipates issuing bonds for the remaining amount of the Town's share of the total project costs. The Town received ratings from S&P Global Ratings of "AA+" on the general obligation bonds, and "SP-1+" on the bond anticipation notes. S&P noted that the rating reflects their opinion of the following factors for Colchester – strong economy, strong management with good financial policies and practices, strong budgetary performance, very strong budgetary flexibility, very strong liquidity, very strong debt and contingent liability position and a strong institutional framework score.

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. In December 2017, Moody's conducted a review prompted by the State of Connecticut budget impasse and the significant cuts to State funding contained in the Governor's executive order which governed spending prior to the adoption of a State budget. Moody's issued a credit opinion affirming the Town's general obligation rating at Aa3. The opinion noted that Colchester "has a recent history of surplus operations, reflecting conservative fiscal management. The Town has low debt and pension burdens and very affordable fixed costs, but is exposed to fiscal stress at the State level because of its above-average reliance on State funding." The opinion also indicated that "Town fiscal management is strong, as evidenced by recent surpluses, expenditure controls, and a credible plan for addressing reductions in State funding." In June 2019, Moody's issued an Annual Issuer Comment Report. That report noted that "The credit position for the Town of Colchester is very healthy. The notable credit factors include an exceptionally low pension liability, an elevated debt burden and a very strong wealth and income profile. Additional factors include a solid tax base and a favorable financial position." The report also indicated "The economy and tax base of the Town are very strong and are slightly favorable in comparison to its Aa3 rating position." Although the report included information that the "cash balance as a percent of operating revenues (15.8%) is materially lower than the U.S. median", and "the fund balance as a percent of operating revenues (14.2%) is materially below other Moody's-rated cities nationwide", it was also stated that "Connecticut local governments tend to have financial ratios lower than U.S. medians because they generally derive a majority of revenues from stable property taxes and their financials typically incorporate school operations which are predictable."

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

As of June 30, 2019 (unaudited), this amount was roughly \$278.57 million and the Town's outstanding bonded debt was \$17.14 million, with outstanding bond anticipation notes of \$8.85 million. Authorized, unissued debt was approximately \$8.30 million, and estimated remaining school construction grant progress payments were approximately \$9.66 million. Overall net debt amounts to 8.84% of the total debt limit. The Town currently does not have a written debt service policy.

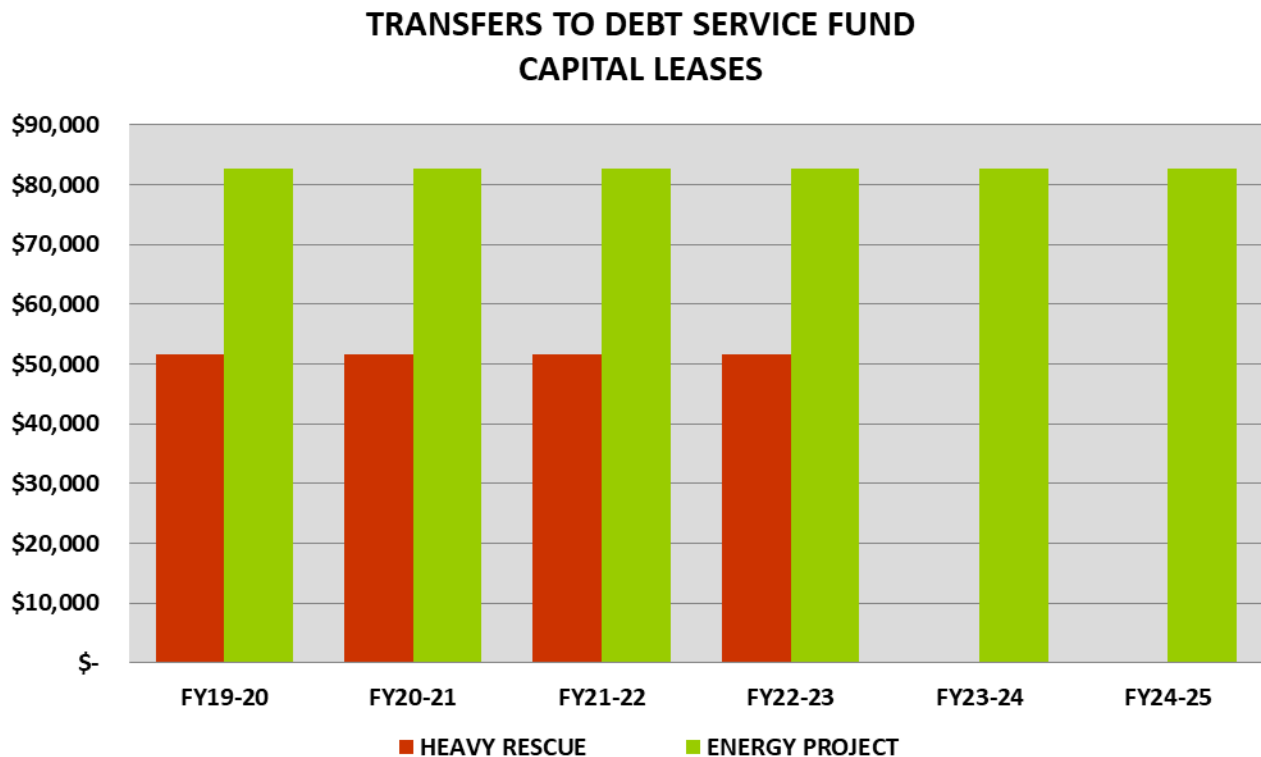


Transfers

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

The overall decrease in transfers from last year to this year is \$398,818, or 28.97%.

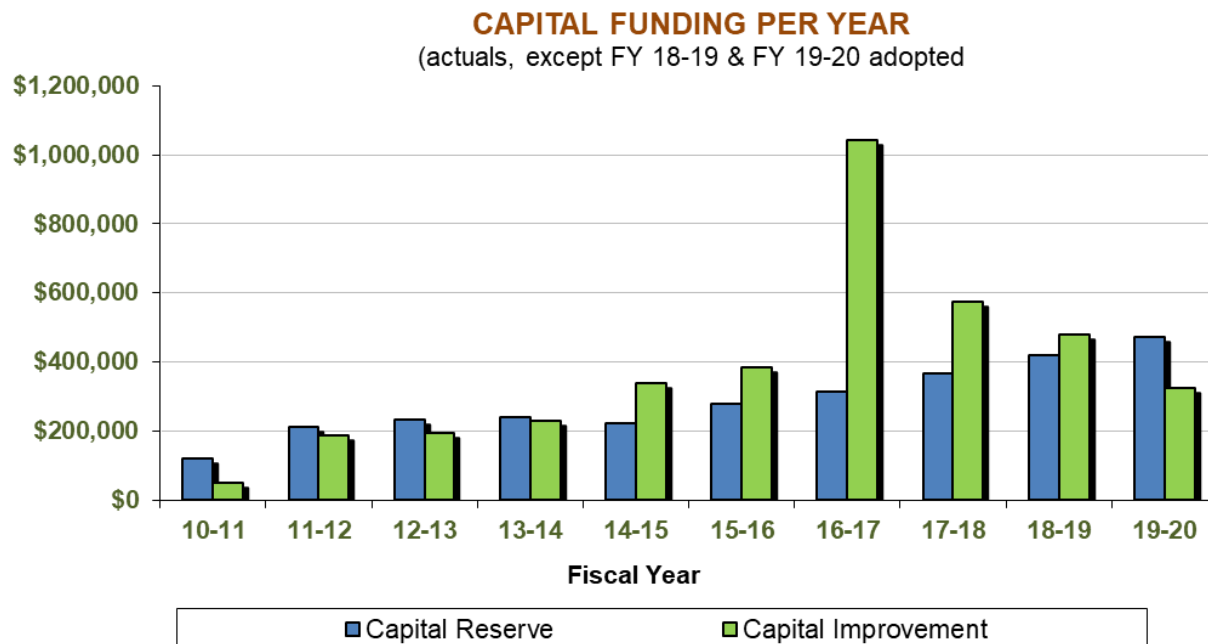
The transfer to debt service includes funding for lease payments under the energy project lease dated March 2013, and the Heavy Rescue vehicle lease dated January 2014.



C. Capital

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

Capital reserve is an on-going fund whereby the Town sets aside a predetermined amount of money to fund future needs. Capital reserve is further split between vehicle reserve, equipment reserve, and buildings and grounds maintenance capital reserve, and, in total, has increased \$52,400 or 12.50%, over last year’s adopted budget, to a total of \$471,700. The increase in the contribution to the capital reserve fund reflects adjustments to the equipment and vehicle replacement schedules based upon the annual review of Town needs and estimated replacement costs. The continued funding of these reserve accounts highlights the Town’s support for a vehicle replacement schedule, whereby all of the Town’s fleet will be replaced on a set schedule (based on the vehicle and use). Following a replacement schedule will prevent the Town from needlessly spending on maintenance for old and outdated vehicles. The Town has also increased the contribution to the buildings and grounds maintenance capital reserve fund.



The other fund, capital improvement, is also an on-going fund whereby the Town sets aside money to adequately fund anticipated large-scale (or expensive) needs that better enhance Town services and/or off-sets large future expenditures or bonding by paying a small amount over several years. For this year's capital improvement fund, the Town's total contribution is \$323,750 which will provide funding over one or multiple years towards seventeen different capital purchases or improvements for equipment, vehicle replacements, and facilities.

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

A Committee consisting of two members each from the Board of Selectmen, Board of Finance and Commission on Aging developed plans to address the facility needs associated with the continuing increase in membership and program participation at the Senior Center reflecting the growing needs of the 55 and over population in Colchester. To meet the short-term needs for a facility, an authorization to purchase the existing Senior Center building was approved at a referendum vote in September 2016. This facility was previously being leased by the Town with the Town having responsibility for the operating costs of the building (electricity, heating, cleaning and general maintenance). The Town also authorized the purchase of land as a potential site of a new Senior Center. Funds were appropriated from unassigned fund balance of the Town's General Fund to finance both of these purchases. The Board of Selectmen authorized the formation of a Senior Center Building Committee in May 2019 and the Committee members were appointed in August 2019. The Committee will oversee, coordinate, and supervise all aspects of the planning and construction process of a new Senior Center facility.

The Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for

State funding was received in June 2016. A substantial portion of the project has been completed and the newly constructed and renovated portions of the building were opened for the 2018-2019 school year. The updated debt service plan and the steps taken to mitigate the impact on the mill rate are included in the debt section of this letter starting on page 24. In terms of the impact on long-term capital planning, funding that had been included in previous Education budgets for capital improvements for the Middle School have been redirected to capital needs of the other schools. In addition, the Education operating budgets for FY 2018-19 and FY 2019-20 incorporated changes in costs for building maintenance and utilities as the renovated Middle School is a smaller facility.

Capital Improvement Plan

Within the budget document, the Town has outlined its five-year capital improvement plan (CIP) on page 273. This five year plan is part of a longer-term capital plan that correlates with the time period associated with the Town's existing debt payment schedules and the debt planning for two large building projects (Middle School, and Senior Center). The CIP is made up of four different sections: vehicles, facilities and grounds, equipment, and reserves. The CIP is reviewed and updated in conjunction with the development of the operating budget and helps determine which project(s) will be funded through the operating budget and those needed to be set aside for funding through capital reserves.

The annual update of the five-year plan includes a review of cost estimates, availability of resources, and the projected financial and debt capacity of the Town, taking into account external economic circumstances as well. Adjustments are also made to the plan based on a review of requested funding and priority determinations of the requests. The analysis also includes a cost/benefit component that evaluates the impact of investing in capital as compared to a "do nothing" approach.

Additional information concerning the various items in the plan can be found in various capital needs reports (e.g. Energy project, Buildings & Grounds, Roof Study, and Athletic Fields Study).

Vehicles

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

Equipment

Each year, the Town compiles a list of capital or "large-ticket" items to be included in the CIP. If any particular item is not funded in a given year, it will be submitted in the next year for further review and possible replacement or purchase. This year, similar to prior years, some items will be purchased out of the existing equipment reserve fund. Funding plans have been established for the replacement of equipment related to Information Technology throughout all Town departments, and for the replacement of self-contained breathing apparatus (SCBA) units and thermal imaging cameras for the Fire Department.

Facilities and Grounds

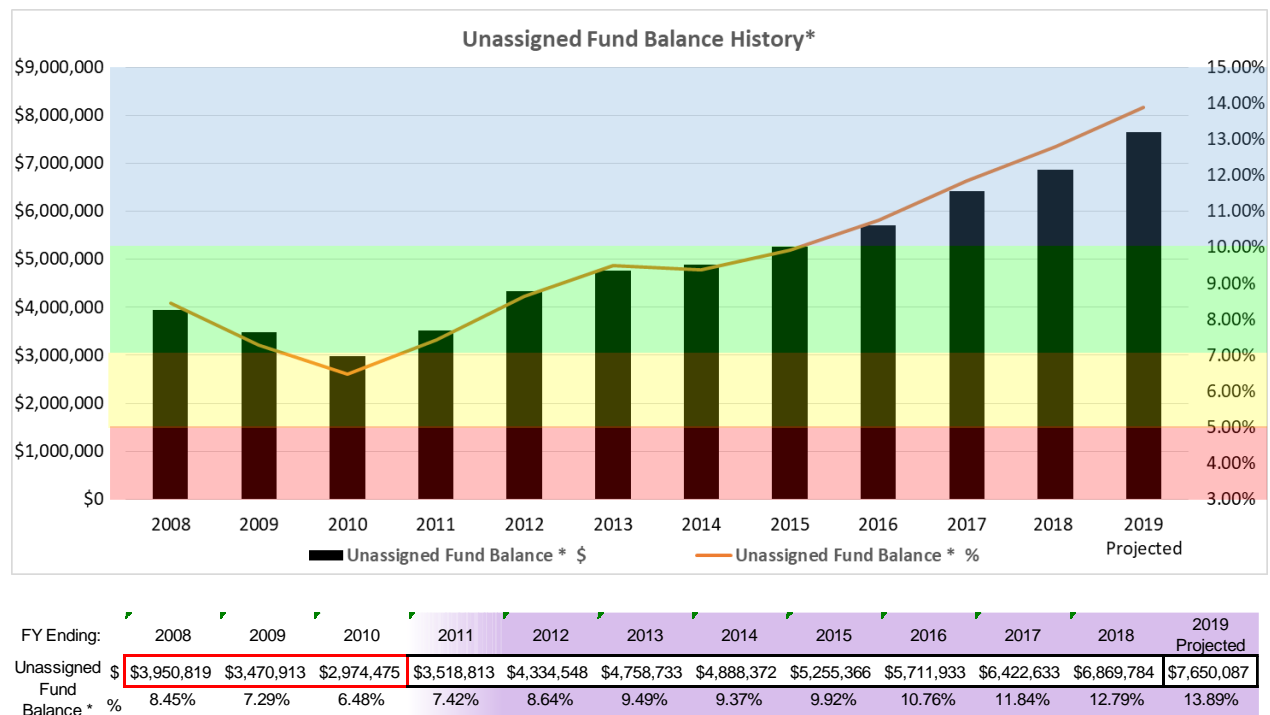
Due to the cost to keep the facilities and surrounding property of the Town safe and manageable, improvements must be made on a regular basis. Just as with a home, roofs need to be replaced, driveways must be re-paved or sealed, and other issues arise that need updating. In this year's budget, funding has been included to meet State and Federal mandates (e.g. replacement of underground fuel tanks), and maintain existing infrastructure and facilities (Town Hall, Cragin Library, Youth Center, Town Highway Garage, and Fire Company 1).

Reserves

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

D. Fund Balance

The Board of Finance created a policy for unassigned fund balance in 2010, which was amended in 2012 (see financial policies in Section 7 Glossary). This policy sets forth the level of unassigned fund balance that the Town should strive to maintain, and the potential uses of fund balance at each defined level. Fiscal Year 2019-2020 will be the ninth straight year that the Town has not budgeted the use of its unassigned fund balance (also known as the rainy-day fund) to balance the budget.



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

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

In December 2017, Moody's conducted a review prompted by the State of Connecticut budget impasse and the significant cuts to State funding contained in the Governor's executive order which governed spending prior to the adoption of a State budget. Moody's issued a credit opinion confirming the Town's general obligation rating at Aa3. The opinion noted that Colchester "has a recent history of surplus operations, reflecting conservative fiscal management." The opinion also indicated that "Town fiscal management is strong, as evidenced by recent surpluses, expenditure controls, and a credible plan for addressing reductions in State funding."

In June 2019, Moody's issued an Annual Issuer Comment Report. That report noted that "The credit position for the Town of Colchester is very healthy. The notable credit factors include an exceptionally low pension liability, an elevated debt burden and a very strong wealth and income profile. Additional factors include a solid tax base and a favorable financial position." The report also indicated "The economy and tax base of the Town are very strong and are slightly favorable in comparison to its Aa3 rating position." Although the report included information that the "cash balance as a percent of operating revenues (15.8%) is materially lower than the U.S. median", and "the fund balance as a percent of operating revenues (14.2%) is materially below other Moody's-rated cities nationwide", it was also stated that "Connecticut local governments tend to have financial ratios lower than U.S. medians because they generally derive a majority of revenues from stable property taxes and their financials typically incorporate school operations which are predictable."

As can be seen in the chart on the previous page, the Town has reestablished the level of unassigned fund balance to a responsible level, which did improve our bond rating associated with the Town's most recent debt financing. The Town received ratings from S&P Global Ratings of "AA+" on the general obligation bonds, and "SP-1+" on the bond anticipation notes issued in October 2018 for the Middle School project. S&P noted that the rating reflects their opinion of the following factors for Colchester – strong economy, strong management with good financial policies and practices, strong budgetary performance, very strong budgetary flexibility, very strong liquidity, very strong debt and contingent liability position, and a strong institutional framework score. This higher bond rating will lower borrowing costs as higher ratings result in lower interest rates paid on our bonds.

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

E. Personnel and Wages

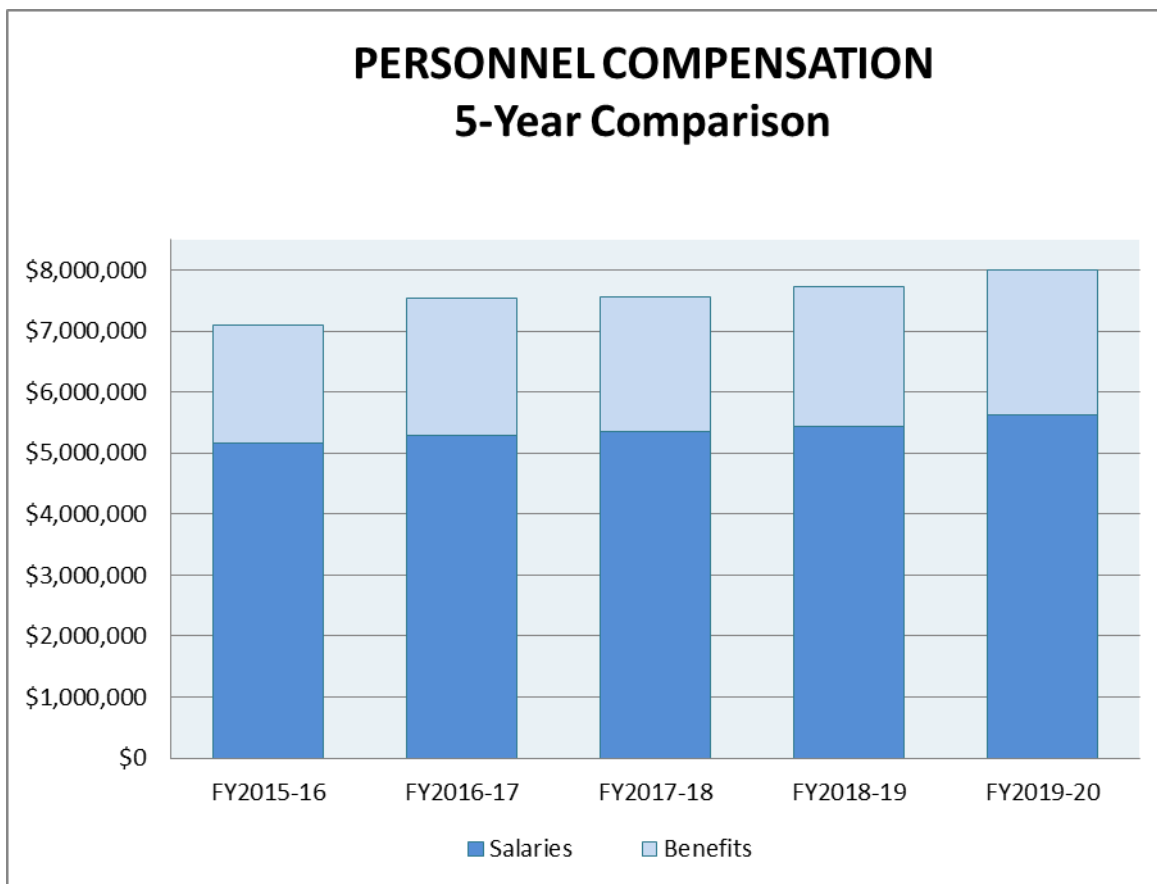
Total salaries and wages for all Town employees (including temporary and seasonal positions), for FY 2019-20 increased by \$191,477, or 3.53%, to \$5,620,278. Total benefits, including contributions to the self-insurance fund for health insurance and workers' compensation insurance premiums, increased \$88,101, or 3.84% to a total of \$2,383,882.

The Town's contribution to the self-insurance fund increased by \$41,392 which includes an amount to phase-in a change to the funding methodology over a ten year period.

Negotiated union salary increases can be viewed within the Personnel Summary, on page 62, and individual union contracts which contain detail information on wages and benefits are posted in the Human Resources section of the Town's website.

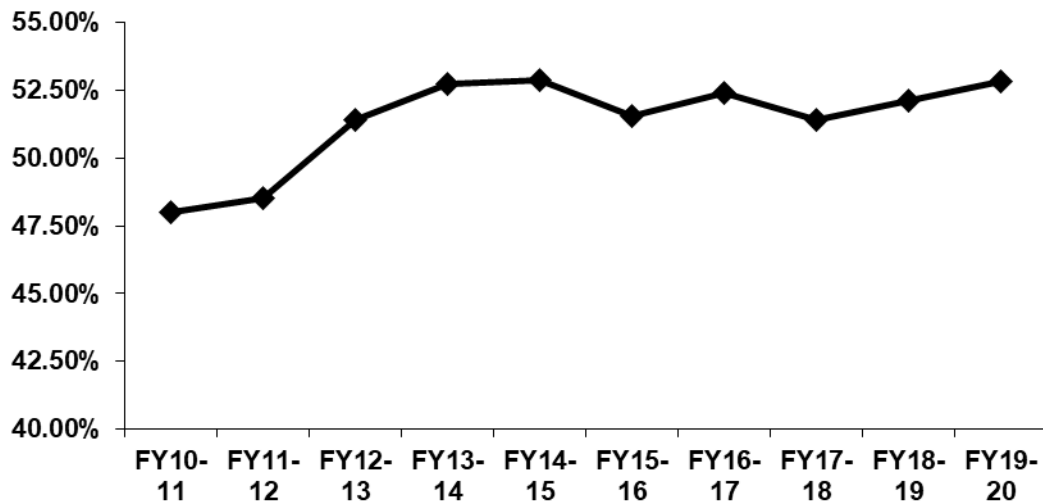
Over the past five years, the budget for salaries has increased by 8.85%; from roughly \$5.16 million to \$5.62 million due primarily to contractual increases and increases to positions included in the FY 2019-20 budget. As a percentage of the total Town budget, salaries make up 37.08% and benefits constitute 15.73%.

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

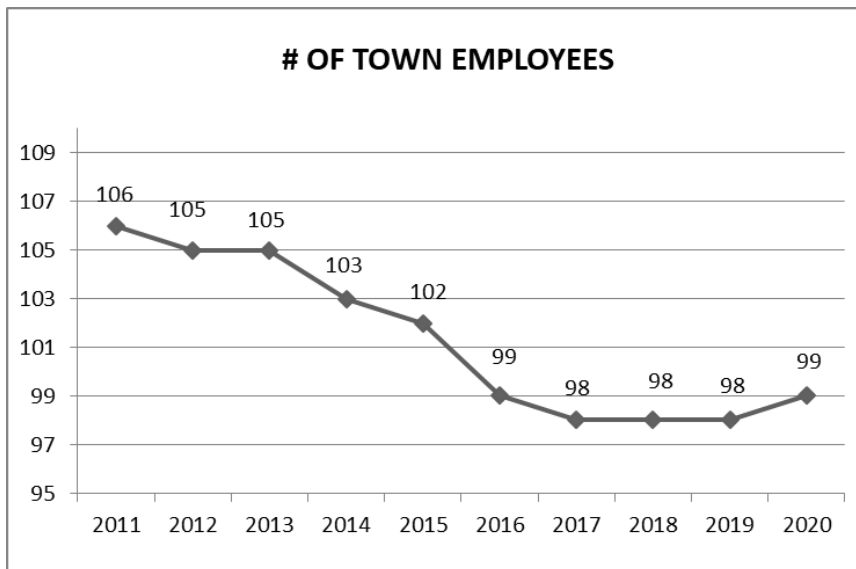


Combined, total salaries and benefits for Town employees make up 52.81% of the total Town budget. As depicted in the chart on the next page, you can see the trend over the past five years of the percentage of employee compensation (salaries and benefits) to the total Town budget.

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



OF TOWN EMPLOYEES



The chart to the left reflects the total number of Town employees (full-time, regular part-time, and elected officials) over the past ten years. After several years of reductions in personnel, the number of Town employees has remained consistent for the last several years. In FY 2019-20, the Town added a Maintainer I position in the Public Works – Grounds Maintenance division.

Legal Services

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

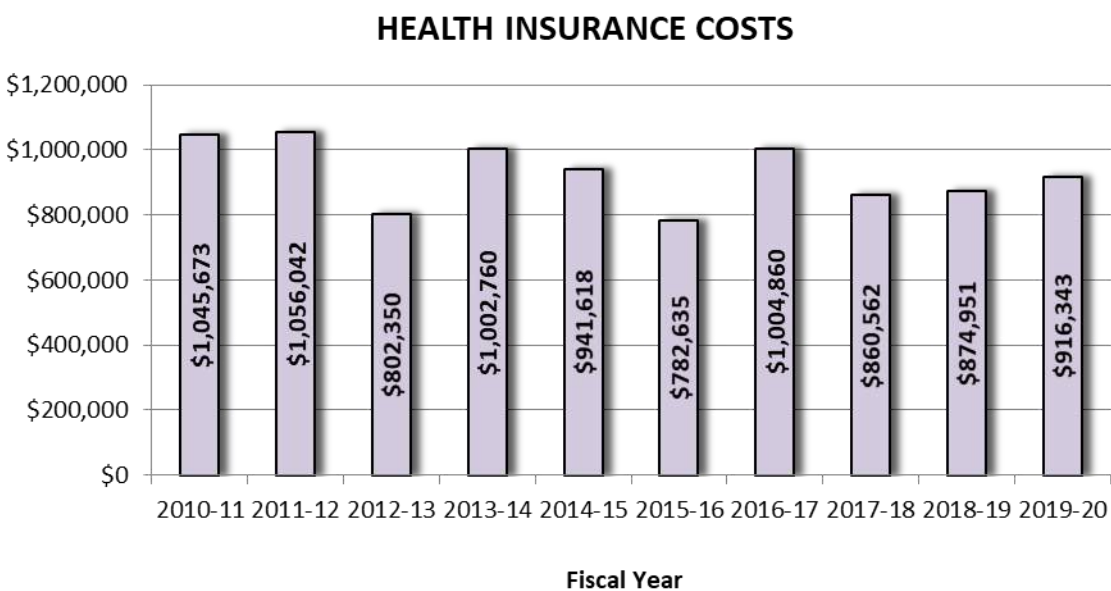
For Fiscal Year 2019-2020, the overall legal budget was increased by \$15,000, due to the increase in estimated legal fees for the negotiation of collective bargaining agreements expiring on 6/30/2020 for three unions (Police, Public Works, and Library), for a total legal budget of \$125,000. The legal budget has been allocated as follows: \$35,000 to First Selectman’s Office

for general government legal matters, \$60,000 to Human Resources for labor negotiations and personnel issues, and \$30,000 to Planning & Code Administration for land use matters.

Insurances

This year, the insurance budget, including employee health insurance, municipal property & liability insurance, workers' compensation insurance, and estimated unemployment benefits; increased by \$41,207, or 2.5%.

Health insurance costs for FY 2019-20 are estimated at \$916,343, an increase of \$41,392 from the prior year. This increase includes a phase-in over ten years of a change to the funding methodology for contributions to the self-insurance fund.

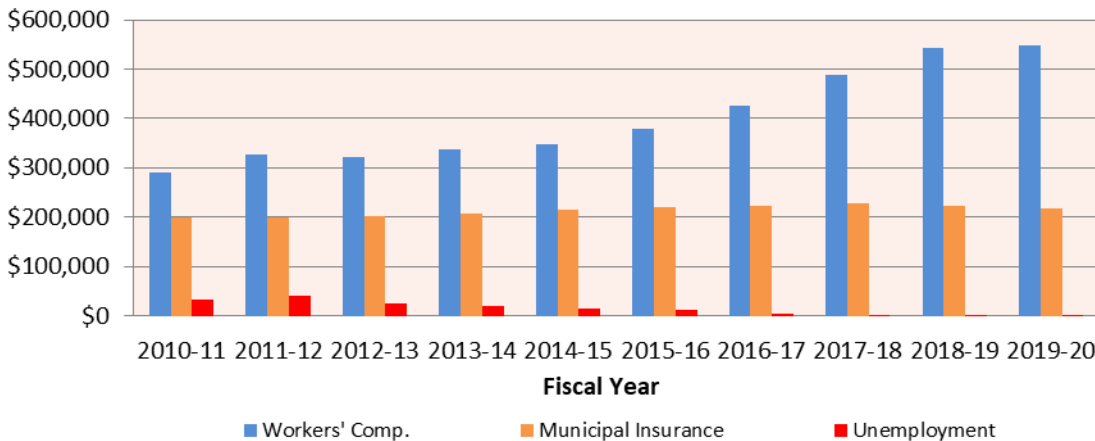


Health insurance costs represent 54.4% of the Town's insurance costs, workers compensation insurance represents 32.5%, with property & liability insurance and unemployment compensation benefits making up the remainder of the Town's total insurance budget.

Over the past several years, property & liability insurance costs have remained relatively unchanged, increasing \$9,754 or 4.7% since FY 2013-14. The unemployment budget remains level at an amount of \$2,500 in FY 2019-20 reflecting the stabilization of overall staffing levels and personnel.

The budget for Workers' Compensation insurance was increased by \$4,571, or 0.8% over the prior year. The Town is working closely with our insurance carrier and broker on managing these costs moving forward, and both the Town and Board of Education have closed several outstanding claims from prior years.

OTHER INSURANCE COSTS



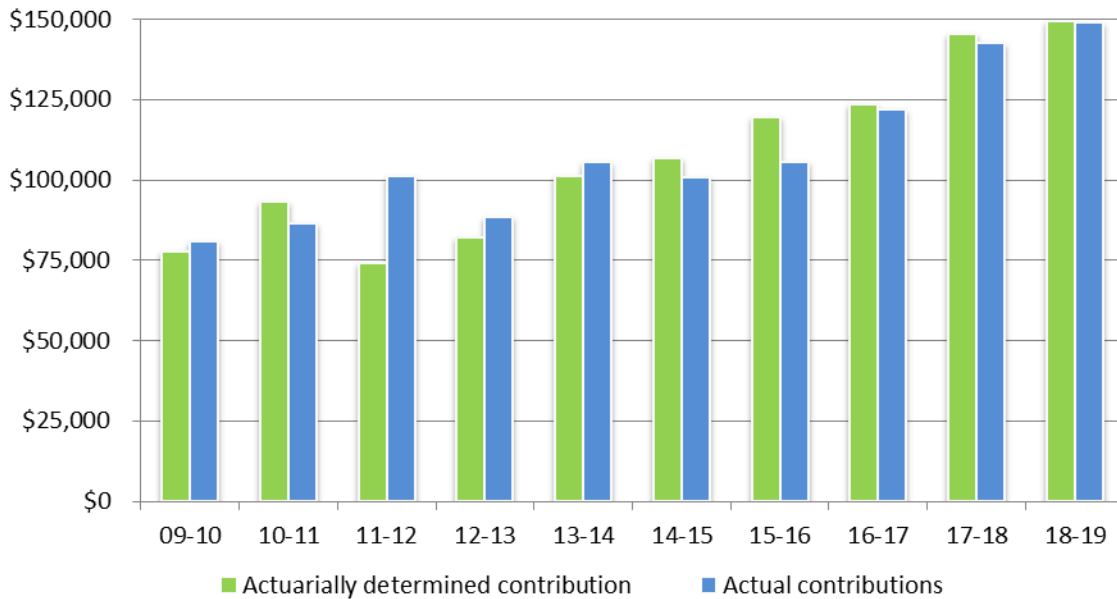
The Town has a Health & Safety Committee, who work with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impact the Town's health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

Pension / Retirement

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

Police officers are required to contribute 12.5% of their base pay and the Town picks up mandatory contributions of 12.5% of pay on behalf of each participant. The Town is required to contribute the remaining amounts necessary to finance the coverage for its employees. For the fiscal year ended June 30, 2019, employees contributed \$90,458, while the Town contributed \$148,899, for a total addition to the police pension fund of \$239,357. At the beginning of fiscal year 2018-2019, the pension fund amounted to \$2,373,914 and ended the year at \$2,735,839, taking into account contributions, and investment performance. As of June 30, 2019, the Town's total pension liability was \$3,217,801 and the plan's fiduciary net position was \$2,735,839 resulting in a net pension liability of \$481,962 which is a decrease of \$58,552 from the net pension liability at June 30, 2018.

PENSION CONTRIBUTIONS POLICE DEFINED BENEFIT PENSION



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, beginning on page 293, there are other funds that the Town maintains:

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

Debt Service and Bonded Projects have been included in this document. Debt Service is described in this letter on page 24 as well as on page 257 & Section 6 starting on page 277. Bonded projects are described in Section Six of the budget document on pages 277-288.

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."

The Department/Fund matrix presented below shows the relationship between the functional units of Town government and the various funding sources necessary to finance operations.

Department/Fund Matrix												
		Capital	Johnston	Educational		Nonmajor	Nonmajor				Private	
	General	Reserve	Building	Grants	Water	Special	Capital	Debt	Internal	Pension	Trust	Agency
Department	Fund	Fund	Project	Fund	Fund	Revenue	Projects	Service	Service	Trust	Trust	Funds
General Government	X	X				X	X		X			
Police/Resident Trooper's Office	X	X				X	X		X	X		
Fire/Emergency Medical Services	X	X				X	X		X			
Emergency Management	X					X						
Animal Control						X						
Public Works	X	X				X	X		X		X	
Sewer						X	X		X			
Water					X		X		X			
Youth & Social Services	X	X				X			X			
Health	X											
Community Agencies	X			X								
Cragin Memorial Library	X					X			X			
Recreation	X	X				X			X			
Senior Services	X					X			X			
Education	X		X	X		X	X		X			X
Debt Service	X							X				

V. Outlook/Future Goals

Budgets are always a struggle between what we would like to have, what we need, and what we can afford. Colchester is a "bedroom" community and our ability to expand or maintain services is limited by what the taxpayers can fund. Although Colchester has made great progress in stabilizing budgets, maintaining low debt levels, funding capital needs, and increasing unassigned fund balance in the General Fund, unfortunately the financial issues at the State level have placed additional challenges on our Town and Education budgets. Economic development efforts will be an important part of being able to continue to maintain or improve services and we continue to lay the groundwork for future economic expansion. Development continues within the Town which has added to our commercial tax base, and the expansion of natural gas distribution lines into Colchester will provide further opportunities for growth. With this economic growth, stabilization of health insurance costs, and prudent capital and debt planning, Colchester weathered the economic downturn and is in a strong position to address the issues of reduced State aid in future years.

Our future budget goals are to continue to adequately fund our capital needs (roads, facilities, vehicles and equipment), and cost effectively provide necessary services to meet the needs of residents. Working with the Board of Finance, a detailed vehicle replacement plan was developed and has been consistently funded for the last nine years. A similar plan was created for all Town and Education facilities and grounds, and we continue to work with the Board of Finance on the long-term funding plan for the identified needs.

The William J. Johnston Middle School Project has been substantially completed and the newly constructed and renovated portions of the building were opened for the 2018-2019 school year. The financing plan for the school project included issuing short-term bond anticipation note financing prior to the issuance of general obligation bonds. The Town issued bond anticipation notes in April 2017 in the amount of \$9,550,000 which matured in January 2018. At that time, the Town issued bond anticipation notes in the amount of \$20,850,000 with a maturity date in October 2018. The Town issued \$12,000,000 in general obligation bonds, and \$8,850,000 in bond anticipation notes in October 2018. The notes will mature in October 2019, at which time the Town anticipates issuing bonds for the remaining amount of the Town's share of the total project costs. Since the construction and renovation costs are projected to be under budget, and additional State reimbursement funding was approved, the Town anticipates that it will issue bonds in October 2019 in an amount less than the maturing bond anticipation notes of \$8,850,000.

Going forward, a major priority of the Town is to address the need to provide a new facility for use as a Senior Center to meet the demands of the continuing increase in membership and program participation reflecting the growing needs of the 55 and over population in Colchester. The Town purchased the existing Senior Center facility as well as land for a potential future site of a new Senior Center as part of the effort to address this issue. The Board of Selectmen authorized the formation of a Senior Center Building Committee in May 2019 and the Committee members were appointed in August 2019. The Committee will oversee, coordinate, and supervise all aspects of the planning and construction process of a new Senior Center facility.

Future budgets will have to determine how we continue to deal with the changing needs of residents. We believe we are in a position to continue to meet the public safety needs of our residents, however, concerns still exist as we continue to work on funding plans for emergency apparatus for fire and ambulance services, along with operating cost increases for paramedic services.

In closing, I want to thank all those involved in the budget process - staff, board/commission members, and other volunteers, for their hard work, understanding, and effort.

Sincerely,

Art Shilosky
First Selectman

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

**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

Description of the Town of Colchester



The Town was incorporated in 1698 and covers an area of 49.1 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 16,029 by the Connecticut Department of Public Health as of July 1, 2017.

As of July 1, 2017, the Town of Colchester had a population density per square mile of 327.2 or 44.2% of the State average, per capita income of \$42,775 or 103.4% of the State-wide per capita income, and a median household income of \$101,131 or 136.9% of the State-wide median household income. The Town's debt per capita (bonds) was \$672 compared to the State average of \$2,514, and debt per capita (net pension liability) was \$32 compared to the State average of \$1,321; the Town's tax collection rate of 99.0% as compared to the State average of 98.6%; and the unemployment rate as of October 2018 of 3.3% was 0.5 percent lower than the State average. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 73rd in population, 107th in population density, 140th in bonded debt per capita, 126th in net pension liability per capita, 47th in median household income, and 111th in unemployment for calendar year 2017. *Municipal Fiscal Indicators*, CT Office of Policy & Management, January 2019).

**TOWN OF COLCHESTER
FY2019-2020 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 which was most recently amended in November 2017. Legislative power is vested with the Board of Selectmen and the Town Meeting. The annual budget, all special appropriations equal to or exceeding 3.0% of the budget to which the transfer is being made (either the Board of Selectmen budget, excluding debt service and capital expenditures, or the Board of Education budget), 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.

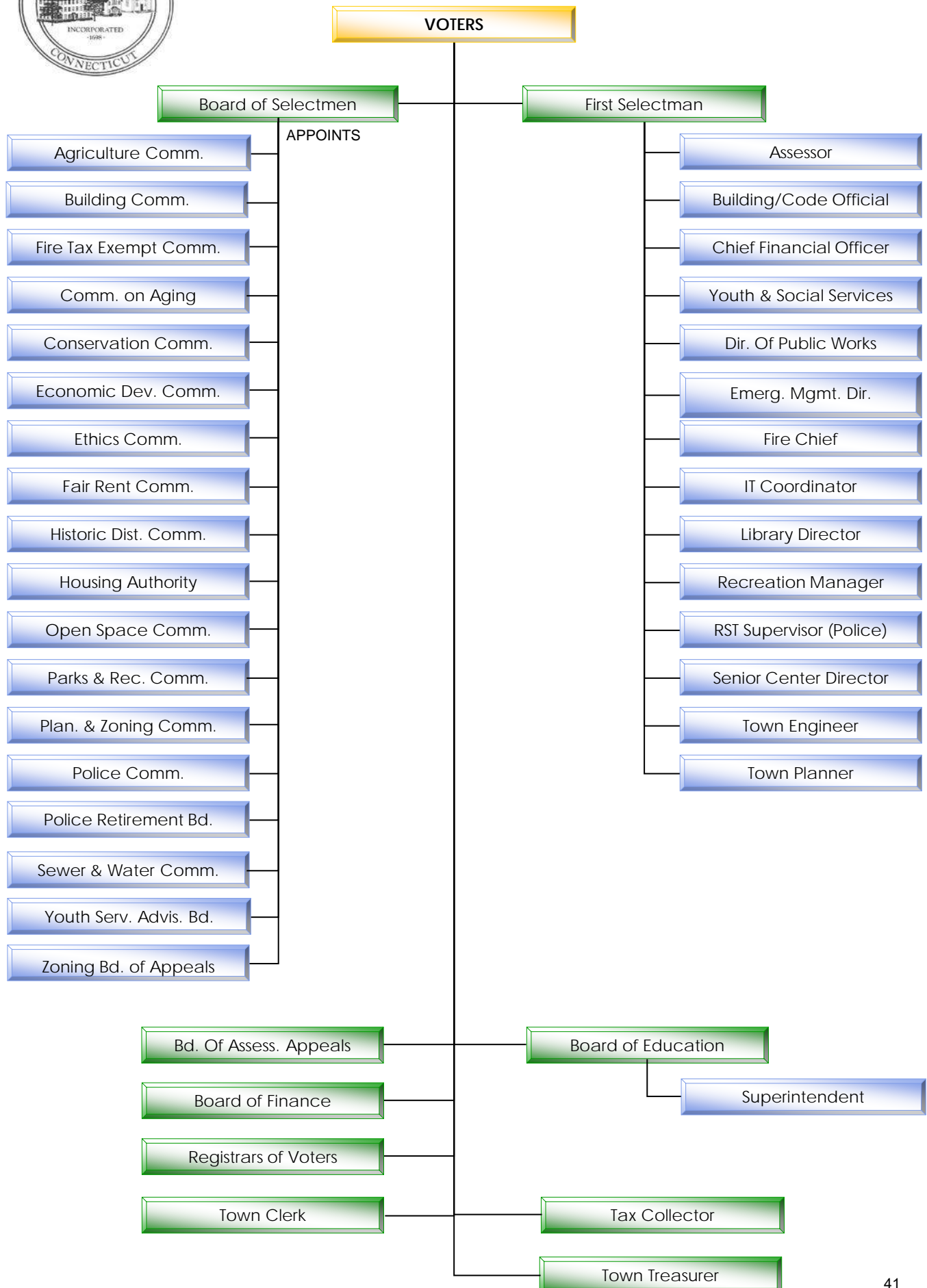
The Board of Finance is responsible for presenting to the Town voters the budgets for all Town Departments and the Combined Budget and has all of the powers and performs all of the duties conferred or imposed upon Boards of Finance by the General Statutes. The Board of Finance has the authority to approve supplemental appropriations from, and transfers within, the Board of Selectmen Budget as recommended by the Board of Selectmen, subject to the further approval of the Town Meeting, if so required. The Board of Finance establishes the mill rate, as set forth in the General Statutes.

The Board of Education is responsible for maintaining all public elementary and secondary schools in the Town, and implements the educational interests of the State, as defined in the General Statutes, and has all of the powers and performs all of the duties conferred or imposed upon Boards of Education by the General Statutes. 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 Director of Public Works prepares a budget and recommends rates to the Commission and Board of Selectmen, acting as the Water Pollution Control Authority for the Town, for their concurrence.



ORGANIZATIONAL CHART



PRINCIPAL OFFICIALS

Board of Selectmen

Art Shilosky, First Selectman
Rosemary Coyle
Denise Turner

Denise Mizla
Stan Soby

Board of Finance

Robert Tarlov, Chair
Robert Esteve, Vice Chair
Andreas Bisbikos

Michael Egan
Andrea Migliaccio
Nilda Negron

Board of Education

Bradley Bernier, Chair
Renie Besaw, Vice Chair
Mary Tomasi, Secretary
Mary Bylone

Amy Domeika
Mitchell Koziol
Christopher McGlynn

Administration

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

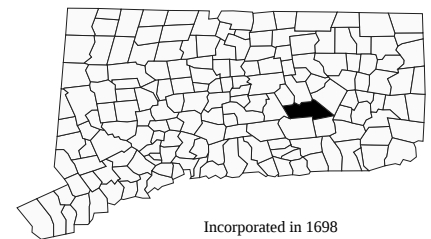
N. Maggie Cosgrove
Gayle Furman
Brenden Healy
Michele Wyatt
Jeffrey Burt

Colchester, Connecticut

CERC Town Profile 2018 *Produced by The CT Data Collaborative*

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

Belongs To
New London County
LMA Hartford
Southeastern Planning Area



Incorporated in 1698

Demographics

Population

	Town	County	State
2000	14,551	259,088	3,405,565
2010	16,068	274,055	3,574,097
2012-2016	16,112	272,033	3,588,570
2020	16,194	283,665	3,604,591
'16 - '20 Growth / Yr	0.1%	1.0%	0.1%

	Town	County	State
Land Area (sq. miles)	49	665	4,842
Pop./Sq. Mile (2012-2016)	329	409	741
Median Age (2012-2016)	41	41	41
Households (2012-2016)	5,818	106,170	1,354,713
Med. HH Inc. (2012-2016)	\$99,257	\$67,574	\$71,755

	Town	State
Veterans (2012-2016)	1,083	188,759

Age Distribution (2012-2016)

	0-4		5-14		15-24		25-44		45-64		65+		Total
Town	711	4%	2,221	14%	2,066	13%	4,021	25%	5,036	31%	2,057	13%	16,112 100%
County	13,893	5%	31,068	11%	38,356	14%	66,070	24%	78,837	29%	43,809	16%	272,033 100%
State	188,812	5%	439,100	12%	494,529	14%	878,077	24%	1,033,029	29%	555,023	15%	3,588,570 100%

Race/Ethnicity (2012-2016)

	Town	County	State
White Alone, Non-Hispanic	14,978	207,985	2,464,450
Black Alone	177	15,526	372,696
Asian	378	11,283	152,782
Native American	62	1,616	9,399
Other/Multi-Race	347	22,144	284,582
Hispanic or Latino	238	26,701	537,728

	Town	County	State
Poverty Rate (2012-2016)	4.5%	9.9%	10.4%

Educational Attainment (2012-2016)

	Town		State	
High School Graduate	3,169	29%	673,220	27%
Associates Degree	1,049	9%	184,426	7%
Bachelors or Higher	4,209	38%	938,319	38%

Economics

Business Profile (2016)

Sector	Units	Employment
Total - All Industries	406	3,912
23 - Construction	43	245
31-33 - Manufacturing	11	235
44-45 - Retail Trade	47	587
62 - Health Care and Social Assistance	46	675
72 - Accommodation and Food Services	30	441
Total Government	20	784

Top Five Grand List (2016)

	Amount
Connecticut Light and Power	-
Country Place of Colchester	-
SS1 Colchester	-
Genesis Health Ventures of Bloomfield	-
Norwich, City of	-
Net Grand List (SFY 2015-2016)	\$1,201,873,865

Major Employers (2017)

S&S Arts and Crafts Factory	Super Stop and Shop
Incord	Harrington Court
Alpha Q	

Education

2017-2018 School Year

	Grades	Enrollment
Colchester School District	PK-12	2,452

Smarter Balanced Test Percent Above Goal (2016-2017)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	75.9%	53.1%	62.3%	50.0%	69.3%	41.8%
ELA	73.5%	51.8%	68.5%	54.1%	72.4%	53.7%

Pre-K Enrollment (PSIS)

	2016-2017		
Colchester School District			99

4-Year Cohort Graduation Rate (2016-2017)

	All	Female	Male
Connecticut	87.9%	90.9%	85.1%
Colchester School District	91.5%	94.8%	87.5%

Rate of Chronic Absenteeism (2016-2017)

	All
Connecticut	9.9%
Colchester School District	5.6%

Public vs Private Enrollment (2012-2016)

	Town	County	State
Public	90.8%	89.5%	86.8%
Private	9.2%	10.5%	13.2%

Colchester, Connecticut

CERC Town Profile 2018



Connecticut
Economic
Resource Center

Government

Government Form: Selectman - Town Meeting

Total Revenue (2016)	\$58,880,023	Total Expenditures (2016)	\$56,640,623	Annual Debt Service (2016)	\$2,250,840
Tax Revenue	\$37,712,051	Education	\$44,296,560	As % of Expenditures	4.0%
Non-tax Revenue	\$21,167,972	Other	\$12,344,063	Eq. Net Grand List (2016)	\$1,686,095,860
Intergovernmental	\$19,575,213	Total Indebtedness (2016)	\$12,628,171	Per Capita	\$104,981
Per Capita Tax (2016)	\$2,328	As % of Expenditures	22.3%	As % of State Average	69.4%
As % of State Average	81.1%	Per Capita	\$786	Moody's Bond Rating (2016)	Aa3
		As % of State Average	31.7%	Actual Mill Rate (2016)	30.76
				Equalized Mill Rate (2016)	22.18
				% of Net Grand List Com/Ind (2016)	8.0%

Housing/Real Estate

Housing Stock (2012-2016)

	Town	County	State
Total Units	6,364	121,426	1,493,798
% Single Unit (2012-2016)	76.4%	64.8%	59.1%
New Permits Auth (2017)	35	295	4,547
As % Existing Units	0.5%	0.2%	0.3%
Demolitions (2017)	1	35	1,403
Home Sales (2013)	143	2,190	26,310
Median Price	\$268,500	\$241,500	\$269,300
Built Pre-1950 share	13.7%	29.7%	29.7%
Owner Occupied Dwellings	4,464	70,136	900,223
As % Total Dwellings	76.7%	66.1%	66.5%
Subsidized Housing (2017)	538	13,893	168,576

Distribution of House Sales (2013)

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

Rental (2012-2016)

	Town	County	State
Median Rent	\$1,136	\$1,039	\$1,094
Cost-burdened Renters	35.9%	49.5%	52.5%

Labor Force

	Town	County	State
Residents Employed	8,973	129,714	1,795,519
Residents Unemployed	380	6,878	96,273
Unemployment Rate	4.1%	5.0%	5.1%
Self-Employed Rate	9.4%	8.2%	9.9%
Total Employers	406	7,359	117,337
Total Employed	3,912	122,174	1,666,580

Connecticut Commuters (2015)

Commuters Into Town From:	Town Residents Commuting To:
Colchester, CT	1,067
Norwich, CT	180
Lebanon, CT	173
East Haddam, CT	120
East Hampton, CT	106
Salem, CT	97
Hebron, CT	91
Colchester, CT	1,067
Norwich, CT	352
Groton, CT	343
Glastonbury, CT	327
Hartford, CT	229
Montville, CT	191
Manchester, CT	172

Quality of Life

Crime Rates (per 100,000 residents) (2016)

	Town	State
Property	556	1,780
Violent	33	224

Distance to Major Cities

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

Disengaged Youth (2012-2016)

	Town	State
Female	3.7%	4.5%
Male	17.2%	5.5%

	Town
Library circulation per capita	6.83

Residential Utilities

Electric Provider

Eversource Energy
(800) 286-2000

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
- Fund Structure
- 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 operating and capital budgets are developed and reviewed 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 - February

Upon guidance from the First Selectman on annual budget goals and priorities, department budgets, including any capital requests, 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-March

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 operating budget and capital plan budget updates, as well as projected revenues from all other sources.

March-April

The First Selectman's and Board of Education's Proposed Budgets, and the Capital Improvement Plan 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 adjust Town department budgets, and can adjust only the bottom line total of the Board of Education budget.

April - June

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.

TOWN CHARTER/ORDINANCES (amended November 2017)

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

**ARTICLE XI
Special Referenda and Special Budget Referenda**

**ARTICLE 1105
Annual Budget Meeting**

C-1105a. Annual Budget Meeting.

- A. The Board of Selectmen shall convene a special Town Meeting (the “Annual Budget Meeting”) for the purpose of considering the annual Combined Budget at such hour and at such place as the Board of Selectmen may determine or as the General Statutes may require. The Town’s Chief Financial Officer, or his or her designee, as well as at least two representatives from each of the Boards of Education, Selectmen (one being the First Selectman, or his or her designee in extenuating circumstances) and Finance, shall be present at the Annual Budget Meeting and shall be available to respond to questions of the Town Voters.
- B. At the Annual Budget Meeting, the members of the Boards of Selectmen and Education shall, with respect to their respective budgets:
 - 1) provide their proposed budget to the Town Voters;
 - 2) have available for review by the Town Voters a summary of each department’s proposed budget with a comparison to the amount budgeted in the current fiscal year;
 - 3) if feasible, have available for review by the Town Voters a summary of each department’s proposed budget and the amount estimated to be actually expended in the current fiscal year.
- C. At the Annual Budget Meeting, the Town Voters in attendance may reduce, but not increase, the Board of Selectmen Budget and/or the Board of Education Budget upon the passage of a proper motion(s) (as hereafter defined). A proper motion shall:
 - 1) stipulate a specific dollar amount for reduction;
 - 2) stipulate the budget to which such reduction shall be charged (either the Board of Selectmen or the Board of Education budget);
 - 3) in the case of the Board of Selectmen Budget, the specific department’s budget to be reduced must be stipulated. Reductions may not be made to the capital expenditures or debt service line items of the budget.
 - 4) in case of the Board of Education Budget, only the bottom line may be reduced.

- D. If the Board of Selectmen's Budget excluding capital expenditures and debt service, or the Board of Education's Budget differs from that first presented by an amount equal to or in excess of one percent (1.0%), 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 Budget.
- E. The Annual Budget Meeting shall be automatically continued to the Annual Budget Referendum, at which the budgets of the Board of Selectmen and Board of Education as recommended by the Annual Budget Meeting, shall be presented to the Town Voters for final approval or disapproval.

ARTICLE 1106
The Annual Budget Referendum

C-1106a. The Annual Budget Referendum

The Annual Budget Referendum 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 Board of Selectmen Budget (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 Board of Education Budget 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.

Any action taken at the Annual Budget Meeting that is approved at the Annual Budget Referendum shall be considered conclusively approved, and no further Town Meetings or referenda regarding the specific action may be called.

C-1106b. Recount of Annual Budget Referendum

Recounts of the votes cast at the Annual Budget Referendum shall be pursuant to any applicable provisions in the General Statutes.

The process for special budget referenda; real estate purchases, sales and transfers; leases, bonds; budget transfers; and supplemental appropriations are set forth in the Charter as follows:

ARTICLE XI
Special Referenda and Special Budget Referenda

C-1103. Special Budget Referenda.

As described in Sections 1109a & 1111a of this Charter, the Board of Selectmen shall call a “special budget referendum” for approval of certain matters or proposals. The Board of Selectmen shall not be required to call a Town Meeting prior to special budget referenda.

C-1104. Recount of Special Referenda and Special Budget Referenda.

Recounts of the votes cast at special referenda and special budget referenda shall be pursuant to provisions in any applicable General Statutes. During the pendency of such recount, the Town shall not take any action in reliance upon the outcome of the initial vote count.

ARTICLE 1107
Real Estate Purchases, Sales and Transfers

C-1107a. Real Estate Purchases, Sales and Transfers.

- A. Notwithstanding any other provisions of this Charter, the Board of Selectmen shall call a Town Meeting for consideration of the following actions:
- 1) approving real property purchases by the Town not previously budgeted for by the Town, for which the consideration given is an amount equal to or in excess of two percent (2.0%) of the Board of Selectmen Budget, excluding debt service and capital expenditures;
 - 2) approving the sale or other transfer of real property by the Town for which the appraised value of the real property that is the subject of such transaction is an amount equal to or in excess of 2.0% of the Board of Selectmen Budget, excluding debt service and capital expenditures.
- B. If the thresholds outlined above are not met such that a Town Meeting is required, the Board of Finance has the authority to approve real estate purchases and transfers following recommendation by the Board of Selectmen.

ARTICLE 1108
Leases

C-1108a. Leases.

- A. Notwithstanding any other provisions of this Charter, the Board of Selectmen shall call a Town Meeting for consideration of approving the execution by the Town, whether as lessor or lessee, of

any capital lease option with a non-appropriation clause not previously budgeted for by the Town which obligates the Town for a period of one year or more and commits the Town to either make or receive lease payments for capital equipment with a purchase price that is an amount equal to or in excess of two percent (2.0%) of the Board of Selectmen Budget excluding debt service and capital expenditures.

- B. If the thresholds outlined above are not met such that a Town Meeting is required, the Board of Finance has the authority to approve leases following recommendation by the Board of Selectmen.

ARTICLE 1109
Bonds

C1109a. Bonds

The Board of Selectmen shall call a special budget referendum to consider the approval of the issuance of all bonds. No such referendum shall be called unless the Board of Finance has recommended such bond issue. Refunding of an existing bond does not require a special budget referendum.

ARTICLE 1110
Budget Transfers

C-1110a. Budget Transfers.

- A. The First Selectman may authorize transfers of funds between Town departments required to handle immediate matters of public safety such as fire, weather emergencies, or similar events. The First Selectman shall notify the Board of Finance and Selectmen at their next regular meetings.
- B. **(Reserved)**
- C. The First Selectman and Chief Financial Officer shall approve all transfers from salary or benefit line items within a Town Department budget.
- D. Following recommendation by the Board of Selectmen, the Board of Finance has the authority to approve the transfer of funds between previously adopted Town Department budgets.

ARTICLE 1111
Supplemental Appropriations

C-1111a. Supplemental Appropriations.

- A. The First Selectman may authorize supplemental appropriations required to handle matters of immediate public safety such as fire, weather emergencies, respective or similar events. The First Selectman shall notify Boards of Finance and Selectmen at their next regular meetings.
- B. The Board of Finance has the authority to approve supplemental appropriations in an amount that is less than two percent (2.0%) of the budget to which the supplemental appropriation is being made

(either the Board of Selectmen Budget, excluding debt service and capital expenditures, or the Board of Education Budget).

- C. The Board of Selectmen shall call a Town Meeting to consider the approval of any supplemental appropriation in an amount that is equal to or exceeds two percent (2.0%) and less than three percent (3.0%) of the budget to which the supplemental appropriation is being made (either the Board of Selectmen Budget, excluding debt service and capital expenditures, or the Board of Education Budget). No such Town Meeting shall be called unless the Board of Finance has recommended such supplemental appropriation. This requirement does not pertain to appropriations of grant monies or matching funds received by the Town.
- D. The Board of Selectmen shall call a Special Budget Referendum for approval of any supplemental appropriation for any Town Department in an amount that is equal to or exceeds three percent (3.0%) of the budget to which the transfer is being made (either the Board of Selectmen Budget, excluding debt service and capital expenditures, or the Board of Education Budget). No such referendum shall be called unless the Board of Finance recommends such supplemental appropriation. The requirement does not pertain to appropriations of grant monies or matching funds received by the Town.

ARTICLE 1112

Grant Programs

C-1112a. Grant Programs.

- A. Notwithstanding any other provision of the Charter, the Board of Selectmen shall call a Town Meeting to approve the submission of an application for, or the actual participation in, any federal, state, local or private grant program which requires or could require a contribution by the Town in an amount that is equal to or in excess of three percent (3.0%) of the Board of Selectmen Budget, excluding debt service and capital expenditures, over the lifetime of the project (excluding monies received from outside grant sources and matching funds). Programs for which the Board of Education properly makes such application are excluded from the requirements of this section.
- B. Regarding the distribution of funds (grant awards and matching funds) from outside sources for grant projects, the procedures for budget transfers and appropriations outlined in Sections 1110a and 1111a of this Charter are not required.
- C. Regarding the distribution of funds for approved grant projects, the procedures for budget transfers and appropriations outlined in Sections 1110a and 1111a of this Charter are not required. If a supplemental appropriation or transfer of funds is required to cover expenditures in excess of the previously approved amount, the procedures outlined in Sections 1110a and 1111a of this Charter are to be followed.

BOARD OF SELECTMEN/BOARD OF FINANCE/BOARD OF EDUCATION

The responsibilities of the Boards of Selectmen and Finance as related to the Board of Selectmen Budget per the Town Charter are as follows:

**ARTICLE IV
The Board of Selectmen**

C-402. Powers and Duties of the Board of Selectmen.

- I. As required by Article 1110 and 1111, the Board of Selectmen may recommend to the Board of Finance the approval of the following matters concerning the Board of Selectmen's budget (subject to further approval by the Town Meeting, if so required):
 - 1) any supplemental appropriation of funds (Article 1111); and
 - 2) any transfer of funds between Town departments (Article 1110).

**ARTICLE VI
Other Elected Boards**

C-601. The Board of Finance.

- C. The Board of Finance shall be responsible for presenting to the Town Voters the budgets for all Town Departments and the Combined Budget and shall have all of the powers and perform all of the duties conferred or imposed upon Boards of Finance by the General Statutes.
 - 1) The Board of Finance shall have the authority to approve supplemental appropriations from, and transfers within, the Board of Selectmen Budget as recommended by the Board of Selectmen, subject to further approval of the Town Meeting, if so required.
 - 2) Prior to the Annual Budget Meeting, the Board of Finance shall hold at least two Public Hearings for the purpose of presenting the Combined Budget to interested Town Voters for their comments and suggestions.
 - 3) The Board of Finance shall establish the mill rate, as set forth in the General Statutes.

C-602. The Board of Education

- C. 2) Prior to the Annual Budget Meeting, the Board of Education shall participate in at least two Public Hearings held by the Board of Finance for the purpose of presenting the Board of Education Budget to the Town Voters.

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

BUDGET CALENDAR

FEBRUARY

6 – Public Budget Forum	6:30 PM	Town Hall
26 - Board of Education (Regular Meeting) (Superintendent's Budget Presentation)	7:00 PM	WJJMS Cafeteria

MARCH

7 – Board of Education (Special Meeting) (Budget Workshop)	7:00 PM	WJJMS Cafeteria
12 – Board of Education (Regular Meeting)	7:00 PM	WJJMS Cafeteria
21 - Board of Education (Special Meeting) (Budget Workshop)	7:00 PM	WJJMS Cafeteria

APRIL

2 – Budget Public Hearing (Town & BOE Budget Presentations)	7:00 PM	Town Hall
3 - Board of Finance (Regular Meeting)	7:00 PM	Town Hall
8 – Board of Finance Budget Workshop (Review Education Budget with BOE)	7:00 PM	Town Hall
9 - Board of Education (Regular Meeting)	7:00 PM	WJJMS Cafeteria
10 – Board of Finance Budget Workshop (Review Town Budget with First Selectman)	7:00 PM	Town Hall
17 - Board of Finance (Regular Meeting)	7:00 PM	Town Hall

MAY

1 - Board of Finance (Regular Meeting) (Budget Discussion)	7:00 PM	Town Hall
14 – Budget Public Hearing	7:00 PM	Town Hall
15 - Board of Finance (Regular Meeting) (Vote on the Budget to go to Town Meeting)	After Public Hearing	Town Hall
16 – Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall
29 – Board of Selectmen (Emergency Meeting) (Set the Town Meeting Date)	1:00 PM	Town Hall

JUNE

4 – Annual Budget Meeting	7:00 PM	Town Hall
11 – Annual Budget Referendum	6:00 AM – 8:00 PM	Town Hall
12 - Board of Finance (Special Meeting)	7:00 PM	Town Hall

Fund Structure

The Town reports the following major governmental funds:

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

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

The *Johnston Building Project Fund* accounts for and reports financial resources to be used for the William J. Johnston construction and renovation project.

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

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

Governmental Fund Types:

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

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

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

Proprietary Fund Types:

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

Fiduciary Fund Types:

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

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

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

Basis of Accounting

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

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

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

Basis of Budgeting

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

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

**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

General Fund Revenues and Expenditures

	<u>Actual 2017-2018</u>	<u>Actual 2016-2017</u>	<u>Actual 2015-2016</u>	<u>Actual 2014-2015</u>	<u>Actual 2013-2014</u>
Revenues					
Property taxes	\$39,539,056	\$38,500,512	\$37,712,051	\$37,226,671	\$36,248,381
Intergovernmental revenues	21,032,544	21,992,787	19,575,213	19,483,781	19,727,811
Revenues from use of money	272,088	88,500	61,139	48,566	51,533
Charges for services and assessments	594,493	566,429	550,432	544,455	514,562
Licenses, permits and fees	750,679	834,337	860,660	627,586	662,264
Other	447,926	134,404	120,528	122,212	238,247
Total revenues	62,636,786	62,116,969	58,880,023	58,053,271	57,442,798
Expenditures					
Current:					
General government	3,413,682	3,534,368	3,151,674	3,310,137	3,387,956
Public works	3,153,130	3,312,050	3,133,633	3,489,369	3,695,205
Public safety	2,761,914	2,699,729	2,676,389	2,438,800	2,403,418
Community & Human Services	1,491,049	1,534,864	1,480,902	1,434,099	1,404,709
Education	47,020,602	46,630,541	44,296,560	43,909,369	43,879,506
Debt service	1,791,665	1,842,265	1,901,465	1,972,865	2,054,914
Total expenditures	59,632,042	59,553,817	56,640,623	56,554,639	56,825,708
Excess (deficiency) of revenues over expenditures	3,004,744	2,563,152	2,239,400	1,498,632	617,090
Other financing sources (uses):					
Operating transfers in	--	8,240	--	--	--
Operating transfers out	(1,770,601)	(2,069,648)	(1,292,550)	(1,053,867)	(868,439)
Total other financing sources (uses)	(1,770,601)	(2,061,408)	(1,292,550)	(1,053,867)	(868,439)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses	1,234,143	501,744	946,850	444,765	(251,349)
Fund balance, beginning of year	7,172,800	6,671,056	5,724,206	5,279,441	5,530,790
Fund balance, end of year	\$8,406,943	\$7,172,800	\$6,671,056	\$5,724,206	\$5,279,441

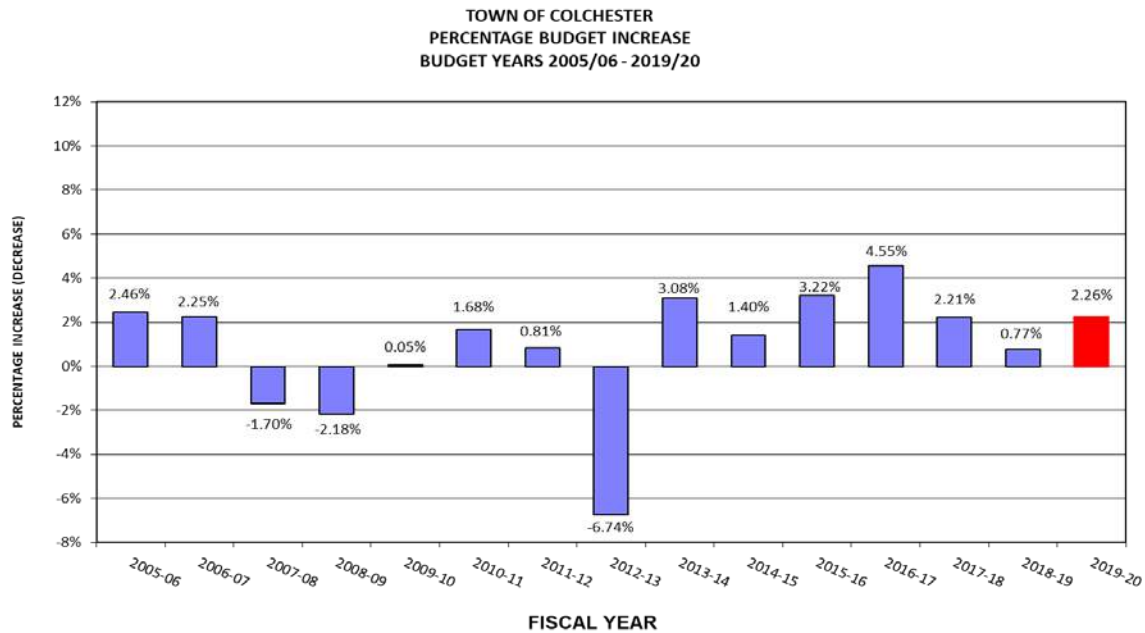
Source: Statement of Revenues, Expenditures and Changes in Fund Balances (Deficits) -
Governmental Funds included in the audited financial statements.

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

BUDGET HISTORY - Town Operating, Debt Service & Capital

FISCAL YEAR	ADOPTED BUDGET	DOLLAR INCREASE	PERCENT INCREASE	MILL RATE	
2004-05	13,241,059	188,325	1.44%	31.02	
2005-06	13,566,431	325,372	2.46%	31.75	
2006-07	13,871,593	305,162	2.25%	32.47	
2007-08	13,636,350	(235,243)	-1.70%	23.01	(1)
2008-09	13,338,957	(297,393)	-2.18%	23.01	
2009-10	13,344,980	6,023	0.05%	23.65	
2010-11	13,569,651	224,671	1.68%	25.07	
2011-12	13,679,697	110,046	0.81%	25.85	
2012-13	12,757,366	(922,331)	-6.74%	28.80	(1)
2013-14	13,149,850	392,484	3.08%	30.28	
2014-15	13,334,082	184,232	1.40%	30.57	
2015-16	13,763,426	429,344	3.22%	30.76	
2016-17	14,389,712	626,286	4.55%	30.91	
2017-18	14,708,083	318,371	2.21%	32.37	(1)
2018-19	14,821,310	113,227	0.77%	32.28	
2019-20	15,155,865	334,555	2.26%	32.84	

(1) Revaluation Year



**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

MUNICIPAL EMPLOYEE HISTORY*

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
General Government	102	99	98	98	98	99

**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 2019-20 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/20	2.25%
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/21	2.25%
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/21	2.25%
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/21	2.25%
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/20	2.25%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/20	2.25%

EMPLOYEE COMPENSATION

<u>Employees</u>	<u>No. of Employees¹</u>	<u>Salaries & Wages¹</u>
Public Works	20	\$1,015,244
Town Clerical	17	\$789,780
Fire/Ambulance	6	\$369,683
Administrators	12	\$919,793
Police ²	11	\$893,340
Library	5	\$233,542
Non-Union	10	\$564,618
Elected	3	\$224,654
TOTAL	84	\$5,010,654

EMPLOYEE BENEFITS

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Health Insurance Cost	\$941,618	\$782,635	\$1,004,860	\$860,562	\$874,951	\$916,343

¹ Represents full-time and permanent part-time employees receiving benefits included in adopted budget, including all Town/BOE shared Finance department positions

² Includes School Resource Officer

REVENUE SUMMARY



**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

	FY 2016-2017 Actual Revenues	FY 2017-2018 Actual Revenues	FY 2018-2019 Adopted Budget	FY 2018-2019 Projected Actuals	FY 2019-2020 Adopted Budget
REVENUES:					
Property Taxes:					
Current taxes	37,701,094	38,810,079	39,298,198	39,167,640	40,304,659
Delinquent taxes	521,285	371,693	425,000	425,000	550,000
Interest & lien fees	278,133	357,284	250,000	275,000	330,000
Total property taxes	38,500,512	39,539,056	39,973,198	39,867,640	41,184,659
Intergovernmental:					
In lieu of taxes - PILOT	0	0	74,928	74,928	74,928
Mashantucket Pequot/Mohegan Fund	65,420	65,420	23,167	23,167	23,167
Municipal Revenue Sharing Account	330,363	0	0	0	0
Municipal Stabilization Grant	0	207,276	134,167	134,167	134,167
Distribution to Towns	5,313	4,900	5,000	5,020	5,000
Disability Exemptions	1,723	1,682	1,974	1,454	1,674
Elderly Homeowners	41,718	0	0	0	0
Additional Veterans Exemptions	6,050	7,770	7,714	7,082	7,211
Local Capital Improvement	0	213,497	136,865	135,862	116,454
Youth Services Grant	17,608	17,408	17,000	17,732	17,000
Emergency Management	2,625	0	8,000	0	0
Total	470,820	517,953	408,815	399,412	379,601
Intergovernmental - Education:					
ECS	13,497,726	11,733,946	12,670,601	12,643,606	12,359,179
Special Education - Excess Costs	565,309	688,712	450,000	611,764	500,000
Total	14,063,035	12,422,658	13,120,601	13,255,370	12,859,179
Total intergovernmental	14,533,855	12,940,611	13,529,416	13,654,782	13,238,780

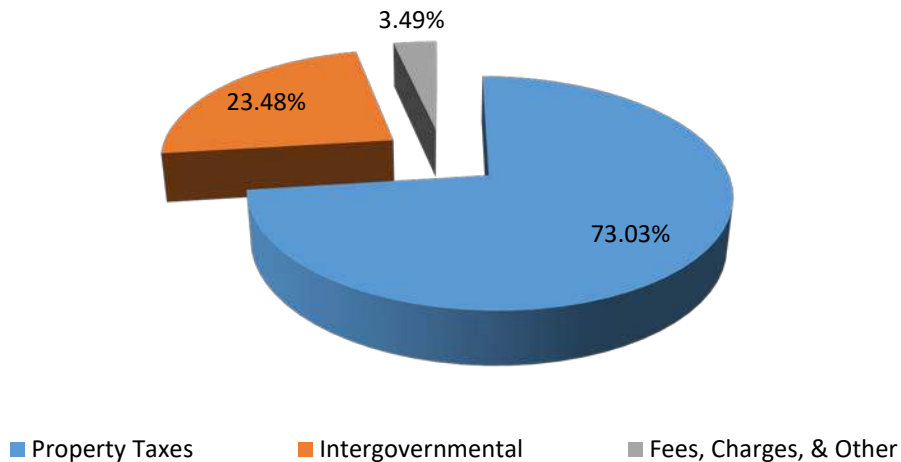
**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

	FY 2016-2017 Actual Revenues	FY 2017-2018 Actual Revenues	FY 2018-2019 Adopted Budget	FY 2018-2019 Projected Actuals	FY 2019-2020 Adopted Budget
Charges for Services:					
Ambulance Fees	552,328	582,728	525,000	600,000	575,000
Recreation Fees	14,101	11,765	9,600	12,000	12,000
Total charges for services	566,429	594,493	534,600	612,000	587,000
Revenues from use of money:					
Investment interest earnings	88,500	272,088	144,000	295,000	225,000
Licenses/permits/fees:					
Vendor permits	1,080	1,520	1,000	1,370	1,200
Copier fees	16,190	16,770	16,100	17,396	17,400
ZBA fees	350	1,250	700	700	700
Conservation Commission fees	2,825	4,953	5,500	6,000	5,500
Zoning and Planning fees	12,290	11,290	12,000	13,000	13,000
Building fees	323,010	278,638	225,000	260,000	245,000
Fire marshal inspection fees	0	360	240	240	240
Conveyance tax	190,839	181,592	192,000	182,000	185,000
Town Clerk fees	102,862	83,141	92,000	87,000	87,000
Sports licenses	364	460	400	470	470
Land Records - Town	2,152	1,823	2,000	1,900	2,000
Pistol permits	9,730	8,960	5,000	8,500	8,500
Road inspection fees	28,553	7,349	5,400	6,849	3,900
Transfer Station fees	130,594	139,958	120,000	126,000	127,500
Library fines & fees	10,322	9,201	7,500	7,600	7,600
Dial-A-Ride	3,176	3,414	3,250	3,000	3,150
Total licenses/permits/fees	834,337	750,679	688,090	722,025	708,160

**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

	FY 2016-2017 Actual Revenues	FY 2017-2018 Actual Revenues	FY 2018-2019 Adopted Budget	FY 2018-2019 Projected Actuals	FY 2019-2020 Adopted Budget
Other revenues:					
Tuition	17,435	344,894	451,200	430,622	402,038
Telecommunication property tax	38,286	29,377	29,000	27,723	27,000
Elderly Housing/Dublin Village	14,024	14,689	14,350	14,350	14,350
Miscellaneous	46,099	20,802	6,000	5,000	5,000
Insurance Reimbursement	236	2,685	0	0	0
State Fund for Building Inspection fees	5,019	1,069	800	2,100	1,000
CIRMA Member Equity Distribution	28,226	44,723	0	46,727	0
	149,325	458,239	501,350	526,522	449,388
Other financing sources:					
Transfers in from Other Funds	8,240	0	0	0	0
Use of Fund Balance	541,200	0	0	208,015	0
Total other financing sources	549,440	0	0	208,015	0
 Total revenues	 55,222,398	 54,555,166	 55,370,654	 55,885,984	 56,392,987

Revenue Sources by Type





EXPENDITURE SUMMARY



TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

**TOWN OF COLCHESTER
BUDGET SUMMARY BY FUNCTION**

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
GENERAL GOVERNMENT	3,534,687	3,434,529	3,645,457	3,535,010	3,731,345
PUBLIC SAFETY	2,704,447	2,757,852	2,925,531	2,885,870	2,972,696
PUBLIC WORKS	3,318,733	3,205,305	3,548,359	3,498,504	3,730,058
COMMUNITY & HUMAN SERVICES	1,534,862	1,516,496	1,614,698	1,580,454	1,668,570
DEBT	1,842,265	1,791,665	1,710,415	1,710,415	2,075,164
TRANSFERS	1,791,844	1,332,070	1,376,850	1,584,865	978,032
TOTAL TOWN	14,726,838	14,037,917	14,821,310	14,795,118	15,155,865
BOARD OF EDUCATION	39,518,416	39,659,108	40,549,344	40,549,344	41,237,122
TOTAL BUDGET	54,245,254	53,697,025	55,370,654	55,344,462	56,392,987

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
LEGISLATIVE					
BOARDS AND COMMISSIONS	23,403	37,845	39,626	37,511	35,870
CONTINGENCY					
CONTINGENCY	0	0	58,378	0	60,212
MUNICIPAL MANAGEMENT					
FIRST SELECTMAN	251,935	266,053	250,828	244,347	249,564
HUMAN RESOURCES	75,104	27,951	40,888	10,919	66,880
FINANCE					
FINANCE	286,260	289,150	300,128	307,508	308,574
TAX OFFICE	143,270	141,504	163,250	164,481	171,559
ASSESSOR'S OFFICE	275,963	286,518	300,914	301,118	311,234
DEVELOPMENT AND PLANNING					
PLANNING/BUILDING CODE ADMIN.	506,089	486,318	487,891	471,933	478,181
TOWN CLERK					
TOWN CLERK	156,290	164,504	170,920	167,828	172,189

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT (CONTINUED)

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
REGISTRARS OF VOTERS					
REGISTRARS OF VOTERS	59,203	51,885	69,988	67,976	71,482
INSURANCES & PROBATE					
INSURANCES	1,653,474	1,570,658	1,642,333	1,643,193	1,683,540
PROBATE	4,989	5,365	5,258	5,258	5,271
INFORMATION TECHNOLOGY					
INFORMATION TECHNOLOGY	98,707	106,778	115,055	112,938	116,789
TOTAL GENERAL GOVERNMENT	3,534,687	3,434,529	3,645,457	3,535,010	3,731,345

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

SUMMARY - PUBLIC SAFETY

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
POLICE PROTECTION					
POLICE/RESIDENT TROOPER'S OFFICE	1,499,521	1,526,677	1,605,918	1,573,243	1,605,865
FIRE/EMERGENCY PROTECTION					
FIRE/EMERGENCY MEDICAL SERVICES	1,190,972	1,215,980	1,302,301	1,296,289	1,347,973
EMERGENCY MANAGEMENT					
EMERGENCY MANAGEMENT	13,954	15,195	17,312	16,338	18,858
TOTAL PUBLIC SAFETY	2,704,447	2,757,852	2,925,531	2,885,870	2,972,696

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

SUMMARY - PUBLIC WORKS

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	164,513	167,543	173,277	172,979	177,289
HIGHWAY	1,380,765	1,348,708	1,539,123	1,483,977	1,605,254
FLEET SERVICES	369,725	344,376	377,161	360,550	390,501
GROUNDS MAINTENANCE	408,411	351,363	444,929	462,588	504,931
SNOW REMOVAL	476,834	489,165	483,165	477,432	495,165
FACILITIES	138,498	123,550	123,430	133,866	125,539
ENGINEERING					
ENGINEERING	110,393	112,355	116,224	116,102	118,796
TRANSFER STATION					
TRANSFER STATION	269,594	268,245	291,050	291,010	312,583
TOTAL PUBLIC WORKS	3,318,733	3,205,305	3,548,359	3,498,504	3,730,058

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

SUMMARY - COMMUNITY & HUMAN SERVICES

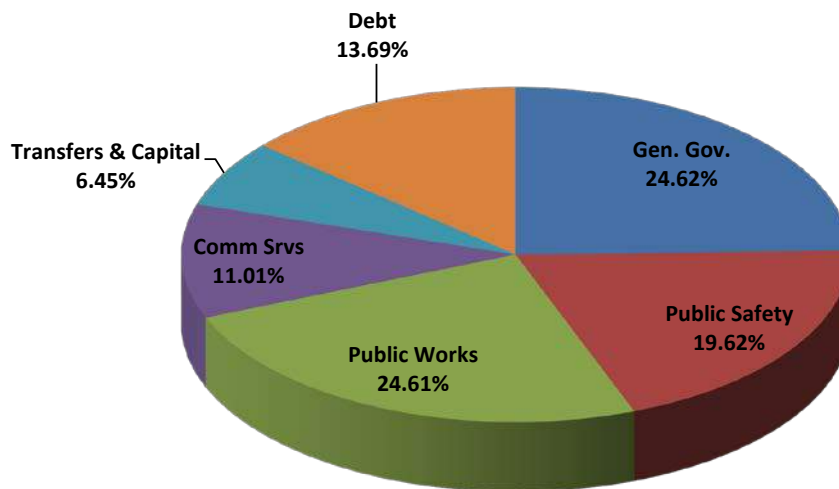
	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
YOUTH & SOCIAL SERVICES					
YOUTH & SOCIAL SERVICES	338,207	319,334	370,771	353,288	388,949
HEALTH					
CHATHAM HEALTH DISTRICT	166,778	173,720	179,205	179,205	189,944
COMMUNITY AGENCIES					
COLCHESTER C3	25,000	25,000	25,000	25,000	25,000
LIBRARY					
CRAGIN MEMORIAL LIBRARY	556,303	567,606	593,070	591,610	609,796
RECREATION					
RECREATION	182,015	147,108	152,189	147,065	155,011
SENIOR SERVICES					
SENIOR SERVICES	266,559	283,728	294,463	284,286	299,870
TOTAL COMMUNITY & HUMAN SERVICES	1,534,862	1,516,496	1,614,698	1,580,454	1,668,570

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

SUMMARY - DEBT & TRANSFERS

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
DEBT					
DEBT SERVICE	1,842,265	1,791,665	1,710,415	1,710,415	2,075,164
TRANSFERS					
OTHER FINANCING USES	1,791,844	1,332,070	1,376,850	1,584,865	978,032
TOTAL DEBT & TRANSFERS	3,634,109	3,123,735	3,087,265	3,295,280	3,053,196

Expenditures by Type



TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

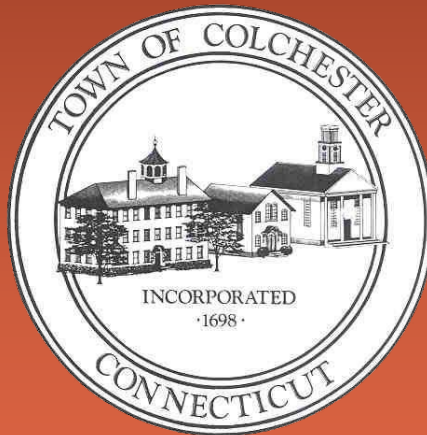
SUMMARY - EDUCATION

	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>	PROJECTED ACTUAL <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>
EDUCATION	39,518,416	39,659,108	40,549,344	40,549,344	41,237,122

Adopted budgets for FY 2018-2019 and FY 2019-2020 do not reflect tuition revenue from Norwich

SECTION THREE

Taxation & Collections





Section Three – Taxation & Collections

Item

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



**Town of Colchester
FY 2019-2020 Adopted Budget
Budget Summary & Mill Rate Calculation**

BUDGET SUMMARY

	EDUCATION	TOWN	DEBT SERVICE	TRANSFERS/ CAPITAL	TOTAL
Appropriations	41,237,122	12,102,669	2,075,164	978,032	56,392,987
Estimated Revenue	13,261,217	2,827,111	0	0	16,088,328
Amount to be Raised by Taxation	27,975,905	9,275,558	2,075,164	978,032	40,304,659
MILLS	22.52	7.47	1.67	0.79	32.45

MILL RATE CALCULATION

	DOLLARS	MILLS
Amount to be Raised by Taxation	40,304,659	32.45
Reserve for Uncollected Revenue (estimated 98.8% collection rate)	483,656	0.39
TOTAL TAX WARRANT	40,788,315	32.84

Grand List	1,223,066,800	2019-20 Mill Rate	32.84
Estimated Prorates	1,900,000	2018-19 Mill Rate	32.28
M. V. Supplement	19,900,000	Increase in Mill Rate	0.56
Less Estimated BAA and adjustments	<u>(2,500,000)</u>		
List Net	1,242,366,800		

Dated: June 11, 2019

TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET

Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2018	Percent of Net Taxable Grand List ¹
Connecticut Light & Power Company	Utility	\$20,243,050	1.65
Country Place of Colchester LTD Partners	Housing Development	9,904,980	0.81
SS1 Colchester, LLC	Grocery Store	8,337,700	0.68
Alpha Q Inc	Manufacturing	5,490,770	0.45
S & S Worldwide	Manufacturing/Distribution	5,101,280	0.42
Norwich, City of	Utility	4,835,900	0.39
GAIA Colchester LLC	Manufacturing/Distribution	4,072,340	0.33
Sharr Realty LLC	Commercial Leasing	3,804,300	0.31
Genesis Health Ventures of Bloomfield Inc.	Convalescent Home	3,570,000	0.29
GND Too of Colchester LLC	Elderly Housing	3,547,000	0.29
TOTAL		\$68,907,320	5.63

¹ Based on 2018 Net Taxable Grand List of \$1,223,066,888.

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 6/30/19
2019	1,213,315	32.28	\$39,552,832	98.9	1.1	1.10
2018	1,201,704	32.37	39,244,661	98.9	1.1	0.43
2017	1,216,010	30.91	38,112,512	99.0	1.0	0.06
2016	1,201,874	30.76	37,393,155	98.8	1.2	0.15
2015	1,195,815	30.57	36,891,618	98.5	1.5	0.12
2014	1,191,172	30.28	36,156,049	98.4	1.6	0.11
2013	1,176,520	28.80	34,157,365	98.4	1.6	0.10
2012	1,297,281	25.85	33,774,748	98.4	1.6	0.08
2011	1,275,362	25.07	32,238,714	98.6	1.4	0.09
2010	1,268,249	23.65	30,066,131	98.3	1.7	0.14

SECTION FOUR

Department Operating Budgets





TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

**Section Four – FY 2019-2020 Adopted Operating Budget
(by Department)**

Item _____

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



General Government



**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

General Government

Departments

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



**Town of Colchester
FY 2019 - 2020
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
- Commission on Aging

**TOWN OF COLCHESTER
ADOPTED BUDGET**

BOARDS & COMMISSIONS

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Overtime	3,018	4,856	5,356	3,127	4,254
Contractual, Temporary, Occassional Payroll	1,500	1,680	2,040	1,620	2,040
FICA	214	357	409	239	325
Office Supplies	23	46	50	50	50
Mileage, Training & Meetings	0	0	200	0	150
Financial & Accounting	11,600	12,035	12,311	12,311	12,586
Professional Services	5,500	17,575	18,010	18,835	15,110
Postage	42	4	50	25	25
Legal Notices	30	20	100	20	30
Printing & Publications	1,476	1,272	1,100	1,284	1,300
TOTAL	23,403	37,845	39,626	37,511	35,870

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11105 - BOARDS AND COMMISSIONS				
40103 - OVERTIME				4,254
Meeting Clerk - Board of Assessment Appeals	1.00	1,020.00	1,020	
Meeting Clerk - Historic District Commission	1.00	305.00	305	
Meeting Clerk - Board of Finance	1.00	2,929.00	2,929	
40105 - CONTR TEMP OCCAS				2,040
Meeting Clerk - Police Retirement Board	2.00	60.00	120	
Meeting Clerk - Ethics Commission	3.00	60.00	180	
Meeting Clerk - Fair Rent Commission	2.00	60.00	120	
Meeting Clerk - Commission on Aging	12.00	60.00	720	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
41230 - FICA				325
FICA/Medicare for Meeting Clerk's wages	1.00	325.00	325	
42301 - OFFICE SUPPLIES				50
43213 - MILEAGE, TRAINING & MEETINGS				150
Training seminars for BAA board members	3.00	50.00	150	
44202 - FINANCIAL & ACCOUNTING				12,586
Independent audit (Town share)	1.00	12,586.00	12,586	
44208 - PROFESSIONAL SERVICES				15,110
Police Retirement Plan - disclosure information/accounting reports required for financial statements	1.00	2,600.00	2,600	
OpenGov software licensing fees	1.00	12,510.00	12,510	
44217 - POSTAGE				25
44230 - LEGAL NOTICES				30
Board of Assessment Appeals	1.00	30.00	30	
44232 - PRINTING & PUBLICATIONS				1,300
Commission on Aging	1.00	300.00	300	
Printing of adopted budget	1.00	1,000.00	1,000	
TOTAL BOARDS AND COMMISSIONS				35,870



**Town of Colchester
FY 2019 - 2020
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

<u>ACCOUNT</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>	FY 2018-2019 PROJECTED <u>ACTUALS</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>
Contingency	0	0	58,378	0	60,212
TOTAL	0	0	58,378	0	60,212

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11110 - CONTINGENCY				
50900 - CONTINGENCY				60,212
Reserve for unanticipated expenditures	1.00	60,212.00	60,212	
TOTAL CONTINGENCY				60,212



**Town of Colchester
FY 2019 – 2020
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)

2018 – 2019 Accomplishments

- Policies Created or Updated: Open Colchester, Use of Capital Reserve Fund, Notification of Legal Expenditures, Social Media
- Application and receipt of Halls Hill Road Reconstruction Grant
- Application and receipt of Town Green Improvement Grant
- Application and receipt of Airline Trail Extension at Cemetery Road Grant
- Application and receipt of Paper Mill Bridge Matching Grant
- Assisted Incord addition
- Continued to support the building committee for the WJJMS project
- Successful negotiation of two union contracts
- Implement, coordinate and maintain raffle, bazaar and bingo permitting
- Awarded the National Government Finance Officers' Association Distinguished Budget Presentation for the FY 2018-2019

2019 – 2020 Objectives

- Continue to update the personnel policy as necessary
- Continue to update Town Policies as necessary
- Update Ordinances as necessary
- Continue to Support Norton Mill Project
- Continue to support the building committee for the WJJMS project
- Implement, coordinate and maintain raffle, bazaar and bingo permitting
- Successful negotiation of Police, Municipal, and Library union contract
- Strive to keep appointed boards and commissions 95% full

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRST SELECTMAN

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	144,136	150,582	154,983	153,364	158,600
Overtime	0	292	0	199	0
Contractual, Temporary, Occassional Payroll	1,193	540	1,000	576	750
Employee Related Insurances	503	503	505	505	526
FICA & Retirement	18,771	19,530	20,287	20,145	20,732
Copier	4,420	4,840	4,681	4,655	4,681
Office Supplies	1,018	1,388	1,900	1,800	1,900
Mileage, Training & Meetings	319	513	500	350	400
Professional Memberships	18,605	18,605	18,605	18,605	18,605
Legal	53,517	58,599	40,000	36,350	35,000
Professional Services	1,109	1,120	1,300	1,189	1,300
Postage	3,927	3,338	4,108	3,808	4,108
Legal Notices	0	1,240	0	0	0
Printing & Publications	256	327	280	280	280
Property Tax	2,410	2,320	175	167	175
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	1,751	2,316	2,354	2,354	2,357
TOTAL	251,935	266,053	250,828	244,347	249,564

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11201 - FIRST SELECTMAN				
40101 - REGULAR PAYROLL				158,600
First Selectman	1.00	88,534.00	88,534	
Executive Assistant to the First Selectman	1.00	53,623.00	53,623	
Part-time Department Clerk (4 hrs/day)	1.00	16,443.00	16,443	
40105 - CONTR TEMP OCCAS				750
Temporary staff for office coverage	1.00	750.00	750	
41210 - EMPLOYEE RELATED INS.				526
Life/AD&D Insurance	1.00	281.00	281	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				20,732
FICA/Medicare	1.00	12,203.00	12,203	
Defined Contribution 401(a) Plan @ 6%	1.00	8,529.00	8,529	
42233 - COPIER				4,681
Central Copier - monthly lease payments	12.00	263.00	3,156	
Per image charges	1.00	1,200.00	1,200	
Copy paper	1.00	325.00	325	
42301 - OFFICE SUPPLIES				1,900
General office supplies	1.00	1,500.00	1,500	
Postage meter supplies	1.00	400.00	400	
43213 - MILEAGE, TRAINING & MEETINGS				400
Mileage, workshop & conference fees	1.00	400.00	400	
43258 - PROFESSIONAL MEMBERSHIPS				18,605
Southeast CT Council of Governments	1.00	8,837.00	8,837	
CT Council of Small Towns	1.00	1,025.00	1,025	
CT Conference of Municipalities	1.00	8,653.00	8,653	
Colchester Business Association	1.00	90.00	90	
44203 - LEGAL				35,000
General legal matters	1.00	10,000.00	10,000	
Assessment appeals	1.00	25,000.00	25,000	
44208 - PROFESSIONAL SERVICES				1,300
Constant contact - communication with citizens	1.00	600.00	600	
GFOA Budget award application fees	1.00	425.00	425	
Survey Monkey - BOF budget survey to citizens	1.00	275.00	275	

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				4,108
Postage	1.00	1,000.00	1,000	
Postage meter - quarterly lease payments	4.00	777.00	3,108	
44232 - PRINTING & PUBLICATIONS				280
Department share - quarterly publication costs Colchester Connections	4.00	70.00	280	
45250 - PROPERTY TAXES				175
Property taxes paid to Town of Hebron	1.00	175.00	175	
46224 - EQUIPMENT REPAIRS				150
Office Equipment Repairs	1.00	150.00	150	
47242 - PARADES & CELEBRATIONS				2,357
Memorial Day	1.00	2,000.00	2,000	
Meeting Clerk - Memorial Day Parade Committee	1.00	157.00	157	
Employee recognition & bereavement	1.00	200.00	200	
TOTAL FIRST SELECTMAN				249,564



**Town of Colchester
FY 2019 - 2020
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

Executive Assistant to the First Selectman

2018 – 2019 Accomplishments

- Successful negotiation of Library Union Contract
- Continue to implement PPI Health Enrollment Program
- Implemented third biometric screening program for all employees
- Conducted sexual harassment training for all staff
- Conducted Freedom of Information training for all staff
- Audited I-9 forms for compliance by federal government
- Conducted Fire Drill at Town Hall

2019 – 2020 Objectives

- Successful negotiation of Police, Municipal, and Library union contracts
- Implement Town Hall lock down drills
- Continue implementation of Wellness Programs
- Update personnel policy as needed
- Conduct sexual harassment training for all staff
- Conduct cyber security training for all staff

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HUMAN RESOURCES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Other Purchased Supplies	0	97	100	0	0
Mileage, Training & Meetings	199	485	700	100	700
Legal	71,168	23,087	25,000	7,500	60,000
Professional Services	3,352	3,210	3,600	2,385	3,600
Advertising	310	993	2,500	850	2,500
Printing & Publications	75	79	80	84	80
Contract Settlements	0	0	8,908	0	0
TOTAL	75,104	27,951	40,888	10,919	66,880

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11205 - HUMAN RESOURCES				
43213 - MILEAGE, TRAINING & MEETINGS				700
Training & resources - Human Resources/Personnel	1.00	700.00	700	
44203 - LEGAL				60,000
Contract negotiations and other labor/personnel related matters				
3 union contracts expire on 6/30/20				
44208 - PROFESSIONAL SERVICES				3,600
Required Physicals & Testing for employment	1.00	200.00	200	
Employee Assistance Program (EAP) fees	1.00	2,500.00	2,500	
Section 125 Plan Administration fees	12.00	75.00	900	
44231 - ADVERTISING				2,500
Position advertising	1.00	2,500.00	2,500	
44232 - PRINTING & PUBLICATIONS				80
Forms, booklets, and employee notifications	1.00	80.00	80	
TOTAL HUMAN RESOURCES				66,880



**Town of Colchester
FY 2019 - 2020
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 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 – shared position with BOE)
Accountant	(full time – shared position with BOE)
Payroll & Accounts Payable Manager	(full time – shared position with BOE)
Payroll & Accounts Payable Assistants (2)	(full-time – shared positions with BOE)
Treasurer	(elected – funded by Town budget)

2018 – 2019 Accomplishments

- Issued audited financial statements for the fiscal year ended June 30, 2018 with unqualified audit opinion.
- Issued State and Federal grant audit reports with no compliance or internal control findings.
- Uploaded Town and BOE financial data for FY 2017-2018 reporting in accordance with the Uniform Chart of Accounts requirements.
- Issued general obligation bonds and bond anticipation notes (BANs) in October 2018 for financing of WJJMS School building project.
- In conjunction with the issuance of debt for the WJJMS School building project, obtained an upgrade in the Town's bond rating to AA+ from Standard & Poors. The Town's previous bond rating was Aa2 from Moodys.
- For the period January-December 2018, issued 33.11% of total payment transactions via electronic payments to vendors.
- FY 2017-2018 Adopted Budget awarded the National Government Finance Officers' Association for Distinguished Budget Presentation Award. This was the sixth straight year that the Town has received the award for its adopted budget document.
- Completed implementation of budget to actual reports for both the Education and Town budgets in OpenGov.
- Implemented new requirements of State of CT Department of Education for the Education financial System (EFS) application, including submission of the End of Year School Report (ED001)

2019 – 2020 Objectives

- Issue audited financial statements for the fiscal year ended June 30, 2019 with an unqualified opinion.
- Development of FY 2019-2020 Town & BOE annual operating budgets.
- Continue to implement reporting requirements of Uniform Chart of Accounts as required by the State of CT Office of Policy and Management.
- Continue to implement financing plan for WJJMS School building project, including issuance of general obligation bonds for permanent financing of the project.
- Continue to increase the use of electronic payments to vendors, including review of purchasing card programs.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FINANCE

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	202,575	202,940	213,363	216,147	218,872
Contractual, Temporary, Occasional Payroll	4,834	4,943	5,055	5,055	5,168
Employee Related Insurances	811	868	853	770	913
FICA & Retirement	27,414	28,781	31,266	30,929	32,419
Copier	1,869	2,160	1,866	1,790	1,838
Office Supplies	1,484	1,085	1,000	1,000	1,100
Technical Reference Materials	50	0	100	100	0
Mileage, Training & Meetings	1,297	1,365	1,850	1,620	1,850
Professional Memberships	573	578	580	583	590
Data Processing	26,501	26,360	25,995	26,894	27,624
Professional Services	16,577	18,128	15,700	20,320	15,700
Postage	1,826	1,780	2,500	2,300	2,500
Equipment Repairs	449	162	0	0	
TOTAL	286,260	289,150	300,128	307,508	308,574

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11301 - FINANCE				
40101 - REGULAR PAYROLL				218,872
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	68,204.00	68,204	
Finance Director - 50% Town & 50% BOE	1.00	44,623.00	44,623	
Accountant - 50% Town & 50% BOE	1.00	40,126.00	40,126	
Payroll & Accounts Payable Manager - 30% Town & 70% BOE	1.00	22,129.00	22,129	
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	21,505.00	21,505	
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	21,505.00	21,505	
Longevity	1.00	780.00	780	
40105 - CONTR TEMP OCCAS				5,168
Treasurer	1.00	5,168.00	5,168	
41210 - EMPLOYEE RELATED INS.				913
Life/AD&D Insurance	1.00	412.00	412	
Long Term Disability Insurance	1.00	501.00	501	
41230 - FICA & RETIREMENT				32,419
FICA/Medicare	1.00	17,139.00	17,139	
Defined Contribution 401(a) Plan - CFO & Accountant @ 6% (50% Town & 50% BOE)	1.00	6,500.00	6,500	
Defined Contribution 401(a) Plan - Finance Director @ 8% (50% Town & 50% BOE)	1.00	3,570.00	3,570	
Defined Contribution 401(a) Plan - Payroll & A/P Manager @ 8% (30% Town & 70% BOE)	1.00	1,770.00	1,770	
Defined Contribution 401(a) Plan - Payroll & A/P Assistant @ 8% 2 positions (40% Town & 60% BOE)	2.00	1,720.00	3,440	
42233 - COPIER				1,838
Copier supplies - paper, etc.	1.00	295.00	295	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	101.50	1,218	
Per image charges	1.00	325.00	325	
42301 - OFFICE SUPPLIES				1,100
Office supplies	1.00	1,100.00	1,100	
43213 - MILEAGE, TRAINING & MEETINGS				1,850
Mileage for use of personal vehicle - attendance at educational seminars and professional organization meetings	1.00	550.00	550	
CCM, GFOA, CSCPAsponsored meetings & seminars	1.00	600.00	600	
Continuing education requirements for certification				
Staff Training - Finance, Payroll/Personnel, technology, Munis	1.00	700.00	700	
Keep current on legal mandates, improve operational efficiency, and implement cost saving measures				

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				590
CTGFOA membership - CFO, Finance Director	2.00	65.00	130	
National GFOA membership - CFO	1.00	190.00	190	
AICPA membership - CFO (50% Town/50% BOE)	1.00	145.00	145	
CTCPA membership - CFO (50% Town/50% BOE)	1.00	125.00	125	
44205 - DATA PROCESSING				27,624
Munis contract (shared with BOE) - 3 year contract renewal 7/1/19-6/30/22	1.00	25,824.00	25,824	
Check stock, Direct deposit paystubs, tax forms	1.00	1,400.00	1,400	
Modifications to forms (check signers) and/or updates to secure signature hardware/software	1.00	400.00	400	
44208 - PROFESSIONAL SERVICES				15,700
Banking services fees	1.00	15,700.00	15,700	
44217 - POSTAGE				2,500
TOTAL FINANCE				308,574



**Town of Colchester
FY 2019-2020
Adopted Budget**

Department: Tax Office

Mission

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

Description

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

Delinquent tax collection and enforcement continued as a high priority during the fiscal year. We work with DMV, state marshals, and an attorney to assist in the collection of delinquent taxes.

Staffing

Tax Collector (full time)

Assistant Tax Collector (full time)

2018-2019 Accomplishments

- Achieved 98.89% tax collection rate for FY 2018-19
- Successfully kept high collection rate using a variety of enforcement tools
- Delinquent Tax Collections is now being done in house saving the Tax Payers additional collections fees
- Attended continuing education programs and tax collection software training for tax collector and assistant tax collector
- Completed the state requirements and testing and became a Certified Connecticut Municipal Collector
- Worked with Junior Achievements and the Boy Scouts in educating the youth about the function and rolls of the tax office

Measures (January 1-December 31)	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Bills sent:	27,600	26,664	26,356
• Delinquent statements & demands:	5,717	7,629	4,045
• Liens recorded:	113	145	179
• Accounts with attorney:	26	5	20

2019-2020 Objectives

- Continue on-going education and training for tax collector and staff, including CCMC classes, software user group presentations, and professional development seminars through Connecticut Tax Collectors' Association and New London County Tax Collectors' Association and CCMC.
- Achieve at least a 98.8% tax collection rate or better
- Continue with outreach activities such as Junior Achievements/CIVIS classes at Bacon Academy to help public obtain a better understanding of the tax office's activities and functions.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TAX OFFICE

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	94,839	92,249	108,977	108,977	111,756
Overtime	0	85	0	0	0
Contractual, Temporary, Occasional Payroll	4,896	6,095	5,000	5,000	6,000
Employee Related Insurances	356	283	505	505	526
FICA & Retirement	12,141	11,582	15,893	15,894	16,587
Office Supplies	2,323	1,815	2,400	2,400	2,400
Mileage, Training & Meetings	1,773	1,508	2,000	2,200	2,500
Professional Memberships	95	95	175	175	230
Data Processing	14,179	13,310	13,500	13,500	14,000
Postage	11,818	12,882	12,500	13,500	15,000
Service Contracts	250	620	1,700	1,700	1,900
Legal Notices	600	980	600	630	660
TOTAL	143,270	141,504	163,250	164,481	171,559

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11303 - TAX OFFICE				
40101 - REGULAR PAYROLL				111,756
Tax Collector	1.00	68,143.00	68,143	
Assistant Tax Collector - Non Certified (7 hrs/day)	1.00	43,613.00	43,613	
40105 - CONTR TEMP OCCAS				6,000
Temporary staff for office coverage	1.00	5,000.00	5,000	
Increase temporary staff for office coverage	1.00	1,000.00	1,000	
41210 - EMPLOYEE RELATED INS.				526
Life/AD&D Insurance	1.00	281.00	281	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				16,587
FICA/Medicare	1.00	8,932.00	8,932	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	4,089.00	4,089	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 8%	1.00	3,489.00	3,489	
FICA/Medicare - increase temporary staff for office coverage	1.00	77.00	77	
42301 - OFFICE SUPPLIES				2,400
General office supplies	1.00	2,400.00	2,400	
43213 - MILEAGE, TRAINING & MEETINGS				2,500
Annual workshops, training, professional organizations meetings, certification classes fees, and mileage	1.00	2,500.00	2,500	
43258 - PROFESSIONAL MEMBERSHIPS				230
CT Tax Association & New London County Collectors Association dues	1.00	230.00	230	
Membership for Tax Collector & Assistant Tax Collector				
44205 - DATA PROCESSING				14,000
Annual software support fees; annual hardware maintenance plan including disaster recovery; annual subscription fee for web hosting service of tax records; printing and processing of all tax bills (July & January); final posted rate book	1.00	14,000.00	14,000	
44217 - POSTAGE				15,000
Tax bills, delinquent notices, demand letters, balance bills, and correspondence	1.00	15,000.00	15,000	
44223 - SERVICE CONTRACTS				1,900
DMV Civils web program	1.00	500.00	500	
Locksmith - changing combination to office safe	1.00	200.00	200	
Lexis Nexis People Finder Search Engine	1.00	1,200.00	1,200	
44230 - LEGAL NOTICES				660
Legal notices required by State Statute	6.00	110.00	660	
TOTAL TAX OFFICE				171,559

**Town of Colchester
FY 2019-2020
Adopted Budget**

Department: Assessor's Office

Mission

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

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

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

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

Staffing

Assessor (full time)

Deputy Assessor (full time)

Assistant Assessor (full time)

2018-2019 Accomplishments

- Certified and signed Grand List in a timely manner.
- Mailed 644 Increase assessment notices.
- Filed all State reports for reimbursement in a timely manner.
- Administered Federal, State and Local exemption programs for Veterans, Disabled Veterans, Low-income Veterans, Active Duty Service members, Blind, Low-income Elderly and Totally Disabled Homeowners, Totally Disabled, Volunteer firefighters, Handicapped modified vehicles, Manufacturing machinery and Farm machinery.
 - Updated Tax Relief Options brochure according to income limits set by the State and revised deadlines.
- Received training from software vendor and activated “online filing” option for Personal Property Declarations.
- Met with taxpayers to answer questions and concerns relating to the revaluation process, the tax impact of improvements being added or removed from real property and new construction, directions for proper and timely filing of applications, income and expense forms, and personal property declarations.
- Represented the town in superior court for litigation arising from the assessment process; negotiated settlements when warranted.
- All staff members attended professional development training as required by state statute in order to maintain state certification and appraisal licensing.
- Monitored proposed changes to existing assessment/exemption legislation, determine effects/impact to the town, met with state representation to express questions and concerns, and submitted written/oral testimony at the Capitol when necessary.

Measurements (January 1-December 31)

	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Properties field reviewed for Revaluation:	525	580	5,378
• Real Estate Appraisals:	610	605	6,454
• Motor Vehicles Valued:	19,475	19,500	19,593
• Personal Property Accounts Processed:	1,226	1,590	1,272

2019-2020 Objectives

- File the 2019 Grand List in a timely manner.
- Continue scanning existing and historical documents for preservation, eliminate need for additional storage, and reduce costs to the town.
- Construct RFP for 2021 town-wide revaluation.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ASSESSOR'S OFFICE

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	212,680	222,991	227,992	227,992	234,451
Overtime	2,478	3,717	3,741	3,741	3,825
Employee Related Insurances	841	841	843	843	882
FICA & Retirement	31,336	33,093	35,250	35,250	36,852
Copier	2,521	2,231	2,346	2,441	2,452
Office Supplies	2,200	578	2,200	2,200	2,200
Other Purchased Supplies	0	50	50	50	50
Technical Reference Materials	440	465	500	500	500
Mileage, Training & Meetings	7,531	5,668	7,500	7,500	7,500
Professional Memberships	355	375	515	410	515
Data Processing	14,010	14,982	16,027	16,241	18,057
Professional Services	0	0	2,000	2,000	2,000
Postage	1,571	1,527	1,950	1,950	1,950
TOTAL	275,963	286,518	300,914	301,118	311,234

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11304 - ASSESSOR'S OFFICE				
40101 - REGULAR PAYROLL				234,451
Assessor	1.00	98,075.00	98,075	
Deputy Assessor	1.00	75,346.00	75,346	
Assistant Assessor - Certified (8 hrs/day)	1.00	59,380.00	59,380	
Longevity	1.00	1,650.00	1,650	
40103 - OVERTIME				3,825
Overtime (estimated 90 hours)	1.00	3,825.00	3,825	
41210 - EMPLOYEE RELATED INS.				882
Life/AD&D Insurance	1.00	515.00	515	
Long term Disability Insurance	1.00	367.00	367	
41230 - FICA & RETIREMENT				36,852
FICA/Medicare	1.00	18,228.00	18,228	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	7,846.00	7,846	
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 8%	1.00	10,778.00	10,778	
42233 - COPIER				2,452
Monthly lease	12.00	138.50	1,662	
Quarterly charges for black & white images	4.00	145.00	580	
Paper for copier	1.00	210.00	210	
42301 - OFFICE SUPPLIES				2,200
State mandated forms, pricing books, cards, labels, envelopes	1.00	2,200.00	2,200	
42340 - OTHER PURCHASED SUPPLIES				50
Data storage	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				500
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	500.00	500	
43213 - MILEAGE, TRAINING & MEETINGS				7,500
Mileage for use of personal vehicles - State meetings, OPM training	1.00	7,500.00	7,500	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				515
CAAO - CT Assoc. of Assessing Officers	1.00	150.00	150	
IAAO - International Assoc. of Assessing Officers	1.00	210.00	210	
SPA - Society of Professional Assessors	1.00	30.00	30	
HAAA - Hartford Area Assessors Association	1.00	45.00	45	
GNLAAA - Greater New London Area Assessors Association	1.00	40.00	40	
NRAAO - Northeastern Regional Association of Assessing Officers	1.00	40.00	40	
44205 - DATA PROCESSING				18,057
Quality Data Service Contract, including disaster recovery	1.00	10,173.00	10,173	
Vision CAMA - maintenance contract	1.00	6,571.00	6,571	
DMV service contract	1.00	275.00	275	
LEXISNEXIS Service contract	12.00	86.50	1,038	
44208 - PROFESSIONAL SERVICES				2,000
Personal property audits	1.00	2,000.00	2,000	
44217 - POSTAGE				1,950
TOTAL ASSESSOR'S OFFICE				311,234



**Town of Colchester
FY 2019-2020
Adopted Budget**

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 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 permits and any follow up inspections as well as all certificates of occupancy. The Department also must provide follow up on all building code related, wetland and zoning complaints and issue notifications when required and follow up on all work required to correct violations. The Department also handles many administrative functions for applications for the Chatham Health District. The Department is also responsible for long range land use policy and provides regular comprehensive review of development proposals to ensure consistency with the Plan of Conservation and Development. The Department also provides a major statistical function with the Preparation of Statistical Profile and the administration of the Geographic Information System (GIS). The Department is also tasked with the development of zoning code revisions, as well as updates of the Plan of Conservation and Development as well as the Open Space Plan. The Department also prepares submits applications for grants for public improvements, purchase of open space and other grants to benefit the citizens of Colchester. The Department provides primary staffing to the Planning and Zoning Commission, the Conservation Commission, the Open Space Commission, Zoning Board of Appeals, the Economic Development Commission and the Historic District Commission. All of these positions involve administration and compliance with state mandates and regulations, including detailed notice and development decision requirements.

Staffing

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

2018-2019 Accomplishments

- Received approval for 54,000 square feet of new commercial space for Incord on Upton Road. First building now under construction
- Received approval for new 7424 square foot commercial building at 71-79 Linwood Avenue. Now under construction.
- Applied for and received \$59,000 grant for the construction of a connecting trail from the Richard Goodwin Trail to the Airline Trail along Cemetery Road. Waiting for the receipt of funds to start construction.
- Received approval for a \$397,000 Community Connectivity Grant for improvements to the Town Green.
- Received approval for \$549,000 LOTCIP grant for road and sidewalk improvements on Halls Hill Road. Project now in design phase with work estimated to be completed during the summer of 2019.
- Worked with property owner to open a Farm Brewery on Cato Corner Road.
- Assisted property owner at 179 Linwood Avenue (Galaxy Development) to fill almost 10,000 square feet of vacant retail space.
- Received approval for a 100 unit multi-family development at 343 Lebanon Avenue.
- Worked with the Planning and Zoning Commission on amending regulations to make them more user friendly in promoting economic development.
- Implemented new PermitLink software to give applicants the opportunity to apply for permits electronically and provide transparency in the building permit process. The new software also helps streamline the building permit application process in house for better communication and efficiency in the approval process.
- Implemented the new blight regulations which has resulted in demolition of 3 abandoned residential home and cleanup of numerous properties.

Measures (January 1-December 31)	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Applications Approved:	795	733	349
• Residential Applications Approved (Houses):	23	24	46
• Residential Applications Approved (Other):	709	648	292
• Commercial Applications Approved:	63	61	11
• Building Inspections:	823	901	1045
• Fees Collected:	274,036	279,881	405,693
• Total Cost of Construction (\$):	15,645,144	33,526,550	19,074,703

2019-2020 Objectives

- Conduct a study of Westchester Village for possible Town Green and possible sidewalk expansion and possibly seek grant funding for improvements. We anticipate new development in the Westchester Village and want to implement a program in Westchester to promote a village atmosphere.
- Additional Open Space Acquisition
- Work with developers and seek additional commercial opportunities
- Implement the online portion of the permit tracking software
- Pursue projects that will increase the availability of more affordable housing
- To review grant opportunities that may provide for subsidizing the expansion of water and sewer infrastructure in the Future Development District.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PLANNING/BUILDING CODE ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	341,446	353,629	339,359	338,761	347,407
Overtime	2,854	2,393	3,184	3,867	3,255
Contractual, Temporary, Occasional Payroll	1,176	8,025	1,000	2,100	2,000
Employee Related Insurances	1,564	1,455	1,519	1,519	1,594
FICA & Retirement	44,854	51,071	51,429	48,764	53,012
Copier	4,132	4,636	3,804	3,487	3,630
Office Supplies	2,167	1,297	2,500	2,500	2,500
Safety Equipment	205	0	300	300	300
Other Purchased Supplies	47	34	50	50	50
Technical Reference Materials	1,200	752	1,215	1,215	1,215
Mileage, Training & Meetings	1,250	1,285	2,700	2,700	2,850
Professional Memberships	7,013	5,643	5,710	5,710	5,710
Legal	79,541	45,621	45,000	39,000	30,000
Professional Services	10,000	2,300	8,000	4,000	4,000
Postage	955	987	1,250	1,250	1,500
Service Contracts	0	0	11,000	8,110	8,500
Legal Notices	1,840	2,071	3,000	2,000	3,000
Printing & Publications	1,269	691	1,250	1,000	1,000
Telephone	0	270	240	224	240
Equipment Repairs	421	0	150	0	150
Vehicle Maintenance & Fuel	4,155	4,158	5,231	5,376	6,268
TOTAL	506,089	486,318	487,891	471,933	478,181

Position of Fire Marshal has been reallocated to Fire Department effective 12/1/2016

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11411 - PLANNING/BUILDING CODE ADMINISTRATION				
40101 - REGULAR PAYROLL				347,407
Town Planner	1.00	83,075.00	83,075	
Building Official	1.00	79,355.00	79,355	
Zoning Enforcement Officer/Assistant Planner	1.00	65,746.00	65,746	
Wetlands Enforcement Officer	1.00	61,137.00	61,137	
Land Use Assistant (8 hrs/day)	1.00	56,844.00	56,844	
Longevity	1.00	1,250.00	1,250	
40103 - OVERTIME				3,255
Meeting Clerk - Planning & Zoning Commission	1.00	1,627.00	1,627	
Meeting Clerk - Zoning Board of Appeals	1.00	651.00	651	
Meeting Clerk - Wetlands Conservation Commission	1.00	977.00	977	
40105 - CONTR TEMP OCCAS				2,000
Coverage for Building Official	1.00	2,000.00	2,000	
41210 - EMPLOYEE RELATED INS.				1,594
Life/AD&D Insurance	1.00	983.00	983	
Long Term Disability Insurance	1.00	611.00	611	
41230 - FICA & RETIREMENT				53,012
FICA/Medicare	1.00	26,980.00	26,980	
Defined Contribution 401(a) Plan - ZEO, Building Official and Wetlands Officer @ 8%	1.00	16,499.00	16,499	
Defined Contribution 401(a) Plan - Town Planner @ 6%	1.00	4,985.00	4,985	
Defined Contribution 401(a) Plan - Land Use Assistant @ 8%	1.00	4,548.00	4,548	
42233 - COPIER				3,630
Per image charges	1.00	900.00	900	
Copy supplies (shared cost)	1.00	300.00	300	
Monthly lease - copier (shared cost)	12.00	202.50	2,430	
42301 - OFFICE SUPPLIES				2,500
Shared cost	1.00	2,500.00	2,500	
42323 - PROT CLOTHING& SAFETY EQUIP				300
Routine replacement due to damage of required equipment such as hand tools, first aid kits, gloves	1.00	300.00	300	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				50
Batteries, USB, disk	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				1,215
Technical Journals, Code Publications, reference materials	1.00	1,215.00	1,215	
43213 - MILEAGE, TRAINING & MEETINGS				2,850
Mileage for use of personal vehicles - staff, board & commissions	1.00	2,850.00	2,850	
Classes, seminars and meetings				
43258 - PROFESSIONAL MEMBERSHIPS				5,710
Prof.Organization fees/membership dues - Town Planner,	1.00	710.00	710	
Building Official, ZEO & Commissions				
Salmon River Watershed & Conservation Compact	1.00	5,000.00	5,000	
44203 - LEGAL				30,000
44208 - PROFESSIONAL SERVICES				4,000
Consultant service and review of applications in the Historic District	1.00	4,000.00	4,000	
Jacks Chevrolet & Town Green				
44217 - POSTAGE				1,500
44223 - SERVICE CONTRACTS				8,500
Electronic Permitting software	1.00	8,500.00	8,500	
44230 - LEGAL NOTICES				3,000
Legally required notices for ZPC, ZBA and CCC	1.00	3,000.00	3,000	
44232 - PRINTING & PUBLICATIONS				1,000
Printing cost for all administrative functions - regulations, POCD,	1.00	1,000.00	1,000	
permits and forms				
45216 - TELEPHONE				240
Air card for Building Official's printer (allows field use)	12.00	20.00	240	
46224 - EQUIPMENT REPAIRS				150
Cash register & other office equipment - minor repairs	1.00	150.00	150	
46390 - VEHICLE MAINTENANCE & FUEL				6,268
Vehicle maintenance/repairs	1.00	3,500.00	3,500	
Unleaded gasoline	1,200.00	2.12	2,544	
Estimated gross receipts tax - unleaded gasoline	1.00	224.00	224	
TOTAL PLANNING/BUILDING CODE ADMINISTRATION				478,181



**Town of Colchester
FY 2019/2020
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 thousands of requests for certificates, permits, licenses, and public documents while also providing services to all boards, commissions and other departments within the building.

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

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

Staffing

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

2018– 2019 Accomplishments

- Continued back-scanning images to our Land Records system through 1929 for ease of Title Searchers and Attorneys
- Back-scanned meeting minutes as far back as we have onto E-code 360
- Scanned vital records onto software system for printing to preserve originals
- Sat on the committee to implement a new Website for the Town Hall
- Attended 2 classes toward earning the Certified Municipal Clerk Certification

Measures (January 1 – December 31)	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Land Record Recordings:	2,666	2,766	2,935
• Absentee Ballots Issued:	595	156	867
• Dog Licenses Issued:	1,363	1,331	1,445
• Marriage Licenses Issued:	46	54	61
• Birth, Marriage, & Death Cert. Issued:	429	395	390
• Sporting Licenses Issued:	651	470	479
• Documents Notarized:	1,319	1,276	1,330
• Revenue Collected	\$268,597	\$286,320	\$301,496

2019 – 2020 Objectives

- Continue back-scanning land records and maps for our on-line system
- Continue education toward the Certified Municipal Clerk Certification
- Continue scanning vital records to COTT system
- Implement a new land record system

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TOWN CLERK

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	104,675	112,229	114,748	114,748	117,715
Overtime	0	0	0	53	1,000
Contractual, Temporary, Occasional Payroll	1,475	280	1,500	1,447	500
Employee Related Insurances	503	503	505	505	526
FICA & Retirement	14,891	15,917	16,502	16,502	17,178
Copier	3,054	3,010	3,400	3,353	3,400
Office Supplies	1,492	1,076	1,500	1,650	1,700
Technical Reference Materials	1,195	1,195	1,195	1,195	1,195
Mileage, Training & Meetings	849	898	1,000	900	1,000
Professional Memberships	330	385	420	425	425
Indexing & Recording	21,304	20,789	22,000	20,500	20,500
Professional Services	200	200	200	0	0
Postage	1,712	1,406	1,900	1,700	2,000
Legal Notices	2,396	1,578	3,200	2,000	2,000
Printing & Publications	1,178	4,405	1,800	1,800	2,000
Micro Film	736	633	750	750	750
Equipment Repairs	300	0	300	300	300
TOTAL	156,290	164,504	170,920	167,828	172,189

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11501 - TOWN CLERK				
40101 - REGULAR PAYROLL				117,715
Town Clerk	1.00	67,977.00	67,977	
Assistant Town Clerk - Certified (7 hrs/day)	1.00	49,738.00	49,738	
40103 - OVERTIME				1,000
Overtime	1.00	1,000.00	1,000	
Reallocation from Contractual, Temporary, Occasional Payroll				
40105 - CONTR TEMP OCCAS				500
Temporary help for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				526
Life/AD&D Insurance	1.00	281.00	281	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				17,178
FICA/Medicare	1.00	9,120.00	9,120	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	4,079.00	4,079	
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 8%	1.00	3,979.00	3,979	
42233 - COPIER				3,400
Copier - monthly lease payments	12.00	177.75	2,133	
Per image charges	1.00	300.00	300	
Paper & supplies for regular and map copier	1.00	472.00	472	
Annual map copier service contract.	1.00	495.00	495	
42301 - OFFICE SUPPLIES				1,700
Pens, vital paper, folders, map strips, and other supplies	1.00	1,700.00	1,700	
42343 - TECHNICAL REFERENCE MATERIALS				1,195
General Code - E-code 360 annual subscription	1.00	1,195.00	1,195	
43213 - MILEAGE, TRAINING & MEETINGS				1,000
State mandated training - classes, conferences, other training	1.00	800.00	800	
Mileage	1.00	200.00	200	
43258 - PROFESSIONAL MEMBERSHIPS				425
CT Town Clerks' Association	1.00	150.00	150	
New England Association of Town Clerks	1.00	40.00	40	
International Institute of Municipal Clerks	1.00	160.00	160	
New London County Town Clerks' Association	1.00	75.00	75	
44207 - INDEXING & RECORDING				20,500
Land Records - indexing & imaging - monthly contracted services	12.00	1,400.00	16,800	
Auditing services	1.00	3,000.00	3,000	
Additional auditing, microfilming, vitals	1.00	700.00	700	

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				2,000
Postage for returning recorded documents, absentee ballots, general correspondence, dog license notices	1.00	2,000.00	2,000	
44230 - LEGAL NOTICES				2,000
Warnings for Town meetings, budget referenda, Elections, audit, dog notices	1.00	2,000.00	2,000	
44232 - PRINTING & PUBLICATIONS				2,000
Minute books and stamps for boards & commissions	1.00	1,200.00	1,200	
Codification for updates to code book & ordinances	1.00	800.00	800	
44271 - MICRO FILM REPAIRS				750
Annual microfilming & storage of maps.	1.00	750.00	750	
46224 - EQUIPMENT REPAIRS				300
Office Equipment repairs	1.00	300.00	300	
TOTAL TOWN CLERK				172,189



**Town of Colchester
FY 2019-2020
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 election laws.

We maintain an accurate database for the town through voter registration and the yearly canvass. This year the Registrars' of Voters continued to successfully manage the Online Voter Registration procedure, Electronic Voter Check in and successfully managed Election Day Voter Registration. Both Registrars have completed the certification process required by the Secretary of the State, and continue to maintain our yearly Continuing Education Units (CEUs) as required.

We will also be attending the Secretary of the State training in April and September.

Staffing

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

2018 – 2019 Accomplishments

- Attended ROVAC State Conferences
- Supervised absentee ballot voting session at local convalescent homes and rehabilitation facilities for November 2018 municipal election
- Attended District ROVAC meetings
- NCOA canvass conducted to update voter lists
- Had four (4) moderators trained and/or recertified by the State
- Registered High School Students
- Conducted one (1) Budget Referendum
- Conducted primaries for both Democrat and Republican candidates in August 2018 for stat office
- Completed Maintenance of Tabulators
- Successfully registered 1079 New Voters of which 831 were processed on Election Day. Processed 936 changes of address, party or name and processed 1029 removals.
- Successfully conducted the 2018 State election and Election Day Registration

2019 – 2020 Objectives

- Continue to maintain accurate voter database
- Keep current moderators' certification up to date by having them trained when certification expires. Train Poll Workers to keep them updated with changes in state election laws
- Continue to update emergency plan for election day disasters and follow when needed
- Attend Spring and Fall ROVAC conferences for education and updates of new legislation
- Attend monthly County Meetings for training
- Continue yearly Tabulator Maintenance
- Make sure all records are maintained in compliance with the State Regulations
- Prepare for 2019 Municipal Election

**TOWN OF COLCHESTER
ADOPTED BUDGET**

REGISTRARS OF VOTERS

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	26,385	27,187	27,800	27,800	28,426
Contractual, Temporary, Occasional Payroll	13,133	9,337	22,622	18,555	22,622
FICA	2,057	2,080	2,356	2,280	2,404
Office Supplies	671	606	600	600	600
Other Purchased Supplies	1,475	809	2,000	2,000	2,000
Mileage, Training & Meetings	4,420	2,829	2,400	2,400	2,400
Professional Memberships	130	130	130	130	150
Professional Services	1,201	2,013	1,800	2,545	2,600
Postage	1,497	910	1,500	2,581	1,500
Service Contracts	3,280	3,280	3,280	3,280	3,280
Printing & Publications	4,877	2,704	5,500	5,805	5,500
Telephone	77	0	0	0	0
TOTAL	59,203	51,885	69,988	67,976	71,482

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11601 - REGISTRARS OF VOTERS				
40101 - REGULAR PAYROLL				28,426
Registrars salary	2.00	14,213.00	28,426	
40105 - CONTR TEMP OCCAS				22,622
Regular election - Deputy Registrars	2.00	500.00	1,000	
Regular election - Pollworkers	1.00	5,622.00	5,622	
Referenda (2) - Registrars	4.00	500.00	2,000	
Referenda (2) - Deputy Registrars	4.00	500.00	2,000	
Referenda (2) - Pollworkers	2.00	2,323.00	4,646	
Primary - Registrars	2.00	500.00	1,000	
Primary - Deputy Registrars	2.00	500.00	1,000	
Primary - Pollworkers	1.00	5,004.00	5,004	
Election Audit	1.00	350.00	350	
41230 - FICA				2,404
FICA/Medicare	1.00	2,404.00	2,404	
42301 - OFFICE SUPPLIES				600
General office supplies	1.00	600.00	600	
42340 - OTHER PURCHASED SUPPLIES				2,000
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
43213 - MILEAGE, TRAINING & MEETINGS				2,400
Conferences (2) for Registrars/Deputy Registrars	1.00	1,800.00	1,800	
Training for Moderators	1.00	200.00	200	
State of CT certification classes	2.00	200.00	400	
43258 - PROFESSIONAL MEMBERSHIPS				150
Annual dues - ROVAC	1.00	150.00	150	
44208 - PROFESSIONAL SERVICES				2,600
Use of polling locations	1.00	100.00	100	
Coding of memory cards	1.00	2,500.00	2,500	
44217 - POSTAGE				1,500
44223 - SERVICE CONTRACTS				3,280
Voting machine maintenance	1.00	1,600.00	1,600	
Voter checklist software - licensing & maintenance fees	1.00	1,680.00	1,680	
44232 - PRINTING & PUBLICATIONS				5,500
Printing of ballots	1.00	5,500.00	5,500	
TOTAL REGISTRARS OF VOTERS				71,482

**Town of Colchester
FY 2019 - 2020
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

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Health Insurance	1,004,160	860,234	874,951	874,323	916,343
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	425,449	489,632	542,622	545,119	547,193
Municipal Insurance	222,805	214,882	222,260	221,651	217,504
Unemployment Compensation	1,060	5,910	2,500	2,100	2,500
TOTAL	1,653,474	1,570,658	1,642,333	1,643,193	1,683,540

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11701 - INSURANCES				
41211 - HEALTH INSURANCE				916,343
Projected claims - 100%	1.00	1,188,817.00	1,188,817	
Per Lockton estimate dated 12/12/18				
Fixed expenses - retention premium (ASO fees), Managed benefits fees, network access fees, ACA fees	1.00	53,328.00	53,328	
Per Lockton estimate dated 12/12/18				
Fixed expenses - Individual & Aggregate stop-loss insurance premiums	1.00	116,167.00	116,167	
Per Lockton estimate dated 12/12/18				
Estimated employer contributions to employee Health Savings accounts	1.00	105,000.00	105,000	
Consultant fees (Town share)	1.00	10,568.00	10,568	
Per Lockton estimate dated 12/12/18				
Consultant fees (Town share) - employee benefits	1.00	12,000.00	12,000	
Decrease funding for expected claims based on 33% of excess 12/31/18 balance in Town health insurance Reserve Fund over 15% risk corridor	1.00	(106,125.00)	(106,125)	
Employee contributions	1.00	(230,000.00)	(230,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(79,020.00)	(79,020)	
Reduce budget contribution to Self Insurance Reserve to phase in change in funding methodology over 10 years (starting FY 18/19)	1.00	(159,171.00)	(159,171)	
Fully insured premium for vision rider in Administrators' union contract	12.00	229.50	2,754	
Estimated 3% increase				
Employer contributions to employee Health Savings accounts - increase position of Social Services Coordinator to full-time	1.00	675.00	675	
Employer contributions to employee Health Savings accounts - 1 additional Maintainer I position in Grounds Maintenance	1.00	1,350.00	1,350	
41260 - WORKERS' COMP INSURANCE				547,193
Workers Compensation premium	1.00	547,021.00	547,021	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Adjust Workers Compensation - retirement of Police Officer First Class	1.00	(525.00)	(525)	
Adjust Workers Compensation - new hire Police Officer to replace retirement of Police Officer First Class	1.00	401.00	401	
Adjust Workers Compensation - 1 additional Maintainer I position in Grounds Maintenance	1.00	184.00	184	
Adjust Workers Compensation - increase hours for position of Social Services Coordinator	1.00	36.00	36	
Adjust Workers Compensation - eliminate hours for Part-time Seasonal Social Services Coordinator	1.00	(8.00)	(8)	
Adjustment Workers Compensation - Firefighter/Paramedic Supervisor and Firefighter/Paramedic	1.00	84.00	84	
New/reallocated position requests - addition of Paramedic services				

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44206 - MUNICIPAL INSURANCE				217,504
Property/I.M./Crime	1.00	15,969.00	15,969	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Boiler	1.00	1,873.00	1,873	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
General Liability	1.00	52,545.00	52,545	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Law Enforcement Liability	1.00	6,024.00	6,024	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Automobile	1.00	21,141.00	21,141	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Public Officials, including EPLI	1.00	14,639.00	14,639	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Umbrella (annual)	1.00	28,741.00	28,741	
Per estimate from USI Connecticut and CIRMA dated 2/7/19				
Crime	1.00	747.00	747	
Per estimate from USI Connecticut dated 2/7/19				
Fire Department Package (VFIS), including umbrella	1.00	49,882.00	49,882	
Per estimate from USI Connecticut dated 2/7/19				
Fire Department - Accident/sickness	1.00	2,854.00	2,854	
Per estimate from USI Connecticut dated 2/7/19				
Bond (Tax Collector & Assistant Tax Collector)	1.00	1,087.00	1,087	
Per estimate from USI Connecticut dated 2/7/19				
Fiduciary liability - Police Retirement Board	1.00	1,327.00	1,327	
Per estimate from USI Connecticut dated 2/7/19				
Miscellaneous Adds & Changes	1.00	2,000.00	2,000	
Per estimate from USI Connecticut dated 2/7/19				
Insurance broker fees	1.00	18,300.00	18,300	
Per estimate from USI Connecticut dated 2/7/19				
Adjustment to Fire Department Package (VFIS), including Umbrella	1.00	375.00	375	
Addition of Paramedic services				
Per estimate from USI Connecticut dated 3/22/19				
44243 - UNEMPLOYMENT COMPENSATION				2,500
Unemployment compensation paid per case.	1.00	1,400.00	1,400	
Third Party Administrator & claims management fees	4.00	275.00	1,100	
TOTAL INSURANCES				1,683,540

**Town of Colchester
FY 2019 – 2020
Adopted Budget**

Department: Probate

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PROBATE

<u>ACCOUNT</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>	FY 2018-2019 PROJECTED <u>ACTUALS</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>
Windham/Colchester Probate District	4,989	5,365	5,258	5,258	5,271
TOTAL	4,989	5,365	5,258	5,258	5,271

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11702 - PROBATE				
47250 - WINDHAM-COLCHESTER PROBATE				5,271
Per capita fees	1.00	5,271.00	5,271	
TOTAL PROBATE				5,271



**Town of Colchester
FY 2019-2020
Adopted Budget**

Department: Information Technology

Mission

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

Description

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

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

Staffing

Information Technology Coordinator (full time)

2018 – 2019 Accomplishments

- Upgraded older computers at Town Hall
- Completed upgrade of Network infrastructure
- Completed setup of public computers at Library
- Implemented new Virtual Public Server at Library

2019 – 2020 Objectives

- Phone System replacement

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INFORMATION TECHNOLOGY

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	47,816	48,714	49,816	49,816	51,332
Employee Related Insurance	189	252	253	253	264
FICA & Retirement	5,856	6,661	6,800	6,800	7,007
Other Supplies	2,578	4,535	5,000	5,000	5,000
Professional Services	42,268	46,616	53,186	51,069	53,186
TOTAL	98,707	106,778	115,055	112,938	116,789

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11801 - INFORMATION TECHNOLOGY				
40101 - REGULAR PAYROLL				51,332
Information Technology Coordinator	1.00	51,332.00	51,332	
41210 - EMPLOYEE RELATED INS.				264
Life/AD&D Insurance	1.00	141.00	141	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				7,007
FICA/Medicare	1.00	3,927.00	3,927	
Defined Contribution Plan - 401(a) @ 6%	1.00	3,080.00	3,080	
42315 - OTHER SUPPLIES				5,000
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	5,000.00	5,000	
44208 - PROFESSIONAL SERVICES				53,186
Website Hosting & Support (Virtual Town Hall)	1.00	3,600.00	3,600	
Hosted email	1.00	12,000.00	12,000	
Geographic Information System - software licensing (ArcGIS)	1.00	3,550.00	3,550	
Geographic Information System - software licensing (MapXpress GCX Internal GIS application)	1.00	2,500.00	2,500	
Geographic Information System - Online viewer (MapXpress Interactive Public GIS)	1.00	3,000.00	3,000	
Antivirus Software licensing	1.00	2,200.00	2,200	
Office 365	1.00	4,950.00	4,950	
Datacard CD800 card printer maintenance	1.00	386.00	386	
Data storage (cloud)	1.00	4,000.00	4,000	
Scale computing care - Virtualization	1.00	6,600.00	6,600	
Contracted services - outside contracted services and backup coverage for IT personnel	1.00	10,000.00	10,000	
Domain name - colchesterct.gov	1.00	400.00	400	
TOTAL INFORMATION TECHNOLOGY				116,789

Public Safety



TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

Public Safety

Departments

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



**Town of Colchester
FY 2019 – 2020
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 State Trooper's Office, located at the Northwest corner of the Colchester Town Hall, is a full service police department. It is supervised and supported by The Connecticut State Police and responsible as the initial law enforcement agency for the Town of Colchester.

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

The Colchester Police Department works with the Colchester Board of Education in providing the schools with a Full-time School Resource Officer (SRO). The duties of the SRO range from providing law enforcement education, law enforcement advisement to students and faculty and handling any Police related matters within any of the Town of Colchester's Schools and/or School Bus Transportation function. 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 Colchester Police/Resident State Trooper's Office, focuses on teaching life skills and positive decision making techniques to the Youth of our community.

Staffing

Resident State Trooper Supervisor (1 full-time)

- CSP Sergeant - 1

Administrative Officers/personnel (2 full-time)

- S.R.O. (Officer First Class) – 1
- Assistant to Department Head (1 Civilian - full time)

Patrol Officers (10 full-time)

- Police Officer First Class – 8
- Police Officer - 2

2018 – 2019 Accomplishments

- Maintaining staffing at 11 sworn members (1 School Resource Officer, 10 patrol officers).
- Completed annual firearms training for all sworn officers.
- All of the Officer's portable and mobile Police radios were programmed by the Connecticut State Police due to a mandatory upgrade of the radio infrastructure.
- Continued Armorer training for 2 officers to reduce maintenance outsourcing for department firearms.
- Continued participation in the JRB - Juvenile Review Board with Youth Services.
- Continued participation in TRIAD Program with Senior Services.
- Continuing implementation of Colchester-specific substance abuse program with school system (CARD – Colchester Acts to Resist Drugs).
- Purchase of new Police Ford pickup style Patrol Cruiser to update aging Police Cruiser fleet. This addition will also better serve Police firearms training operations for recertification of all Colchester Officers annually.
- Presentations to child care facilities, business groups and other community organizations.
- Department involvement in Colchester Food Bank Food Drive and "Cop on Top" fundraiser for Special Olympics.
- Participation in Prescription Drug Drop-Box Program.
- Processing approximately 115 Town Pistol Permits.
- Acquired State of CT Grant funds for Driving under the Influence Enforcement through the Connecticut Department of Transportation.
- Utilized Canine "Josie" for Patrol, demonstrations for organizations in the community, searches during motor vehicle stops of violators in order to combat illegal drug transactions and transportation within the Town of Colchester.

Measures (January 1 – December 31)	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Motor Vehicle Warnings:	944	1,427	1,239
• Motor Vehicle Arrests:	1,681	2,754	2,808
• Motor Vehicle Accidents:	262	308	280
• Criminal Investigations:	424	536	544
• Pistol Permits Issued:	107	156	182
• DWI Arrests:	29	46	73
• Calls for Service:	10,985	13,839	14,071

2019 – 2020 Objectives

- Based on an expected retirement of one or more senior Officer(s) in the near future, attempt to hire a new Police Officer(s) as needed to maintain staffing levels at the current 11 or more full time Officers.
- Continue annual replacement of older Police Cruisers with new Police Cruisers.
- Research Police Department facilities expansion possibilities.
- Continued Firearms Armorer recertification training for 2 officers.
- Continue annual replacement of Police Cruiser Mobile Data Terminals and Mobile Video Recorders equipment assigned to Police Cruisers.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

POLICE/RESIDENT TROOPER'S OFFICE

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	814,091	837,772	857,601	856,572	875,438
Overtime	163,932	146,629	145,000	125,959	146,953
Employee Related Insurances	4,435	5,234	5,293	5,141	5,562
FICA & Retirement	214,792	234,707	250,039	246,371	256,149
Copier	2,133	2,317	2,524	2,324	2,524
Office Supplies	695	2,289	1,500	1,000	1,400
Uniform Purchases	7,706	3,004	7,790	7,700	11,950
Police Equipment	18,837	9,170	3,580	3,580	5,400
Mileage, Training & Meetings	13,852	14,821	16,500	17,000	16,500
Professional Memberships	3,477	3,477	3,581	3,581	3,600
Resident Trooper	185,465	200,607	243,789	207,220	217,503
Resident Trooper Overtime	19,704	12,278	15,000	44,274	10,000
Professional Services	13,519	12,275	12,650	12,650	14,150
Postage	199	217	300	300	300
Printing & Publications	578	434	600	600	600
Telephone	5,741	5,388	5,160	5,009	5,100
Equipment Repairs	380	1,310	2,935	2,375	2,975
Vehicle Maintenance & Fuel	29,985	34,748	32,076	31,587	29,761
TOTAL	1,499,521	1,526,677	1,605,918	1,573,243	1,605,865

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12101 - POLICE				
40101 - REGULAR PAYROLL				875,438
Police Officer First Class	1.00	86,356.00	86,356	
Police Officer First Class	1.00	86,356.00	86,356	
Police Officer First Class	1.00	86,356.00	86,356	
Police Officer First Class	1.00	86,356.00	86,356	
Police Officer First Class	1.00	82,960.00	82,960	
Police Officer First Class	1.00	82,960.00	82,960	
Police Officer First Class	1.00	79,585.00	79,585	
Police Officer First Class	1.00	79,585.00	79,585	
Police Officer First Class	1.00	79,585.00	79,585	
Police Officer	1.00	77,259.00	77,259	
Police Officer	1.00	65,982.00	65,982	
New hire at Step 3 to replace retirement of Police Officer First Class				
Assistant to Department Head (8 hrs/day)	1.00	56,844.00	56,844	
Longevity	1.00	4,250.00	4,250	
School Resource Officer salary to be paid by BOE (Police Officer First Class)	1.00	(86,356.00)	(86,356)	
Shift differential	1.00	7,360.00	7,360	
40103 - OVERTIME				146,953
Patrol overtime	1.00	145,000.00	145,000	
Meeting Clerk - Police Commission	1.00	1,953.00	1,953	
41210 - EMPLOYEE RELATED INS.				5,562
Life/AD&D Insurance	1.00	2,715.00	2,715	
Long Term Disability Insurance.	1.00	2,847.00	2,847	
41230 - FICA & RETIREMENT				256,149
FICA/Medicare	1.00	84,255.00	84,255	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 22.05% of base pay (estimate based on actuarial valuation as of 7/1/18)	1.00	147,850.00	147,850	
Defined contribution 401(a) Plan @ 8% - Police Officer hired after 1/1/12	1.00	17,827.00	17,827	
Includes new hire to replace retirement of Police Officer First Class				
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8%	1.00	4,548.00	4,548	
FICA/Medicare - shift differential	1.00	563.00	563	
Defined Benefit/Defined Contribution 401(a) Plan - shift differential	1.00	1,106.00	1,106	
42233 - COPIER				2,524
Copier lease - monthly payments	12.00	127.00	1,524	
Per image charges	1.00	650.00	650	
Copy Paper	1.00	350.00	350	
42301 - OFFICE SUPPLIES				1,400
General office supplies	1.00	1,000.00	1,000	
Office file cabinets	1.00	400.00	400	
42324 - UNIFORM PURCHASES				11,950
Body armor (5 year replacement plan)	3.00	950.00	2,850	
Boot allowance (2 year replacement plan)	6.00	200.00	1,200	
New uniform pants (2 per officer)	20.00	85.00	1,700	
New uniform shirts (2 per officer with winter shirts)	20.00	95.00	1,900	
Replace web gear	1.00	300.00	300	
Uniform & equipment - new hire	1.00	4,000.00	4,000	
New hire to replace retirement of Police Officer First Class				

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42338 - POLICE EQUIPMENT & SUPPLIES				5,400
Taser cartridges	50.00	50.00	2,500	
Laser Speed Enforcement Unit	1.00	2,500.00	2,500	
Replace Vehicle medical kits	4.00	100.00	400	
43213 - MILEAGE, TRAINING & MEETINGS				16,500
Mileage for training & other police activities	1.00	2,600.00	2,600	
Personal vehicle use				
Ammunition (duty pistol/duty rifle)	1.00	10,500.00	10,500	
Armorer's training for officers	2.00	1,200.00	2,400	
POSTC class dues	10.00	100.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				3,600
Law Enforcement Council (L.E.C.)	1.00	3,600.00	3,600	
44200 - RESIDENT TROOPER				217,503
Resident Trooper Supervisor (100% Town)	1.00	217,503.00	217,503	
Per letter from State of CT dated 3/11/19 - 85% cost allocated to the Town				
44204 - RESIDENT TROOPER OT				10,000
Trooper (State Police) overtime	1.00	10,000.00	10,000	
44208 - PROFESSIONAL SERVICES				14,150
Uniform allowance - 11 officers, 230 days/officer, \$5/day	2,530.00	5.00	12,650	
Hiring/testing costs	1.00	1,500.00	1,500	
New hire to replace retirement of Police Officer First Class				
44217 - POSTAGE				300
Mailing costs	1.00	300.00	300	
44232 - PRINTING & PUBLICATIONS				600
Legal updates	1.00	600.00	600	
45216 - TELEPHONE				5,100
Mobile Data Terminal Service - 8 cruisers	12.00	425.00	5,100	
46224 - EQUIPMENT REPAIRS				2,975
Radar calibration - 6 units, 2 times/year	12.00	50.00	600	
Laser calibration - 3 units, once per year	3.00	125.00	375	
Electronic maintenance (vehicle equipment, MDT, emergency lights, MVR)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				29,761
Unleaded gasoline	9,000.00	2.12	19,080	
Estimated gross receipts tax - unleaded gasoline	1.00	1,681.00	1,681	
Repairs/parts	1.00	9,000.00	9,000	
TOTAL POLICE				1,605,865



**Town of Colchester
FY 2019 – 2020
Adopted Budget**

Department: Fire Department/Emergency Medical Services

Mission

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

Description

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

Company One (HQ) is located at 52 Old Hartford Road.

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

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

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

In 2016, the Fire Marshal Office was integrated into the Fire Department and is now reflected in our operational budgets.

Staffing

Fire/EMS Chief (full-time)

Fire Marshal (full-time)

Assistant to Department Head (full-time)

Deputy Chief (full-time)

Assistant Chief (Fire - volunteer)

Assistant Chief (EMS - volunteer)

Health and Safety Officer Lt. (full-time)

Firefighter/Emergency Medical Technicians (4 full-time) Monday-Friday (adjust to 3) 4/1/2020)

Firefighter/Paramedic (1 full-time) (reallocate proposed effective 4/1/2020)

Firefighter/Paramedic Supervisor (1 part-time) (proposed effective 4/1/2020)

Firefighter/Emergency Medical Technician (1 per diem) Saturday/Sunday

80 Volunteer Members (Fire-EMS-Fire Police)

2018-2019 Accomplishments

- Responded to 2224 calls for service (Year 2018)
- 195 scheduled training sessions/677 classroom hours (Year 2018)
- Post RFP for Self-Contained Breathing Apparatus (Replace 15 year old equipment)
- Present CFD providing Paramedic Service to Residents of Colchester
- New Ambulance put into service December 2018
- Place Refurbished Fire Police Traffic Control Safety Vehicle into service

Measures (January 1 – December 31)

- Total Man Hours: Emergency = 13,984
- Training: = 3210 training class man hours

	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Fire Marshal Inspections	614	572	752
• FM Violations Issued	249	374	370
• Fire Calls:	57	48	71
• Fire Alarms	118	138	143
• Medical Calls:	1455	1275	1212
• Rescue/MVA	98	122	108
• Hazmat/Elec.	78	65	51
• Other Calls (Service):	418	336	285
• Mutual Aid: (given & received)	347	210	196

2019-2020 Objectives

- Continued focus on volunteer recruitment and retention
- Replace Self-Contained Breathing Apparatus
- Initiate FD Paramedic Program/Advanced Life Support
- Work integration with EMD/EOC to facilitate Public Safety
- Continue development of the Community Risk Reduction Program.
- Seek Federal Grant Opportunities to support CFD Mission
- Maintain Heartsafe Community Status
- Maintain 911 System Infrastructure

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRE/EMERGENCY MEDICAL SERVICES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	526,789	525,242	552,579	552,625	593,059
Overtime	32,786	29,868	30,000	26,526	32,500
Contractual, Temporary, Occasional Payroll	117,837	117,841	125,389	108,964	120,429
Employee Related Insurances	2,488	2,870	2,871	2,523	3,018
FICA & Retirement	79,299	81,137	92,782	91,269	97,960
Copier	1,889	2,064	2,380	1,929	2,080
Office Supplies	2,940	2,542	3,000	3,000	3,000
Safety Equipment	48,440	31,515	43,375	40,121	47,643
Custodial/Maintenance Supplies	3,106	3,612	4,000	4,000	4,000
Operating Supplies	270	107	400	400	400
Technical Reference Materials	270	326	350	350	350
Emergency Medical Supplies	18,226	23,849	24,400	24,030	31,400
Fire Equipment Supplies	21,429	25,747	31,680	25,800	31,680
Firefighting Foam	1,994	1,510	1,700	1,740	1,700
Mileage, Training & Meetings	31,626	25,831	37,925	36,100	37,925
Professional Memberships	674	1,886	1,800	1,500	1,800
Professional Services	41,511	44,448	39,375	45,000	18,250
Postage	284	374	400	400	400
Service Contracts	81,688	82,566	89,441	85,451	94,968
Advertising	0	273	1,250	1,250	1,250
Printing & Publications	0	0	2,500	2,500	2,500
Fuel Compensation	50,403	40,586	45,000	45,000	45,000
Physicals & Testing	6,475	8,605	7,500	9,276	8,000
Telephone	8,113	9,923	10,048	11,446	12,437
Fuel & Heating	2,402	10,622	13,958	15,971	14,814
Water	578	799	1,000	1,000	1,000
Electricity	22,081	20,112	22,600	22,200	24,204
Equipment Repairs	5,002	5,443	16,060	15,060	11,560
Building Repairs	7,028	14,010	8,750	9,400	8,750
Other Equipment Repairs	6,833	6,380	0	0	0
Vehicle Maintenance & Fuel	64,590	91,916	87,288	108,958	89,896
Machinery & Equipment	1,677	2,126	0	0	0
Building & Grounds Improvements	2,244	1,850	2,500	2,500	6,000
TOTAL	1,190,972	1,215,980	1,302,301	1,296,289	1,347,973

Fire Marshal position reallocated from Planning & Code Administration effective 12/1/2016

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12202 - FIRE/EMERGENCY MEDICAL SERVICES				
40101 - REGULAR PAYROLL				593,059
Fire Chief	1.00	82,801.00	82,801	
Deputy Chief	1.00	79,553.00	79,553	
Lieutenant Shift Supervisor/Safety Officer	1.00	69,335.00	69,335	
Firefighter/EMT	1.00	64,410.00	64,410	
Firefighter/EMT	1.00	55,775.00	55,775	
Firefighter/EMT	1.00	49,005.00	49,005	
Firefighter/EMT	1.00	49,005.00	49,005	
Assistant to Department Head (8 hrs/day)	1.00	56,844.00	56,844	
Fire Marshal	1.00	69,741.00	69,741	
Longevity	1.00	3,050.00	3,050	
Firefighter/Paramedic Supervisor (24 hrs/week) - expected hire 4/1/20	1.00	10,940.00	10,940	
New position request - addition of Paramedic services				
Rate of pay and hours of work subject to collective bargaining				
Firefighter/EMT - expected transition 4/1/20	1.00	(15,980.00)	(15,980)	
Reallocation to Firefighter/Paramedic - addition of Paramedic services				
Firefighter/Paramedic (48 hrs/week) - expected transition 4/1/20	1.00	18,580.00	18,580	
Reallocation from Firefighter/EMT - addition of Paramedic services				
Rate of pay and hours of work subject to collective bargaining				
40103 - OVERTIME				32,500
Overtime	1.00	32,500.00	32,500	
40105 - CONTR TEMP OCCAS				120,429
Assistant Chief Officers (2)	2.00	5,200.00	10,400	
Captains (3) - Fire, EMS, Fire Police	3.00	1,127.00	3,381	
Lieutenants/Engineers/ISO/Duty Officer (20)	20.00	255.00	5,100	
EMS Administrator	1.00	750.00	750	
Shift differential	1.00	1,040.00	1,040	
Fire Police	1.00	1,242.00	1,242	
Per Diem	1.00	32,516.00	32,516	
Ambulance staffing	1.00	66,000.00	66,000	
41210 - EMPLOYEE RELATED INS.				3,018
Life/AD&D Insurance	1.00	1,919.00	1,919	
Long Term Disability Insurance	1.00	1,099.00	1,099	
41230 - FICA & RETIREMENT				97,960
FICA/Medicare	1.00	55,951.00	55,951	
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	4,968.00	4,968	
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	25,696.00	25,696	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8%	1.00	4,548.00	4,548	
Defined Contribution 401(a) Plan @ 8% - Fire Marshal	1.00	5,579.00	5,579	
FICA/Medicare - Firefighter/Paramedic Supervisor	1.00	837.00	837	
Expected hire date of 4/1/20				
New position request - addition of Paramedic services				
FICA/Medicare - Reallocation of Firefighter/EMT to Firefighter/Paramedic	1.00	199.00	199	
Expected transition date of 4/1/20				
Reallocation of position - addition of Paramedic services				
Defined Contribution 401(a) Plan @ 7% - Reallocation of Firefighter/EMT to Firefighter/Paramedic	1.00	182.00	182	
Expected transition date of 4/1/20				
Reallocation of position - addition of Paramedic services				

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42233 - COPIER				2,080
Monthly lease payments	12.00	115.00	1,380	
Per image charges	1.00	300.00	300	
Copy Paper	1.00	400.00	400	
42301 - OFFICE SUPPLIES				3,000
General office and computer supplies	1.00	3,000.00	3,000	
42323 - PROT CLOTHING& SAFETY EQUIP				47,643
Turnout gear, helmets, bunker coats, pants, boots (8 sets)	8.00	3,550.00	28,400	
Continuing replacement required by NFPA/OSHA/NIOSH				
Protective clothing repair - used & worn gear	1.00	1,500.00	1,500	
Flame-resistant work uniforms for paid staff and Chief	1.00	4,625.00	4,625	
Annual replacement				
NFPA/EMS Winter response clothing	1.00	900.00	900	
Career staff annual replacement				
Cadet turnout gear updates.	1.00	1,700.00	1,700	
EMS Division Gear	1.00	4,500.00	4,500	
Increase in EMS personnel				
Miscellaneous supplies	1.00	2,250.00	2,250	
ALS - turnout gear - Paramedic Supervisor	1.00	3,768.00	3,768	
Addition of Paramedic services				
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				4,000
Cleaning & maintenance supplies for station and grounds	1.00	4,000.00	4,000	
42340 - OPERATING SUPPLIES				400
Cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc.	1.00	400.00	400	
42343 - TECHNICAL REFERENCE MATERIALS				350
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	350.00	350	
42345 - EMERGENCY MEDICAL SUPPLIES				31,400
Emergency food	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits,	1.00	15,870.00	15,870	
first responder bags, glucometry readings, Narcan				
Dated Medical Supplies - Sterile waterglucose, epi-pens, d-fib pads	1.00	1,100.00	1,100	
Medical Oxygen - refills, rental, testing	1.00	4,000.00	4,000	
EMS Cleaning Supplies	1.00	1,930.00	1,930	
Mass Casualty - large incident materials	1.00	500.00	500	
ALS - controlled substances, per Paramedic protocol assortment	1.00	500.00	500	
Addition of Paramedic services				
ALS supplies - intubation, IV, catheters, saline, consumables	1.00	3,000.00	3,000	
Addition of Paramedic services				
ALS - startup gear pack	1.00	1,500.00	1,500	
Addition of Paramedic services				
ALS - startup intubation scopes	1.00	2,000.00	2,000	
Addition of Paramedic services				

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42346 - FIRE EQUIP SUPPLIES				31,680
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air, fasteners	1.00	7,000.00	7,000	
Hydro test 10 pressurized water extinguishers - required testing	1.00	500.00	500	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Hazmat meters, gas meters, module replacement cal materials	1.00	1,500.00	1,500	
Required testing				
Replacement of portable radios	1.00	4,000.00	4,000	
Replacement of portable radio chargers	1.00	1,200.00	1,200	
Replacement of pagers (Fire/EMS/Cadet)	1.00	2,500.00	2,500	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment (personnel gear & equipment)	1.00	3,380.00	3,380	
Replacement of portable radio batteries	1.00	1,700.00	1,700	
Replacement of fire hose	1.00	6,000.00	6,000	
Firefighting supplies, hand tools, ropes - Company 2	1.00	500.00	500	
42347 - FIRE FIGHTING FOAM				1,700
43213 - MILEAGE, TRAINING & MEETINGS				37,925
Meeting, training & conference travel	1.00	2,000.00	2,000	
Training programs & reference materials	1.00	1,400.00	1,400	
Public Fire prevention materials (Fire Marshal)	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	25,500.00	25,500	
Ongoing training for Career staff/volunteers				
EMS mandatory training equipment	1.00	1,000.00	1,000	
Fire Marshal - travel & training, technical manuals	1.00	525.00	525	
Recruitment and retention	1.00	4,000.00	4,000	
43258 - PROFESSIONAL MEMBERSHIPS				1,800
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer	1.00	850.00	850	
Fire Marshal - NFPA membership and ancillary expenses	1.00	950.00	950	
44208 - PROFESSIONAL SERVICES				18,250
Third party billing company fees - revenue from ambulance service	1.00	18,250.00	18,250	
Estimated revenue of \$575,000 (BLS)				
44217 - POSTAGE				400
Postage fees to send out equipment for repair/return postage of repaired items	1.00	400.00	400	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				94,968
Emergency dispatch services	1.00	27,753.00	27,753	
Paramedic services	1.00	16,192.00	16,192	
Breathing air testing - required	1.00	1,000.00	1,000	
Annual furnace/hot water maintenance - required	1.00	2,900.00	2,900	
EMS Biohazard waste removal - required	1.00	1,200.00	1,200	
Hazardous waste removal - required	1.00	865.00	865	
Pager radio service - maintenance & service	1.00	1,500.00	1,500	
Annual fire pump testing/certifications - required	1.00	1,400.00	1,400	
Annual ground ladder testing & certification - required	1.00	640.00	640	
Annual aerial ladder testing & certification - required (1 aerial)	1.00	750.00	750	
5 year NDT due in 2021				
Annual defibrillator calibration/certification - required (7 units)	1.00	2,673.00	2,673	
Annual hydraulic rescue tool service (base set & additional tools) - required	1.00	1,765.00	1,765	
Overhead door preventative maintenance/repairs - Company 1	1.00	1,250.00	1,250	
Annual stretchers preventative maintenance inspection and chair stair inspections/repairs/parts	1.00	2,415.00	2,415	
Annual posi-chek calibration/certification	1.00	735.00	735	
Fire Extinguisher inspections, recharging, hydrotesting - required	1.00	1,800.00	1,800	
Emergency generator services - Company 1 - required	1.00	400.00	400	
Annual firehouse - NFIRS reporting system - software contract	1.00	3,057.00	3,057	
Annual carpet cleaning	1.00	935.00	935	
Building Alarm system testing and monitoring - required	1.00	480.00	480	
Kitchen hood inspections - required	2.00	208.00	416	
Sprinkler system - quarterly inspections - required	4.00	87.50	350	
Mask-fit tester certification/calibration, annual OHD - required	1.00	910.00	910	
ESO electronic patient care reporting	1.00	3,798.00	3,798	
Full cost of software funding by Town				
Air-fill station - breathing air compressor service contract	1.00	875.00	875	
Fire hose testing @ \$.21/ft - includes re-coupling/testing	24,000.00	0.21	5,040	
Fire alarm testing, monitoring & maintenance service contract - Company 1	1.00	785.00	785	
Fire alarm testing, monitoring & maintenance service contract - Company 2	1.00	455.00	455	
IamResponding system	1.00	650.00	650	
Exterminating Services - Company 2	12.00	25.00	300	
Annual furnace/hot water preventative maintenance/repair - Company 2	1.00	452.00	452	
Water Testing - Company 2	1.00	500.00	500	
Emergency Generator - preventative maintenance and repairs - Company 2	1.00	400.00	400	
Overhead Doors - preventative maintenance and repairs - Company 2	1.00	350.00	350	
Building Alarm system testing and monitoring - Company 2	1.00	100.00	100	
Annual maintenance contract - Ladder 128, parts & labor	1.00	2,963.00	2,963	
Annual air conditioning inspection/maintenance - Company 1	1.00	400.00	400	
Chest compression unit - on-site preventative maintenance (2 units)	2.00	2,387.00	4,774	
Boiler inspection - State requirement - Company 1 & 2	1.00	240.00	240	
Annual maintenance contract - Life Pak monitor	1.00	1,500.00	1,500	
Addition of Paramedic services				
44231 - ADVERTISING				1,250
Recruitment and retention	1.00	1,250.00	1,250	
44232 - PRINTING & PUBLICATIONS				2,500
Recruitment and retention	1.00	2,500.00	2,500	
44243 - COMPENSATION				45,000
Fuel compensation for volunteer staff	1.00	45,000.00	45,000	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44286 - PHYSICALS & TESTING				8,000
Physicals & Testing - required physicals	1.00	5,000.00	5,000	
Annual OSHA Pulmonary Function Tests - required	1.00	1,000.00	1,000	
TB screening, random drug screens - required	1.00	2,000.00	2,000	
45216 - TELEPHONE				12,437
Headquarters telephones, fax, internet	12.00	220.00	2,640	
Cell phone service - Fire Chief	12.00	25.00	300	
Modems/aircards for laptops on ER vehicles	12.00	180.00	2,160	
Cell phone service - Fire Marshal (mobile phone app for personal cell phone)	12.00	28.00	336	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for Deputy Chief Officer's vehicle	12.00	20.00	240	
Ipad/cell phone for ambulances electronic patient care reporting	2.00	800.00	1,600	
Telephone & alarm circuits - Company 2	12.00	46.00	552	
Company 1 Dispatch landline & emergency direct connection to Co. 2 & EOC	12.00	250.75	3,009	
Monthly service fee for 5 units - Vehicle tracking system	12.00	100.00	1,200	
45221 - FUEL/HEATING				14,814
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	5,000.00	2.25	11,250	
Propane - stove - Company 1 (estimated 400 gallons @ \$1.60/gallon)	400.00	1.60	640	
Heating oil - Company 2	1,200.00	2.25	2,700	
Propane - Company 2 (estimated 140 gallons @ \$1.60/gallon)	140.00	1.60	224	
45350 - WATER				1,000
Static & dry hydrants.	1.00	1,000.00	1,000	
45622 - ELECTRIC				24,204
Electricity - Company 1	1.00	20,004.00	20,004	
Electricity - Company 2	1.00	4,200.00	4,200	
46224 - EQUIPMENT REPAIRS				11,560
Office equipment repairs.	1.00	1,000.00	1,000	
Radio & alarm repairs, lights & sirens	1.00	4,200.00	4,200	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	
Security system continuations - entry identification	1.00	2,000.00	2,000	
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	2,600.00	2,600	
SCBA - ISI repair parts for breathing apparatus	1.00	500.00	500	
Small equipment repairs (fire pumps, doors, tools)	1.00	960.00	960	
46226 - BUILDING REPAIRS				8,750
Plumbing, electrical, miscellaneous building repairs	1.00	5,000.00	5,000	
Ground maintenance & supplies	1.00	400.00	400	
Training facility maintenance and repairs	1.00	2,000.00	2,000	
Building repairs - Company 2	1.00	450.00	450	
Overhead door repairs - Company 2	1.00	900.00	900	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46390 - VEHICLE MAINTENANCE & FUEL				89,896
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline	3,700.00	2.12	7,844	
Estimated gross receipts tax - unleaded gasoline	1.00	692.00	692	
Truck repairs & parts	1.00	51,000.00	51,000	
Diesel gasoline	9,000.00	2.24	20,160	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
48417 - BLDG & GROUNDS IMPROVEMENTS				6,000
50% of fees for installing fire hydrants. Remaining 50% paid by Water Dept.	1.00	2,500.00	2,500	
Joint infrastructure program for water distribution system				
ALS - security room for controlled substances, refrigerator & safe	1.00	3,500.00	3,500	
Addition of Paramedic services				
TOTAL FIRE/EMERGENCY MEDICAL SERVICES				1,347,973



**Town of Colchester
FY 2019 - 2020
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), assist those staffing the EOC during emergencies/activation's, providing support to the First Selectman and other department heads 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 primarily but not limited to that located at the EOC.

Staffing

Emergency Management Director (part time)
Deputy Emergency Management Director (part time)

2018 – 2019 Accomplishments

- Conducted monthly meetings with other department heads
- Applied for EMPG FY 17 grant funding
- Implemented and continued use of the Cadex battery analyzer/conditioner and charger for rechargeable batteries
- PC's upgraded and updated
- Install new style HD antenna on EOC roof
- Update alarm system
- Phone system upgraded
- Researched cost for upgrades or replacement of the town wide emergency siren program

2019 – 2020 Objectives

- Apply for EMPG FY 18 grant funding
- Conduct a table top exercise to include town and school administration
- Implement CERT program
- Maintain and operate Town wide Emergency siren program.
- Continued coordination throughout Town and School to enhance response to critical events.
- Continue to educate and raise awareness toward the use of Incident Command System and related forms.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

EMERGENCY MANAGEMENT

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	1,894	3,199	2,617	2,617	4,967
FICA	140	245	200	200	380
Office Supplies	194	141	200	200	200
Other Purchased Supplies	2,990	2,475	3,500	3,500	3,500
Emergency Medical Supplies	242	250	250	250	250
Mileage, Training and Meetings	0	138	250	250	250
Postage	0	0	25	35	25
Service Contracts	1,480	425	1,500	1,500	1,500
Printing & Publications	120	35	250	250	250
Telephone	4,397	4,371	5,520	4,536	4,536
Equipment Repairs	2,497	3,916	3,000	3,000	3,000
TOTAL	13,954	15,195	17,312	16,338	18,858

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12301 - EMERGENCY MANAGEMENT				
40101 - REGULAR PAYROLL				4,967
Emergency Management Director - stipend	1.00	2,676.00	2,676	
Deputy Emergency Management Director - estimated 2 hrs/week	1.00	2,291.00	2,291	
New position request (reinstatement of position eliminated in FY 16/17)				
41230 - FICA				380
FICA/Medicare	1.00	205.00	205	
FICA/Medicare - Deputy Emergency Management Director - 2 hrs/week	1.00	175.00	175	
New position request (reinstatement of position eliminated in FY 16/17)				
42301 - OFFICE SUPPLIES				200
General office supplies	1.00	200.00	200	
42340 - OTHER PURCHASED SUPPLIES				3,500
Supplies for planned activation of EOC for training or live emergency event	1.00	3,500.00	3,500	
Includes radio replacements, batteries for radios, and sirens				
42345 - EMERGENCY MEDICAL SUPPLIES				250
43213 - MILEAGE, TRAINING & MEETINGS				250
EMD training, State programs, mileage	1.00	250.00	250	
44217 - POSTAGE				25
44223 - SERVICE CONTRACTS				1,500
Emergency Operations Center - Alarm monitoring	12.00	40.00	480	
Emergency Operations Center - monthly pest control services	12.00	85.00	1,020	
44232 - PRINTING & PUBLICATIONS				250
Publication for Public Emergency Information	1.00	250.00	250	
45216 - TELEPHONE				4,536
Internet, static IP, U-verse, DSL, Centrix, fax, phone lines, alarm	12.00	210.00	2,520	
Mobile cell phone (hot spot) - unlimited	12.00	20.00	240	
Internet (Comcast)	12.00	148.00	1,776	
46224 - EQUIPMENT REPAIRS				3,000
Antenna replacement, sirens and other equipment repairs - as needed	1.00	3,000.00	3,000	
TOTAL EMERGENCY MANAGEMENT				18,858

Public Works



TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

Public Works

Departments

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



**Town of Colchester
FY 2019 – 2020
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 (half-time)
Director of Operations (full-time)
Assistant to the Director (half-time)

2018 – 2019 Accomplishments

- Consistent review of Town road quality and safety issues on all public right of ways and properties.
- Manage the other six divisions personnel, training, daily operations.
- Continued effective staffing replacement.

2019 – 2020 Objectives

- Compile aging steel pipe drainage system data for eventual cost data for replacement due to failure.
- Prepare contacts and Bids for Capital Projects and oversee work for contract compliance. Continuing.
- Norton Mill Remediation Project Grant completion.
- Continue to explore utilization of existing town work forces conducting minor capital work in order to lower costs of Capital Improvement Projects.
- Continue to update Capital Improvement Project – Facilities Plan.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PUBLIC WORKS ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	141,343	144,566	147,850	147,805	151,387
Employee Related Insurances	564	564	565	565	593
FICA & Retirement	20,629	21,054	22,061	22,058	22,730
Copier	225	225	316	250	254
Office Supplies	249	52	300	300	300
Safety Equipment	0	0	605	605	605
Professional Memberships	423	255	500	500	500
Postage	0	0	100	100	100
Advertising	0	80	200	100	100
Telephone	1,080	747	780	696	720
TOTAL	164,513	167,543	173,277	172,979	177,289

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13200 - PUBLIC WORKS ADMINISTRATION				
40101 - REGULAR PAYROLL				151,387
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water)	1.00	46,161.00	46,161	
Director of Operations	1.00	76,329.00	76,329	
Assistant to Department Head - 8 hrs/day (50% Town & 50% S/W)	1.00	28,422.00	28,422	
Longevity	1.00	475.00	475	
41210 - EMPLOYEE RELATED INS.				593
Life/AD&D Insurance	1.00	361.00	361	
Long Term Disability	1.00	232.00	232	
41230 - FICA & RETIREMENT				22,730
FICA/Medicare	1.00	11,580.00	11,580	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	6,106.00	6,106	
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,770.00	2,770	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8% (50% Town, 50% S&W)	1.00	2,274.00	2,274	
42233 - COPIER				254
Copier - monthly lease payments	12.00	17.00	204	
Per image charges	1.00	50.00	50	
42301 - OFFICE SUPPLIES				300
42323 - PROT CLOTHING& SAFETY EQUIP				605
Safety Shoes - PW Director & Director of Operations	2.00	200.00	400	
Rain gear -- Director of Operations	1.00	75.00	75	
First aid supplies -- Director of Operations	1.00	20.00	20	
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	15.00	15	
Rubber boots - Director of Operations	1.00	45.00	45	
43258 - PROFESSIONAL MEMBERSHIPS				500
American Public Works Association, Tree Warden Association	1.00	500.00	500	
44217 - POSTAGE				100
44231 - ADVERTISING				100
Advertising for bids, project data	1.00	100.00	100	
45216 - TELEPHONE				720
Cell phone - 50% for Public Works Director	12.00	10.00	120	
Cell phone - Director of Operations & PW Supervisor	12.00	50.00	600	
TOTAL PUBLIC WORKS ADMINISTRATION				177,289

**Town of Colchester
FY 2019 – 2020
Adopted Budget**

Department: Public Works - Division of Highway

Mission:

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

Description:

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

Staffing

DPW Supervisor (full time)

Maintainer 3 (full time - 3)

Maintainer 2 (full time - 4)

Assisted 3 days a week by Transfer Station employee

2018 – 2019 Accomplishments

- Assisted Colchester Water Department on 4 main breaks.
- Cold in place Asphalt recycling with Cap: Portion Old Hartford Road, Deer Run
- Chip Seal Surface Treatments: Brainard Road, Scott Hill Road.
- Shim Pavement- Brainard Road, Scott Hill Road, Reservoir Road
- Pavement Overlay (Spring 2019) – South Road, Portion Mill Lane West, Bush Rock Road, Portion of Stanavage Road
- Caverly Mill Road Bridge Replacement – Conducted by staff. Concrete Beam Bridge.
- Respond to FEMA Storm Event September 2018 Rainfall— Rebuild Road Embankments at Culvert Crossings – Nelkin Road (2), Harbor Road (2), Cabin Road, Caverly Mill Road, Taintor Hill Road, Bigelow Road, Williams Road. Regrade Gravel Road Surface – Pickerel Lake Road, Prospect Hill Road, Davidson Road, Dutton Road, Miller Road, Pinebrook Road, Schaller Hill Road. Filed for FEMA reimbursement.

- Road Side Tree Trimming - Town Wide & three storm tree damage events town wide
- 2700 feet of Bituminous Curbing replaced.
- Re-Construct 105 Driveway Aprons in conjunction with Road Improvement or Drainage work.
- Drainage swale cleaning, Mc Donald Road, Williams Road
- Remove Beaver dams interfering with Drainage and within pipes – River Road, Old Amston Road, Cabin Road, Ruby Cohen Park, Miles Standish Road, (continuing issue)
- Repainted 53 miles of collector street centerlines and stop bars.
- Repaired 80 Catch Basins. Replaced 40 feet of Deteriorated CMP culverts.
- Completed Town Wide Road Sweeping per MS4 DEEP requirements.
- Replacement of Damaged Guard Rail and Street signs.
- Completed annual catch basin cleaning in 15 days. (1/3 of Town annually)
- Conducted all scheduled crack sealing of roads called for under the Road Improvement Plan.
- Reset/Repair/Adjust Sanitary Manholes for Old Hartford Road.
- Installed 800 ft Sanitary sewer lateral from Grounds Maintenance Building
- Assisted Grounds Crew to re-sod Bacon Academy Football field.
- Roadside Mowing Completed Town wide (twice).
- Contracted Grading Services for Gravel Road Reshaping and road side ditch restoration all gravel roads throughout town. Two times.
- Continued Town Owned Bridge repairs per State of Connecticut Inspection reports.

Measures (January 1 – December 31)	<u>2018</u>	<u>2017</u>	<u>2016</u>
• % Roads – Grade A:	17%	19%	21%
• % Roads – Grade B:	47%	46%	45%
• % Roads – Grade C:	34%	33%	32%
• % Roads – Grade D:	02%	02%	04%
• % Roads – Grade F:	00%	00%	00%

2019 – 2020 Objectives

- Continue to utilize Contracted and rental options, such as paving equipment, road grading, catch basin cleaning in an attempt to operate more efficiently.
- Adjusting baseline needs of the Town-wide road improvement plan dependent upon funding. Obtain productivity increase with Crack Sealing equipment.
- Continue to address previously deferred vegetative control on additional detention basin areas and right of ways that are the responsibility of the Town.
- Continue to conduct work required under Bridge survey in regard to sediment and safety issues.
- Continue annual base maintenance, Road Sweeping, Roadside Cutting, Catch Basin Cleaning, Guardrail and Sign Replacement.
- Provide CDL incentives – Training for work force development.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HIGHWAY

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	378,213	384,312	430,455	387,931	437,641
Overtime	8,064	13,736	12,500	15,000	15,000
Contractual, Temporary, Occasional Payroll	0	100	100	100	100
Employee Related Insurances	1,743	1,685	1,841	1,793	1,913
FICA & Retirement	45,625	49,862	61,589	51,944	64,993
Safety Equipment	5,940	3,760	4,174	4,174	4,254
Other Purchased Supplies	139,785	79,981	151,140	151,140	156,030
Mileage, Training & Meetings	1,002	1,050	2,800	1,500	1,500
Professional Services	35,705	51,945	42,700	45,050	45,470
Equipment Rental	7,100	10,213	10,350	10,350	10,350
Uniform Rental	3,844	2,664	4,600	3,090	4,602
Traffic Control	68,426	65,056	70,000	65,000	63,000
Equipment Repairs	175	210	200	231	200
Vehicle Maintenance & Fuel	148,918	142,418	146,674	146,674	150,201
Road Improvements	536,225	541,716	600,000	600,000	650,000
TOTAL	1,380,765	1,348,708	1,539,123	1,483,977	1,605,254

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13201 - HIGHWAY				
40101 - REGULAR PAYROLL				437,641
Public Works Supervisor	1.00	64,955.00	64,955	
Maintainer III	1.00	57,368.00	57,368	
Maintainer III	1.00	57,368.00	57,368	
Maintainer III	1.00	57,368.00	57,368	
Maintainer II	1.00	53,008.00	53,008	
Maintainer II	1.00	53,008.00	53,008	
Maintainer II	1.00	42,696.00	42,696	
Maintainer II	1.00	48,020.00	48,020	
Longevity	1.00	3,850.00	3,850	
40103 - OVERTIME				15,000
Roads Overtime (not snow)	1.00	15,000.00	15,000	
40105 - CONTR TEMP OCCAS				100
Tree Warden -\$100 stipend	1.00	100.00	100	
41210 - EMPLOYEE RELATED INS.				1,913
Life/AD&D Insurance	1.00	936.00	936	
Long Term Disability	1.00	977.00	977	
41230 - FICA & RETIREMENT				64,993
FICA/Medicare	1.00	34,626.00	34,626	
Defined Contribution 401(a) Plan - Road Crew @ 7% (8 employees)	1.00	30,367.00	30,367	
42323 - PROT CLOTHING& SAFETY EQUIP				4,254
Safety Shoes	8.00	200.00	1,600	
Rain gear	8.00	72.00	576	
First aid supplies	8.00	20.00	160	
Gloves, 6 pairs each	48.00	5.00	240	
Forestry hard hat replacement - one per year	1.00	110.00	110	
Winter gloves - 2 pair each	16.00	10.00	160	
Eye Protection	8.00	15.00	120	
Rubber boots	8.00	55.00	440	
Coverall replacements	6.00	100.00	600	
Safety Traffic Vests	8.00	31.00	248	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				156,030
Meals in storms (emergencies)	1.00	150.00	150	
3 pallets CB Block, 1 pallet cement brick for catch basin repairs	1.00	1,000.00	1,000	
Misc. items (bottled gas - propane, rags, car soap, flashlights, batteries), etc.	1.00	1,000.00	1,000	
1,000/tons hot patch (class 2)	1,000.00	75.00	75,000	
40/tons cold patch	40.00	110.00	4,400	
Drain pipe for repairs	1.00	6,000.00	6,000	
Crack filling material - 5 pallets	5.00	2,500.00	12,500	
Hand tools, rakes, shovels, grease guns, wrenches, etc.	1.00	1,500.00	1,500	
52 miles of center line road painting	52.00	395.00	20,540	
Annual stop bar painting	300.00	15.00	4,500	
SAND, SALT, GRAVEL, CEMENT				
Cement & ready mix concrete	1.00	1,200.00	1,200	
Drainage stone & Rip Rap for road drainage repairs - 500 tons	500.00	28.00	14,000	
Topsoil for backup curb repairs - 180 tons	180.00	22.00	3,960	
Ground supplies: Seed, erosion control, hay bales, fertilizers	1.00	1,000.00	1,000	
TRAFFIC CONTROL SIGNS				
Street Signs and traffic warning signs, cones	1.00	7,000.00	7,000	
Catch basin tops, manhole and water valve risers for paving	8.00	285.00	2,280	
43213 - MILEAGE, TRAINING & MEETINGS				1,500
Training seminars & educational programs, mileage reimbursement	1.00	1,500.00	1,500	
44208 - PROFESSIONAL SERVICES				45,470
Tree removal services bucket truck. Blasting & other contracted services	1.00	25,000.00	25,000	
Emerald Ash Borer tree damage west and center portion of Town				
Catch basin Vacuum truck contractor services	12.00	1,500.00	18,000	
PHYSICALS:				
DOT - CDL bi-annual physicals	6.00	105.00	630	
2 staff pulmonary testing (respirator monitoring)	2.00	140.00	280	
CDL random drug tests	6.00	85.00	510	
CDL random alcohol testing	2.00	40.00	80	
Combined drug & alcohol test for post accident/reasonable cause	2.00	100.00	200	
Pre-employment physicals	2.00	185.00	370	
Hearing tests per OSHA regulations	8.00	50.00	400	
44237 - EQUIPMENT RENTAL				10,350
Equipment rental - mini excavator, bobcat with forestry attachment, pumps, generators, etc.	1.00	7,000.00	7,000	
Brush removal drainage - right of ways (shared cost with Water & Sewer)	1.00	3,350.00	3,350	
44238 - UNIFORM RENTALS				4,602
Uniform rental	52.00	88.50	4,602	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45389 - TRAFFIC CONTROL LIGHTS				63,000
Electricity for traffic control lights	1.00	63,000.00	63,000	
46224 - EQUIPMENT REPAIRS				200
Radio repairs and batteries	1.00	200.00	200	
46390 - VEHICLE MAINTENANCE & FUEL				150,201
Unleaded Gas	6,000.00	2.12	12,720	
Estimated gross receipts tax - unleaded gasoline	1.00	1,121.00	1,121	
Diesel gasoline	14,000.00	2.24	31,360	
Vehicle Repair Parts	1.00	105,000.00	105,000	
48439 - ROAD IMPROVEMENT				650,000
Road Improvement/Paving projects and Maintenance	1.00	650,000.00	650,000	
TOTAL HIGHWAY				1,605,254

**Town of Colchester
FY 2019 – 2020
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 as well as the DPW Yard building maintenance.

Staffing

Fleet Supervisor (full time).

Mechanic III (full time - 2).

Mechanic II (full time).

Mechanic Helper (part time- shared with Transfer Station, wages & benefits are not reflected in Fleet's budget).

2018 – 2019 Accomplishments

- Installed rooftop heating unit on Town Garage.
- Installed new heater in Dog Pound.
- Completed retrofit of Ambulance 528 to Traffic Control vehicle.
- Continuation of chemical rust prevention program on all vehicles.
- Continuation of undercarriage washing on senior buses, youth vans and police vehicles.
- 100% of seasonal equipment serviced and ready to go by March 15th.
- Completed 75% of fire apparatus safety inspections within two weeks of due date.
- Completed 100% of police vehicle safety inspections within two weeks of due date.
- Completed 100% of senior bus safety inspections within two weeks of due date.
- Completed 100% of ambulance safety inspections within two weeks of due date.
- 75% of first run snow removal equipment was fully operational by October 15.
- 100% of all snow removal equipment was fully operational by November 15.
- Obtained necessary tools & equipment to stay current with new technology.
- Piggybacked with the Fire Department's on-line training services to meet CONN OSHA's requirements.
- Utilized CONN OSHA's Consultant Services to stay current with Lock-out/Tag-out and Hazard Communication requirements.

Measures (1/1/2018 – 12/31/2018)	2018	<u>2017</u>	<u>2016</u>
• Work Orders (Opened)	2110	2301	2321
• Work Orders (Closed)	1267	1410	1247

2019 – 2020 Objectives

- Continue on-line training courses to meet OSHA requirements.
- Continue with CONN OSHA's Consultation Services.
- Strive for a safe working environment.
- Continue building repairs in-house due to limited funding.
- Train staff for direct input of repair data into Fleet Maintenance software when operational.
- Continue on upgrading maintenance for our fire apparatus.
- Have 100% of seasonal equipment serviced and ready to go for March 15th.
- Complete 100% of fire apparatus safety inspections within two weeks of due date.
- Complete 100% of police vehicle safety inspections within two weeks of due date.
- Complete 100% of senior bus safety inspections within two weeks of due date.
- Complete 100% of ambulance safety inspections within two weeks of due date.
- Have 100% of first run snow removal equipment fully operational by October 15.
- Have 100% of all snow removal equipment fully operational by November 15.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FLEET SERVICES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	252,690	223,378	250,316	232,134	260,474
Overtime	4,154	4,729	4,000	11,238	4,000
Contractual, Temporary, Occasional Payroll	850	1,550	1,800	1,550	1,800
Employee Related Insurances	958	876	1,029	836	1,074
FICA & Retirement	32,971	29,856	37,106	33,690	39,389
Office Supplies	434	930	464	450	450
Safety Equipment	1,599	1,230	1,400	1,400	1,400
Custodial/Maintenance Supplies	1,301	1,292	1,300	1,300	1,300
Fleet Repair & Maintenance Supplies	25,002	24,999	25,000	25,000	25,000
Mileage, Training & Meetings	117	325	270	54	270
Professional Memberships	200	200	200	200	200
Professional Services	656	352	705	705	580
Service Contracts	14,239	17,906	15,371	15,546	19,211
Uniform Rental	2,794	1,543	2,200	2,025	2,184
Fuel & Heating	2,698	4,609	5,440	3,840	5,440
Electricity	11,757	11,769	11,000	11,000	11,000
Equipment Repairs	2,800	2,072	1,500	1,500	1,500
Building Repairs	6,460	8,392	9,000	9,000	6,000
Vehicle Maintenance & Fuel	8,045	8,368	9,060	9,082	9,229
Machinery & Equipment	0	0	0	0	0
TOTAL	369,725	344,376	377,161	360,550	390,501

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13202 - FLEET SERVICES				
40101 - REGULAR PAYROLL				260,474
Fleet Maintenance Supervisor	1.00	90,001.00	90,001	
Mechanic III	1.00	60,805.00	60,805	
Mechanic III	1.00	57,242.00	57,242	
Mechanic II	1.00	51,226.00	51,226	
Longevity	1.00	1,200.00	1,200	
40103 - OVERTIME				4,000
Overtime	1.00	4,000.00	4,000	
40105 - CONTR TEMP OCCAS				1,800
Tool allowance - 3 employees @ \$50 per month	3.00	600.00	1,800	
41210 - EMPLOYEE RELATED INS.				1,074
Life/AD&D Insurance	1.00	585.00	585	
Long Term Disability Insurance	1.00	489.00	489	
41230 - FICA & RETIREMENT				39,389
FICA/Medicare	1.00	20,340.00	20,340	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	7,200.00	7,200	
Defined Contribution 401(a) Plan - Mechanics @ 7%	1.00	11,849.00	11,849	
42301 - OFFICE SUPPLIES				450
Copy/Printer Paper	2.00	25.00	50	
General Office Supplies	1.00	100.00	100	
Toner & ink cartridges for printers	1.00	300.00	300	
42323 - PROT CLOTHING& SAFETY EQUIP				1,400
OSHA required safety shoes	4.00	200.00	800	
Protective equipment for steam cleaning	1.00	200.00	200	
Protective Eyewear for welding, cutting & grinding	1.00	300.00	300	
Rubber & Regular work gloves	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,300
Paper towels, toilet paper, soaps & cleaners	1.00	1,300.00	1,300	
42341 - FLEET REPAIR & MAINT SUPPLIES				25,000
Shop supplies, oils & lubricants, nuts, bolts, welding & grinding material, etc.	1.00	25,000.00	25,000	
43213 - MILEAGE, TRAINING & MEETINGS				270
On-line training courses	5.00	54.00	270	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				200
Motor Transport Association membership, drug and alcohol testing	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				580
OSHA required audiograms	4.00	50.00	200	
Random Drug Testing	2.00	65.00	130	
CDL physicals	2.00	125.00	250	
44223 - SERVICE CONTRACTS				19,211
Monitoring of security system	1.00	180.00	180	
Monitoring of fire alarm	1.00	300.00	300	
Annual service of fire alarm	1.00	150.00	150	
Annual service & repair of four propane units	1.00	500.00	500	
Annual Pressure washer service	1.00	600.00	600	
Annual Overhead hoist inspection	3.00	205.00	615	
Annual fire extinguisher inspection - OSHA required	70.00	6.00	420	
Internet	12.00	202.00	2,424	
Oxygen & acetylene bottle lease	1.00	400.00	400	
Oil filter removal	2.00	130.00	260	
Parts washer service	4.00	440.00	1,760	
Oil & water separator	1.00	3,000.00	3,000	
Service/repair of overhead doors (15)	1.00	1,500.00	1,500	
Annual RTA software maintenance fee	1.00	1,400.00	1,400	
Annual Navistar engine software fee	1.00	1,400.00	1,400	
Fire extinguisher testing/replacement (not inspection)	1.00	200.00	200	
Annual Tire Pressure Monitor System tool update	1.00	252.00	252	
Annual engine diagnostic tool update	1.00	800.00	800	
Annual Cummins engine software update fee	1.00	500.00	500	
Annual inspection - vehicle lifts	2.00	250.00	500	
Update for online vehicle repair service	1.00	1,700.00	1,700	
Removal of waste gasoline	1.00	350.00	350	
44238 - UNIFORM RENTALS				2,184
Uniforms and cloth wipers	1.00	2,184.00	2,184	
45221 - FUEL/HEATING				5,440
Propane for Town Garage	2,400.00	1.60	3,840	
Propane for Wash Bay	1,000.00	1.60	1,600	
45622 - ELECTRIC				11,000
Electricity for Town Garage complex	1.00	11,000.00	11,000	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46224 - EQUIPMENT REPAIRS				1,500
Maintenance and repairs - Fuel monitor & delivery systems	1.00	1,500.00	1,500	
46226 - BUILDING REPAIRS				6,000
Maintain Interior/Exterior of Town Garage	1.00	6,000.00	6,000	
46390 - VEHICLE MAINTENANCE & FUEL				9,229
Unleaded gasoline - Water Department	1,600.00	2.12	3,392	
Estimated gross receipts tax - unleaded gasoline	1.00	299.00	299	
Unleaded gasoline - Fleet	200.00	2.12	424	
Estimated gross receipts tax - unleaded gasoline	1.00	38.00	38	
Diesel gasoline - Water Department	50.00	2.24	112	
Diesel gasoline - Fleet	100.00	2.24	224	
Propane for forklift	8.00	30.00	240	
Vehicle & Equipment Repairs for Fleet & Water Department	1.00	4,500.00	4,500	
TOTAL FLEET SERVICES				390,501

**Town of Colchester
FY 2019 – 2020
Adopted Budget**

Department: Public Works – Division of Grounds Maintenance

Mission

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

Description

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

Staffing

DPW Supervisor

Maintainer II (full time -2)

Maintainer I (full time – 3 existing)

Maintainer I (full time – 1 new)

2018 – 2019 Accomplishments

- Maintained over 360 acres of town and school grounds. With increase of annual rainfall totals and turf maintenance progression, grass mowing significantly increased.
- Over seeded Bacon Football, Baseball, Softball fields and Cody Camp baseball fields. Followed recommended Turf maintenance program per Henderson report on Recreation Fields.
- Increased use of Ruby Cohen Park by public (StoryWalk, Picnic Area) required 3 times more mowing than traditional passive use. Ancient Burying Grounds also required bi-weekly care, private/public partnership was reached to limit Town care to once a month. Additional season length by established endorsed sport leagues have also added to deferred work by requiring field prep to be continuously maintained.
- Due to increased mowing and field preparation required, school facilities work was deferred during summer vacation, resulting in general complaints from public utilizing school facilities during summer hours and
- Conducted Facilities Work Orders completion, Youth Center, Senior Center, Town Hall.
- Resurfaced Splash Pad to slip resistant surface.
- Replaced main pump R-8 & R-7 irrigation system.
- Replaced burnt 480V power panel at Recreation Complex R-8 Building.
- Replace Roof on Recreation Maintenance Building Bathroom Building (Spring 19)

Measures (January 1 – December 31)

	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Hours of Mowing	4250	2800	2715
• Hours of Snow Removal	900	931	650
• Hours of Field Maintenance/Prep	1560	1290	1270
• Hours of Trash Removal	600	560	570

2019 – 2020 Objectives

- Proposed increase in service requests have been forwarded to the Department of Public Works for year around maintenance at school grounds and the painting and maintaining of sports line striping by Town staff by all sport leagues at the RecPlex and school facilities that the leagues utilize. In order to meet the demands of the public; one additional staff (Maintainer I) would be required to provide the service level that is presently being requested.
- Continue cross training within the Department in order to provide a more Mission Critical workforce.
- Continue to provide for public accessible and well maintained public spaces.
- Continue implementing Turf Maintenance recommendations included within the Henderson Report.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

GROUNDS MAINTENANCE

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	245,170	206,681	268,647	262,044	317,676
Overtime	9,030	9,221	8,600	22,500	7,500
Employee Related Insurances	1,304	838	1,369	1,081	1,607
FICA & Retirement	30,220	26,913	38,593	37,418	46,369
Safety Equipment	885	1,446	2,200	2,200	2,500
Custodial/Maintenance Supplies	3,057	2,573	3,000	3,000	3,000
Grounds Maintenance Supplies	23,380	15,470	28,000	28,000	31,000
Other Purchased Supplies	5,242	5,022	5,000	5,000	5,000
Mileage, Training & Meetings	425	0	450	450	525
Professional Services	4,696	5,796	5,500	15,885	5,700
Service Contracts	3,488	4,090	5,780	4,730	4,880
Equipment Rental	490	331	500	500	500
Uniform Rental	2,386	1,575	2,400	2,200	2,800
Telephone	442	303	360	560	340
Fuel & Heating	1,216	692	1,760	1,760	1,760
Electricity	28,363	29,016	29,000	30,290	30,000
Equipment Repairs	953	1,132	1,200	1,200	1,200
Building Repairs	1,953	2,455	1,800	3,000	1,800
Other Repairs	1,977	1,272	2,000	2,000	2,000
Vehicle Maintenance & Fuel	43,734	36,537	38,770	38,770	38,774
TOTAL	408,411	351,363	444,929	462,588	504,931

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13203 - GROUNDS MAINTENANCE				
40101 - REGULAR PAYROLL				317,676
Public Works Supervisor	1.00	64,955.00	64,955	
Maintainer II	1.00	43,576.00	43,576	
Maintainer II	1.00	43,576.00	43,576	
Maintainer I	1.00	41,606.00	41,606	
Maintainer I	1.00	45,861.00	45,861	
Maintainer I	1.00	39,174.00	39,174	
Longevity	1.00	1,200.00	1,200	
Maintainer I	1.00	37,728.00	37,728	
New position request				
40103 - OVERTIME				7,500
Overtime	1.00	7,500.00	7,500	
41210 - EMPLOYEE RELATED INS.				1,607
Life/AD&D insurance	1.00	702.00	702	
Long Term Disability insurance	1.00	730.00	730	
Life/AD&D insurance - Maintainer I	1.00	88.00	88	
New position requests				
Long Term Disability insurance - Maintainer I	1.00	87.00	87	
New position requests				
41230 - FICA & RETIREMENT				46,369
FICA/Medicare	1.00	21,990.00	21,990	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 7%	1.00	19,512.00	19,512	
FICA/Medicare - Maintainer I	1.00	2,886.00	2,886	
New position requests				
Defined Contribution 401(a) Plan - Maintainer I @ 7%	1.00	1,981.00	1,981	
New position requests				
42323 - PROT CLOTHING& SAFETY EQUIP				2,500
Safety shoes	6.00	200.00	1,200	
Gloves - work, latex & winter, eye protection, hardhats, etc.	1.00	600.00	600	
Replace chaps - 2 per year	2.00	200.00	400	
Safety shoes - Maintainer I	1.00	200.00	200	
New position requests				
Gloves - work, latex & winter, eye protection, hardhats, etc. - Maintainer I	1.00	100.00	100	
New position requests				
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				3,000
Custodial supplies for restrooms at Park & Garage	1.00	3,000.00	3,000	
42334 - GROUNDS MAINTENANCE SUPPLIES				31,000
Infield clay mix, turface, topsoil, fertilizer, bark mulch	1.00	19,000.00	19,000	
Park & Town Facilities				
RecPlex annual overseeding program	1.00	12,000.00	12,000	
42340 - OTHER PURCHASED SUPPLIES				5,000
Motor oil and lubricants, trimmer string, tape, paint & supplies, hand tools, portable generator, small power tools	1.00	5,000.00	5,000	
43213 - MILEAGE, TRAINING & MEETINGS				525
Grounds maintenance crew training	6.00	75.00	450	
Grounds maintenance crew training - Maintainer I	1.00	75.00	75	
New position requests				

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				5,700
Electrical services - repairs for lights, gazebo, etc.	1.00	800.00	800	
Locksmith services	1.00	250.00	250	
Fence repairs - annual maintenance	1.00	800.00	800	
Existing Irrigation system repairs and winterization	1.00	800.00	800	
Tree services - one day bucket truck and crew	1.00	1,200.00	1,200	
CDL drug/alcohol testing, pre-employment physicals	1.00	500.00	500	
Aerial lift for sports lighting bulb replacement	1.00	1,350.00	1,350	
44223 - SERVICE CONTRACTS				4,880
Fire extinguisher service	1.00	260.00	260	
Parks garage security monitoring	12.00	40.00	480	
Heater/Boiler inspection - Parks Garage	1.00	240.00	240	
Skylogix annual service agreement - sports lighting	1.00	900.00	900	
Plumbing & portable toilet facilities (Town Green/Ruby Cohen)	1.00	3,000.00	3,000	
44237 - EQUIPMENT RENTAL				500
Rental of generators, sod cutter, miscellaneous equipment	1.00	500.00	500	
44238 - UNIFORM RENTALS				2,800
Grounds Maintenance Crew uniforms	1.00	2,400.00	2,400	
Grounds Maintenance Crew uniforms - Maintainer I	1.00	400.00	400	
New position requests				
45216 - TELEPHONE				340
Cell Phone - PW Supervisor - monthly charges (July-August)	2.00	45.00	90	
Cell Phone - PW Supervisor - monthly charges (September-June)	10.00	25.00	250	
45221 - FUEL/HEATING				1,760
Parks Garage - Propane	1,100.00	1.60	1,760	
45622 - ELECTRIC				30,000
RecPlex sports lighting, Town Green, Grounds Garage, Concession Stand	1.00	30,000.00	30,000	
46224 - EQUIPMENT REPAIRS				1,200
General repairs on Parks equipment	1.00	1,200.00	1,200	
46226 - BUILDING REPAIRS				1,800
General Building repairs, Storage areas, dugouts, bathrooms, pavilion roof	1.00	1,800.00	1,800	
46229 - OTHER REPAIR SERVICES				2,000
Repairs for picnic tables, bleachers, batting cages, equipment, scoreboards, fountains, etc. (Not for buildings)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				38,774
Vehicle and large equipment repairs	1.00	25,000.00	25,000	
Diesel gasoline	1,000.00	2.24	2,240	
Unleaded gasoline for vehicles and equipment	5,000.00	2.12	10,600	
Estimated gross receipts tax - unleaded gasoline	1.00	934.00	934	
TOTAL GROUNDS MAINTENANCE				504,931



**Town of Colchester
FY 2019 – 2020
Adopted Budget**

Department: Public Works – Snow Removal

Mission

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

Description

The Town work forces along contractors conduct Snow Removal and De-icing of 107.12 miles of paved roads and 8.75 miles of unpaved roads, all town facilities parking areas and sidewalks, all school parking areas and sidewalks, and all sidewalks that are adjacent to town owned properties throughout Colchester.

Staffing

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

2018 – 2019 Accomplishments

- Responded to 31 Snow-Icing Events (through 3/23/2019), many refreezing/icing issues.
- Trained staff for additional road routes.
- Continued one source De-Icing Material between BOE and Town Facilities.
- Continued reduced cost of treated salt by 8.6% per ton for three year fixed price with delivery through more local port.
- Reduced Curb damage throughout town by 62%
- Marked and identified all sidewalk clearing responsibilities of Town (i.e. adjacent to open space properties of Town within new subdivisions)

2019 – 2020 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SNOW REMOVAL

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Overtime	101,782	128,951	110,000	105,000	110,000
FICA	7,372	9,499	8,415	8,032	8,415
Sand & Salt Supplies	166,365	163,881	161,700	158,700	161,700
Other Purchased Supplies	10,763	18,284	25,050	21,700	25,050
Professional Services	190,552	168,550	178,000	184,000	190,000
TOTAL	476,834	489,165	483,165	477,432	495,165

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13204 - SNOW REMOVAL				
40103 - OVERTIME				110,000
Town Crew - snow removal	1.00	110,000.00	110,000	
41230 - FICA				8,415
FICA/Medicare	1.00	8,415.00	8,415	
42333 - SAND SALT GRAVEL				161,700
300 tons sand @ \$22/ton	300.00	22.00	6,600	
1800 tons treated salt @ \$85/ton	1,800.00	85.00	153,000	
Icemelt for sidewalks - 6 pallets	6.00	350.00	2,100	
42340 - OTHER PURCHASED SUPPLIES				25,050
Mail boxes and posts	50.00	45.00	2,250	
Snow Plow cutting edges/blades	1.00	12,000.00	12,000	
Meals for town crew during snow storms	1.00	10,600.00	10,600	
Tools for grounds crew - shovels and spreaders	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				190,000
Contracted truck routes, emergency loaders, sanders and drivers	1.00	96,000.00	96,000	
Diesel fuel for contractors (included in contracted services scope)			0	
School parking lots - fixed price (year 3 of 3 year contract)	1.00	94,000.00	94,000	
TOTAL SNOW REMOVAL				495,165

**Town of Colchester
FY 2019 – 2020
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 Division is responsible for the cleaning and maintenance of Town buildings, which includes: selecting vendors through a competitive bidding process to provide materials and services to meet State and local safety requirements and specific maintenance services; perform general maintenance activities; select energy suppliers through a bidding process; and advise the First Selectman of facility needs as appropriate.

Staffing

Custodians (full time - 1)

Custodian (part time) - Senior Center and Youth Center

2018-2019 Accomplishments

- Refurbish Conference Rooms Carpet, Blinds, Dividers, and repair Sound System.
- Parking Lot Reconstruction Town Hall.
- Conduct deferred maintenance that has previously resulted in equipment failure in mechanical and HVAC systems Town wide, utilizing Energy Management System data, oversee annual maintenance.
- Continue to replace 30 year old miscellaneous items throughout Town Hall. WHP #2 Police Office. Door replacement Conference Room. Lighting system Time Clock.
- Install Split System HVAC for permanent cooling requirements for 2nd floor computer switching room.
- Replace portion Town Hall Roof.
- Replace Cooling Tower.
- Replace Carpet BOE Suite and Common Areas First Floor.
- Various repair maintenance projects, Painting and Conference room reconfiguration BOE Suite. Recreation Complex Maintenance Building Roof.
- Develop on-call list of contractors to facilitate repairs outside of service contract providers, compare to previous shared employee costs.
- Conduct CIP scheduled work, contract and oversight.
- Utilize DPW existing staff skill sets to reduce contracted work.

2019 -2020 Objectives

- Continue multi-year contract service RFP's for services that were previously bid annually in order to provide greater stability to budgeting process and more favorable pricing.
- Provide for equipment required maintenance schedule per manufacturer's requirements in order to maintain guaranteed energy savings.
- Extend on-call list of contractors to facilitate repairs outside of service contract providers, compare to previous shared employee costs.
- Conduct CIP scheduled work, contract and oversight.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FACILITIES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	27,457	9,264	12,624	10,274	13,283
Overtime	0	0	0	0	0
FICA & Retirement	1,235	0	965	786	1,016
Safety Equipment	273	0	100	100	100
Custodial/Maintenance Supplies	4,502	5,300	5,300	5,300	5,300
Paint & Paint Supplies	347	315	1,000	1,000	1,000
Professional Services	8,592	0	0	0	0
Service Contracts	26,986	11,913	18,408	17,880	18,040
Advertising	0	6	0	0	0
Telephone	11,346	10,632	6,787	15,280	8,250
Fuel & Heating	5,848	3,852	8,246	8,246	8,550
Electricity	43,010	51,133	45,000	50,000	45,000
Building Repairs	7,600	31,135	25,000	25,000	25,000
Vehicle Maintenance & Fuel	1,302	0	0	0	
TOTAL	138,498	123,550	123,430	133,866	125,539

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13205 - FACILITIES				
40101 - REGULAR PAYROLL				13,283
Part-time Custodian - Senior Ctr & Youth Services Ctr (19.5 hrs/week)	1.00	11,022.00	11,022	
Part-time Custodian - Fire Department - 4 hrs/week	1.00	2,261.00	2,261	
41230 - FICA & RETIREMENT				1,016
FICA/Medicare	1.00	1,016.00	1,016	
42323 - PROTECTIVE CLOTHING & SAFETY EQUIPMENT				100
Gloves, eye protection, personal protective equipment	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				5,300
Paper goods and general cleaning supplies for Town Hall	1.00	5,300.00	5,300	
42332 - PAINT & PAINT SUPPLIES				1,000
Supplies to paint offices as needed	1.00	1,000.00	1,000	
44223 - SERVICE CONTRACTS				18,040
Security System Service and Monitoring - Town Hall	12.00	40.00	480	
Elevator inspection and service - Town Hall	4.00	200.00	800	
Emergency Generator service and repair - Town Hall	1.00	650.00	650	
Heating/cooling system maintenance - Town Hall	1.00	2,400.00	2,400	
Sprinkler system inspection and service - Town Hall	1.00	1,500.00	1,500	
PA system maintenance and repair (meeting room) - Town Hall	1.00	500.00	500	
Exterminating services, pest control - Town Hall	12.00	100.00	1,200	
Annual Fire Extinguisher maintenance - Town Hall	3.00	50.00	150	
Fire Alarm Service and Monitoring - Town Hall	12.00	30.00	360	
Estimate of additional calls at contract rates	1.00	10,000.00	10,000	
45216 - TELEPHONE				8,250
Emergency phone - Elevator and VoIP redundancy backup line for alarms	12.00	50.00	600	
Temporary conversion Comcast VoIP and fax lines	3.00	750.00	2,250	
To be removed in 3 months estimated once new VoIP connected to CEN				
VOIP/Internet - monthly charges (CEN)	12.00	450.00	5,400	
45221 - FUEL/HEATING				8,550
Heating oil - Town Hall	3,800.00	2.25	8,550	
45622 - ELECTRICITY				45,000
Electricity - Town Hall	1.00	45,000.00	45,000	
46226 - BUILDING REPAIRS				25,000
General unanticipated building repairs - contract services - Town Hall	1.00	25,000.00	25,000	
TOTAL FACILITIES				125,539

**Town of Colchester
FY 2019-2020
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)

2018 - 2019 Accomplishments

- Coordinated the 2018 household hazardous waste collection.
- Updated both Mail-a-map and TAR town road maps.
- Issued 2 roadwork permits and 17 driveway permits in 2018.
- Performed construction inspection for new residential subdivision road "Broad Meadow Rd" located off Lebanon Ave/Rte 16.; for site expansion of Alpha-Q facilities on Upton Rd; for William J. Johnston School reconstruction on Norwich Ave. and for Parking facilities/drainage improvements at Gagnon's pet resort on Upton Road.
- Assisted consultant and PWD with final plans and efforts to reconstruct the Caverly Mill Road Bridge.
- Continued to work with DOT on State project 172-443/444 regarding logistics of planned traffic signal upgrades proposed at various locations throughout town including the Route 85/Route 16 Linwood Avenue intersection and the Route 85/Route 16 Lebanon Ae/Noel's Plaza intersection.
- A preconstruction meeting was held on 8/14/2018 and construction on Town of Colchester portion of this regional project is scheduled to start during June/July 2019.
- Worked with State DOT on project 172-451 which replaced and installed new signs and pavement markings to better delineate horizontal curves on local town roads at no cost to the town.
- Researched and compiled base maps and data needed to update the town's Stormwater Infrastructure Layer on our GIS mapping system which is being finalized by the town's consultant.
- Worked with town consultant to resubmit grant application for Paper Mill Road bridge under the newly authorized State Local Bridge Program FY 2019. Secured partial grant of \$150,000. Bridge reconstruction is anticipated to take place during summer/fall of 2019.
- Completed review of State DOT bridge reports for municipal bridges under 20 feet in length and summarized results/recommendations for Colchester PWD.
- Submitted requests to DOT Traffic Division to review several traffic safety issues along Rte. 16.
- Assisted SCCOG (Regional Planning Agency) with their consultant selection process for the preparation of a regional bicycle and pedestrian plan.

- Assisted Colchester Agricultural Commission with DOT encroachment permit needed for their “ Colchester – A Right To Farm Community” sign to be placed at several locations in state highway right of way.
- Continued to work with DOT on State project 172-474 regarding installation of improved signage and pavement markings at midblock crosswalks on Town Roads (River Road, Bull Hill Road, Old Hartford Road and Old Amston Road) at no cost to the Town. A preconstruction meeting was held 12/12/2018.
- Worked with town staff, SCCOG and town consultant to secure \$709,000 LOTCIP grant for the Reconstruction of Halls Hill Road which includes milling and paving of the roadway along with pedestrian and cyclist improvements. Construction is anticipated to occur during July/August of 2019.
- Completed estimate of probable cost for the town’s CT DEEP Recreation Trail Program Grant application for Cemetery Road.
- Performed plan reviews for proposed site development expansion at 99 Linwood Avenue (Pierpont Plaza); for proposed “Four Seasons” apartment complex on Lebanon Avenue adjacent to the Northwoods housing development and for site improvements to the McDonalds restaurant at 375 South Main Street.
- As the town’s Legal Traffic Authority representative, reviewed and approved requests for various running, cycling and motorcycling events with planned routes traversing Colchester.
- Prepared feasibility mapping and cost estimate for potential muni parking facility at 120 S. Main St. for BOS.

2019 - 2020 Objectives

- Update State TAR map and town’s Mail-A-Map.
- Coordinate and supervise the 2019 household hazardous waste collection.
- Perform construction inspection for 71-79 Linwood Ave commercial site development, Four Seasons apartment complex on Lebanon Ave/Rte. 16, Incord site expansion on Upton Road, Alpha Q site expansion on Upton Road, White Oak Farm Subdivision – Broad Meadow Rd, and Dunkin Donuts site at intersection of Rte. 16 and Rte. 149.
- Assist Planning Dept. with final construction plans/bid specifications and construction administration for the recently grant funded Town Green Improvement project and for proposed Lebanon Ave. Streetscape Improvements in area between the Rail Trail Spur to Sunset Vista/Northwoods Housing developments if town receives a grant to fund the project.
- Perform construction inspection for William J. Johnston School site expansion.
- Perform plan reviews for new development proposals as they are submitted.
- Work with PWD, SCCOG and town consultant to follow through with reconstruction of Halls Hill Road improvements utilizing secured LOTCIP grant funding and with reconstruction of Paper Mill Road Bridge utilizing secured partial grant from State Local Bridge program and town funds.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ENGINEERING

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	93,950	96,047	98,192	98,192	100,384
Employee Related Insurances	338	328	339	339	357
FICA & Retirement	14,032	14,249	15,306	15,306	15,650
Copier	792	754	792	810	810
Office Supplies	415	0	445	445	445
Mileage, Training & Meetings	261	367	500	400	500
Professional Memberships	605	610	650	610	650
TOTAL	110,393	112,355	116,224	116,102	118,796

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13301 - ENGINEERING				
40101 - REGULAR PAYROLL				100,384
Town Engineer	1.00	99,634.00	99,634	
Longevity	1.00	750.00	750	
41210 - EMPLOYEE RELATED INS.				357
Life/AD&D Insurance	1.00	234.00	234	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				15,650
FICA/Medicare	1.00	7,679.00	7,679	
Defined Contribution 401(a) Plan @ 8%	1.00	7,971.00	7,971	
42233 - COPIER				810
Monthly lease (shared cost w/ Planning & Code Administration)	12.00	67.50	810	
42301 - OFFICE SUPPLIES				445
Shared cost with Planning & Code Administration	1.00	445.00	445	
43213 - MILEAGE, TRAINING & MEETINGS				500
Inspections, meetings, & workshops	1.00	500.00	500	
43258 - PROFESSIONAL MEMBERSHIPS				650
Membership dues - CASHO	1.00	50.00	50	
Membership dues - ASCE	1.00	300.00	300	
State of CT license fees - Professional Engineer	1.00	300.00	300	
TOTAL ENGINEERING				118,796

**Town of Colchester
FY 2019 – 2020
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 – 2 day (shared FTE with Highway Division)

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

2018 - 2019 Accomplishments

- Update and change Credit Card Service to eliminate approx. \$3,000 per year.
- Install surveillance cameras to deter dumping at site and assist prosecution of cases.
- Relocated dug out structures for covered storage of materials.
- Due to Trade issues at national level, recyclables are no longer a marketable commodity and hence vast amounts are being landfilled or incinerated through out the country. As such, disposal of single stream recycling products are no longer free and the Town is being charged a \$40.00/ton fee by processors. No change in rates are proposed at the present time.
- 261 Colchester households served at the Colchester Household Hazardous Waste Collection event.

Measures (January 1 – December 31)

	<u>2018</u>	<u>2017</u>	<u>2017</u>
• Waste Handled (tons):	1324.1	1348.30	1452.96

2019 – 2020 Objectives

- Continue to market materials to the most advantageous financial provider/vendor

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFER STATION

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	86,659	89,212	93,473	90,942	96,304
Overtime	7,366	7,538	6,000	4,500	5,500
Employee Related Insurances	409	460	461	435	479
FICA & Retirement	10,920	12,136	13,648	12,722	14,488
Office Supplies	137	118	250	250	250
Safety Equipment	327	346	600	600	600
Other Purchased Supplies	536	16	1,196	1,146	1,146
Transportation	118,497	112,717	120,000	126,000	138,000
Mileage, Training & Meetings	366	378	630	630	630
Professional Services	18,659	22,629	27,600	26,785	27,640
Service Contracts	612	804	1,170	1,050	1,266
Uniform Rental	898	554	780	700	780
Landfill Operation	853	800	1,000	1,000	1,000
Telephone	769	449	480	550	1,020
Electricity	1,898	1,885	1,800	1,800	1,800
Building Repairs	373	250	1,000	1,000	1,000
Household Hazardous Waste Disposal	13,593	12,599	15,000	15,000	15,000
Vehicle Maintenance & Fuel	6,722	5,354	5,962	5,900	5,680
TOTAL	269,594	268,245	291,050	291,010	312,583

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13601- TRANSFER STATION				
40101 - REGULAR PAYROLL				96,304
Transfer Station Operator	1.00	42,696.00	42,696	
Equipment Operator	1.00	53,008.00	53,008	
Longevity	1.00	600.00	600	
40103 - OVERTIME				5,500
Overtime (not Saturday)	1.00	5,500.00	5,500	
41210 - EMPLOYEE RELATED INS.				479
Life/AD&D Insurance	1.00	234.00	234	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				14,488
FICA/Medicare	1.00	7,788.00	7,788	
Defined Contribution 401(a) Plan @ 7%	1.00	6,700.00	6,700	
42301 - OFFICE SUPPLIES				250
Cash register supplies, wasp spray, garbage bags, rags, etc.	1.00	250.00	250	
42323 - PROT CLOTHING& SAFETY EQUIP				600
Safety boot allowance	2.00	200.00	400	
Gloves, dust mask, eye/ear protection, etc.	1.00	200.00	200	
42340 - OTHER PURCHASED SUPPLIES				1,146
Ladders, poles, covers, signage	1.00	300.00	300	
Hand tools - day to day maintenance	1.00	200.00	200	
Paint & paint supplies	1.00	100.00	100	
Sand, speed dry, cements for roads and tipping pad	1.00	250.00	250	
Ground supplies - seed, fertilizer, erosion control mats, hay bales, etc.	1.00	200.00	200	
Bottled water	12.00	8.00	96	
43212 - TRANSPORTATION				138,000
Monthly fee - Town Facilities - disposal and haul municipal solid waste (MSW), recycling, bulky, C&D, tires, waste oil & PCB test	1.00	138,000.00	138,000	
43213 - MILEAGE, TRAINING & MEETINGS				630
2 training courses @ \$75 per course	2.00	75.00	150	
Mileage	12.00	40.00	480	
44208 - PROFESSIONAL SERVICES				27,640
Quarterly ground water monitoring	4.00	3,025.00	12,100	
Annual report/hydrogeologic study	1.00	1,500.00	1,500	
Contracted grinding services	1.00	10,000.00	10,000	
Staff physicals	2.00	85.00	170	
Drug/alcohol random testing	2.00	35.00	70	
General discharge permit - water quality monitoring	1.00	2,000.00	2,000	
Landfill contracted hillside mowing	1.00	1,800.00	1,800	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				1,266
Portable restroom	12.00	68.00	816	
Annual fire extinguisher services	1.00	90.00	90	
Rodent and pest control	12.00	30.00	360	
44238 - UNIFORM RENTALS				780
2 employees, 52 weeks	52.00	15.00	780	
44259 - LANDFILL OPERATION				1,000
DEEP Transfer Station Operation	1.00	850.00	850	
Incidental operating expenses	1.00	150.00	150	
45216 - TELEPHONE				1,020
Monthly charges	12.00	85.00	1,020	
Increase to add DSL services for credit card processing				
45622 - ELECTRIC				1,800
Electricity	12.00	150.00	1,800	
46226 - BUILDING REPAIRS				1,000
Repairs to tipping pad railings and posts, gatehouse, garage, storage areas, etc.	1.00	1,000.00	1,000	
46228 - HOUSEHOLD HAZARD DISPOSAL				15,000
Household Hazardous Waste collectionn program	1.00	15,000.00	15,000	
46390 - VEHICLE MAINTENANCE & FUEL				5,680
Diesel gasoline	750.00	2.24	1,680	
Equipment Repairs	1.00	4,000.00	4,000	
TOTAL TRANSFER STATION				312,583



Community & Human Services



Community & Human Services

Departments

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



**Town of Colchester
FY 2019 – 2020
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 healthy 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 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 full time)
Administrative/Program Coordinator (full time)
Youth Center Supervisors (5 - part time)
Substance Abuse Counseling (contracted, 18 hrs/week)

FY 2018 – 2019 Accomplishments

- Youth Services was awarded a two-year \$20,000 Suicide Prevention and Mental Health Promotion Grant from the United Way.
- Through the Election day Bake sale, Resolution run, and donations, Youth Services brought in \$5,200 to support financial aid for summer trips, the Youth Leadership Award, and Youth Center supplies (higher cost items such as game systems and furniture).
- Offered four ‘Community Conversations’ to youth and families:
 - Oct 24, 2018: Clearing the Air About Vaping – 165 kids and parents*
 - Dec. 5, 2018: Social Media Awareness – 15 parents*
 - Feb. 6, 2019: Kids and Mental Health – 160 kids and parents*
 - April 4, 2019: Survey Results*
- Developed a new program, Half-Day Hooray, in collaboration with Cragin Library, the Recreation Dept and School District, to support families and provide enriching opportunities for students on shortened school days.
- Administered a school-based survey to middle and high school students (1194 participants) regarding social and emotional health and substance abuse.
- Increased access to adolescent substance abuse counseling by expanded the role to include middle school for both intervention and education purposes.

Measures (January 1 – December 31, 2018) *duplicated

	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Families Served by Food Bank*	1,454	1,647	1,859
• Pounds of food distributed	60,393	66,124	81,342
• Families served by Mobile Food Truck*	1,087	1,107	931
• Households Served by Fuel Bank	42	49	69
• Energy Assistance Applications (all sources)	337	304	310
• Number of Programs	273	290	302
• Program Participants*	6,725	6,048	7,429
• Volunteer Hours	1,566	1,860	1,762

FY 2019 – 2020 Objectives

- Develop a Youth Council that meets monthly and has quarterly meetings with Town officials and key stake holders including the First Selectman and Superintendent.
- Continue to provide relevant, timely, and innovative Community Conversations that engage, educate and empower parent and teens.
- Provide suicide prevention education at each school and corresponding parent education opportunities
- Provide regularly scheduled meetings of all food bank volunteers to ensure connectedness, information sharing, and support so we may have the most efficient, organized, and well-run food bank possible.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

YOUTH & SOCIAL SERVICES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	251,082	236,024	261,388	253,115	274,727
Contractual, Temporary, Occasional Payroll	9,900	10,893	12,545	9,071	13,010
Employee Related Insurances	1,093	957	1,094	1,072	1,343
FICA & Retirement	33,894	32,865	38,085	37,187	43,930
Copier	1,691	1,771	1,920	2,140	2,140
Office Supplies	1,091	942	1,800	1,200	1,500
Custodial/Maintenance Supplies	750	750	750	750	750
Mileage, Training & Meetings	887	1,438	2,000	2,000	2,000
Professional Memberships	602	655	680	655	680
Professional Services	11,438	15,521	20,460	20,160	20,460
Postage	516	691	600	600	600
Service Contracts	802	748	1,874	1,226	1,626
Printing & Publications	196	185	300	150	150
Telephone	1,817	2,006	2,040	2,012	2,028
Fuel & Heating	1,655	1,677	2,604	2,411	2,475
Electricity	2,598	2,008	2,400	2,231	2,300
Building Repairs	1,430	475	2,000	2,120	2,000
Vehicle Maintenance & Fuel	1,765	2,420	4,231	2,588	3,230
Programs	14,000	7,308	14,000	12,600	14,000
Building & Grounds Improvements	1,000	0	0	0	0
TOTAL	338,207	319,334	370,771	353,288	388,949

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14102 - YOUTH & SOCIAL SERVICES				
40101 - REGULAR PAYROLL				274,727
Youth & Social Services Director	1.00	82,634.00	82,634	
Program Coordinator I (7 hrs/day)	1.00	49,885.00	49,885	
Program Coordinator I (7 hrs/day)	1.00	49,885.00	49,885	
Administrative Assistant & Program Coordinator (7 hrs/day)	1.00	46,731.00	46,731	
Social Services Coordinator - (29 hrs/week)	1.00	37,154.00	37,154	
Social Services Coordinator - Seasonal Part-time (7 hrs/week for 10 weeks)	1.00	1,622.00	1,622	
Longevity	1.00	750.00	750	
Social Services Coordinator - (increase from 29 to 35 hrs/week)	1.00	7,688.00	7,688	
New request to increase position to full-time				
Social Services Coordinator - Seasonal Part-time (eliminate hours)	1.00	(1,622.00)	(1,622)	
40105 - CONTR TEMP OCCAS				13,010
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,235.00	2,235	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,086.00	2,086	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,447.00	2,447	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,086.00	2,086	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	4,156.00	4,156	
41210 - EMPLOYEE RELATED INS.				1,343
Life/AD&D insurance	1.00	656.00	656	
Long Term Disability insurance	1.00	489.00	489	
Life/AD&D insurance - increase hours for Social Services Coordinator	1.00	106.00	106	
New request to increase position to full-time				
Long Term Disability insurance-increase hours for Social Services Coordinator	1.00	92.00	92	
New request to increase position to full-time				
41230 - FICA & RETIREMENT				43,930
FICA/Medicare	1.00	21,548.00	21,548	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	6,611.00	6,611	
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant @ 8%	1.00	11,720.00	11,720	
FICA/Medicare - Increase hours for Social Services Coordinator	1.00	588.00	588	
New request to increase position to full-time				
Defined Contribution 401(a) Plan - increase hours for Social Services Coordinator	1.00	3,587.00	3,587	
New request to increase position to full-time				
FICA/Medicare - eliminate hours for Seasonal Social Services Coordinator	1.00	(124.00)	(124)	
42233 - COPIER				2,140
Copier lease - monthly payments	12.00	95.00	1,140	
Per image charges	1.00	1,000.00	1,000	
42301 - OFFICE SUPPLIES				1,500
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				750
Custodial/maintenance supplies for the Youth Center	1.00	750.00	750	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43213 - MILEAGE, TRAINING & MEETINGS				2,000
Registration fees - training & professional development - all staff	1.00	1,200.00	1,200	
Mileage reimbursement - all staff	1.00	800.00	800	
43258 - PROFESSIONAL MEMBERSHIPS				680
CYSA Membership	1.00	600.00	600	
CT Local Administrators of Social Services	1.00	80.00	80	
44208 - PROFESSIONAL SERVICES				20,460
Fees For Public Passenger Endorsement (DMV, physicals, background checks)	1.00	300.00	300	
Substance Abuse counseling program	1.00	20,160.00	20,160	
44217 - POSTAGE				600
44223 - SERVICE CONTRACTS				1,626
Fire alarm testing - Youth Center	1.00	150.00	150	
Fire alarm monitoring - Youth Center	1.00	300.00	300	
Boiler inspection and maintenance - Youth Center	1.00	480.00	480	
Water cooler rental - Youth Center	12.00	8.00	96	
Fire extinguisher inspection	1.00	20.00	20	
On-line registration/credit card payment processing	12.00	40.00	480	
Pest control - Youth Center	1.00	100.00	100	
44232 - PRINTING & PUBLICATIONS				150
Printing (projects that can't be printed in-house)	1.00	150.00	150	
45216 - TELEPHONE				2,028
Youth Center phone line for alarm monitoring	12.00	33.00	396	
Youth Center phone & internet	12.00	136.00	1,632	
45221 - FUEL/HEATING				2,475
Heating oil - Youth Center	1,100.00	2.25	2,475	
45622 - ELECTRIC				2,300
Electricity - Youth Center	1.00	2,300.00	2,300	
46226 - BUILDING REPAIRS				2,000
Youth Center - plumbing, HVAC, general repairs	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				3,230
Repairs and maintenance	1.00	1,500.00	1,500	
Unleaded gasoline	750.00	2.12	1,590	
Estimated gross receipts tax - unleaded gasoline	1.00	140.00	140	
47282 - PROGRAMS				14,000
Program supplies (speakers, curriculums, materials, refreshments, etc)	1.00	14,000.00	14,000	
TOTAL YOUTH & SOCIAL SERVICES				388,949



**Town of Colchester
FY 2019 – 2020
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, 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

<u>ACCOUNT</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>	FY 2018-2019 PROJECTED <u>ACTUALS</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>
Chatham Health District	166,778	173,720	179,205	179,205	189,944
TOTAL	166,778	173,720	179,205	179,205	189,944

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14201 - HEALTH				
47260 - CHATHAM HEALTH DISTRICT				189,944
Per capita fees	1.00	189,944.00	189,944	
Based on Department of Public Health 2017 population estimate of 16,029				
TOTAL HEALTH				189,944



**Town of Colchester
FY 2019 - 2020
Adopted Budget**

Community Agencies

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

COMMUNITY AGENCIES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Colchester Collaborative for Children (C3)	25,000	25,000	25,000	25,000	25,000
TOTAL	25,000	25,000	25,000	25,000	25,000

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

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



**Town of Colchester
FY 2019-2020
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 71,784 items and is open 49 hours each week. Forty percent of town residents have a valid library card. In addition to a comprehensive collection of book and media offerings, the Library provides free programs for all ages, personal service, Inter-Library Loan, public Internet computers, and Wireless Internet access to the Library's visitors. The Library also serves as a community destination, hosting hundreds of community activities for many organizations including scouts, sports league registration, and civic groups.

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

Staffing

Library Director
Children's & Young Adult Services Librarian
Adult Services Librarian
Library Programming Assistant (part-time)
Cataloger
Circulation Supervisor
Assistant to Children's Librarian
Library Assistants (part-time - 4)
Shelver (part-time – 3)

2018-2019 Accomplishments

- Library Use is Up
 - Library Items Loaned increased 34%
 - Library program attendance increased 11%
 - Library Building Visits increased 16%
- Introduced The Great Courses streaming video service, featuring over 100 college courses.
- Introduced Acorn TV streaming service, featuring British TV and Movies.
- Launched board game collection.
- Collaborated with Youth Services and Parks and Recreation to create and hold Half-Day Hooray program for four early-release professional development days serving approximately 100 K-5 students.
- Collaborated with TVCCA and WIC to provide a local WIC location monthly.
- With IT Department—Replaced all dedicated Staff Computers
- With IT Department—Replacement of all 18 public computers

2018 Measures (January – December)

	<u>2018</u>	<u>2017</u>	<u>2016</u>
Total Items Borrowed:	138,846	103,536	111,793
Inter-Library Loan Items Borrowed:	6,626	4,551	6,024
Inter-Library Loan Items Loaned:	8,034	5,441	5,499
Computer Uses:	9,430	11,407	12,425
Reference Questions:	8,309	8,118	7,697
Total Programs:	640	648	498
Total Program Attendance:	13,222	11,962	8,663
Meeting Room Uses:	638	615	577
Meeting Room Attendance:	5,104	4,589	5,589

2019-2020 Objectives

- Outreach programming to Recreation Day camp.
- Launch new collection for emerging readers in Children's department.
- Staff training and outreach programming to support Census 2020.
- Hands On Smart Phone classes.
- Implement PLA Project Outcome Program Impact surveys.
- Roving Library service at weekly Farmer's Market.
- Review and update Library policies.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

CRAGIN MEMORIAL LIBRARY

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	355,904	365,877	377,261	376,556	387,761
Employee Related Insurances	1,451	1,457	1,464	1,458	1,531
FICA & Retirement	46,297	47,492	49,638	49,586	51,015
Copier	2,410	2,751	2,580	2,501	4,968
Office Supplies	2,043	3,126	3,900	3,000	3,900
Custodial/Maintenance Supplies	3,933	3,717	4,000	4,000	5,000
Books, Magazines, & Periodicals	49,996	46,490	53,000	53,000	53,000
Library Media Supplies	5,705	4,859	4,000	3,795	4,000
Mileage, Training & Meetings	995	545	1,000	985	1,000
Professional Memberships	1,345	1,403	1,490	1,503	1,588
Data Processing	31,987	32,056	32,056	32,056	32,457
Postage	46	69	150	50	100
Service Contracts	8,268	8,510	10,035	9,125	9,300
Printing & Publications	955	1,112	1,000	1,000	1,000
Telephone	3,106	3,282	3,636	3,697	3,756
Fuel & Heating	5,601	6,306	8,680	8,517	9,000
Water & Sewer	3,020	3,011	3,030	3,070	3,070
Electricity	32,251	33,679	33,000	34,000	34,000
Equipment Repairs	15	650	600	300	600
Building Repairs	448	840	1,800	2,676	2,000
Programs	527	374	750	735	750
TOTAL	556,303	567,606	593,070	591,610	609,796

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15101 - CRAGIN MEMORIAL LIBRARY				
40101 - REGULAR PAYROLL				387,761
Director	1.00	91,755.00	91,755	
Adult Services Librarian (7 hrs/day)	1.00	58,431.00	58,431	
Children's Librarian (7 hrs/day)	1.00	59,440.00	59,440	
Cataloger (7 hrs/day)	1.00	41,650.00	41,650	
Circulation Supervisor (7 hrs/day)	1.00	40,715.00	40,715	
Assistant to Children's Librarian (7 hrs/day)	1.00	33,306.00	33,306	
Programming Assistant (13 hrs/week) - includes Saturday hours	1.00	14,203.00	14,203	
Part-time Library Assistant (17.25 hrs/week) - includes Saturday hours	1.00	13,676.00	13,676	
Part-time Library Assistant (3 hrs/week) - includes Saturday hours	1.00	2,055.00	2,055	
Part-time Library Assistant (17 hrs/week) - includes Saturday hours	1.00	11,429.00	11,429	
Part-time Library Assistant (8.5 hrs/week) - includes Saturday hours	1.00	5,991.00	5,991	
Part-time Shelver (1.5 hrs/day)	1.00	4,239.00	4,239	
Part-time Shelver (1.5 hrs/day)	1.00	4,332.00	4,332	
Part-time Shelver (1.5 hrs/day)	1.00	4,239.00	4,239	
Longevity	1.00	2,300.00	2,300	
41210 - EMPLOYEE RELATED INS.				1,531
Life/AD&D insurance	1.00	819.00	819	
Long Term Disability insurance	1.00	712.00	712	
41230 - FICA & RETIREMENT				51,015
FICA/Medicare	1.00	29,662.00	29,662	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	7,340.00	7,340	
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	14,013.00	14,013	
42233 - COPIER				4,968
Annual lease payments - public copier/printer	12.00	114.00	1,368	
Per image charges	4.00	184.00	736	
Annual lease payments -staff copier/printer	12.00	127.00	1,524	
Previously funded through donation account				
Per image charges	4.00	335.00	1,340	
Previously funded through donation account				
42301 - OFFICE SUPPLIES				3,900
Office supplies. Copier and printer paper, toner, general office materials	1.00	3,900.00	3,900	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				5,000
Custodial & building maintenance supplies: cleaners, carpet shampoo, toilet paper, paper towels	1.00	5,000.00	5,000	
42342 - BOOKS, MAGAZINES & PERIODICALS				53,000
Books, magazines, DVDs, music, audiobooks, ebooks and databases for all ages	1.00	53,000.00	53,000	
42344 - LIBRARY MEDIA SUPPLIES				4,000
Processing and repair materials for library books, magazines and media items. Library cards for patrons	1.00	4,000.00	4,000	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43213 - MILEAGE, TRAINING & MEETINGS				1,000
Mileage & fees - workshops, continuing education, conferences	1.00	1,000.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				1,588
American Library Association (ALA) - Professional journal, continuing education, and discounted purchases	1.00	140.00	140	
Connecticut Library Consortium (CLC)	1.00	950.00	950	
Statewide Library discount program & continuing education				
Connecticut Library Association (CLA)	1.00	310.00	310	
Continuing Education and discounts.				
Public Library Association (PLA) - Professional journal, continuing education, and discounted purchases	1.00	73.00	73	
Friends of Connecticut Libraries - newsletter & volunteer development	1.00	15.00	15	
Association of CT Library Boards - continuing education and governance support	1.00	100.00	100	
44205 - DATA PROCESSING				32,457
Library Connection Inc. (LCI) - consortium membership	1.00	32,457.00	32,457	
Regionalization, resource sharing, & integrated library software system				
44217 - POSTAGE				100
Business correspondence, out-of-State inter-library loans, overdue notices	1.00	100.00	100	
44223 - SERVICE CONTRACTS				9,300
HVAC system service & repair	1.00	1,450.00	1,450	
Elevator service	1.00	100.00	100	
Elevator inspections	4.00	185.00	740	
Sprinkler system	4.00	75.00	300	
Fire alarm service & repair	1.00	100.00	100	
Fire alarm monitoring	1.00	125.00	125	
Security system service & repair	1.00	100.00	100	
Security system monitoring	1.00	480.00	480	
Fire extinguisher service	1.00	600.00	600	
Call backs for repairs & service and electrician	1.00	1,200.00	1,200	
Annual Cataloging Fee	1.00	600.00	600	
Movie licensing fees (MPLC & MLUSA)	1.00	430.00	430	
Historical Hartford Courant	1.00	400.00	400	
Software contracts - desktop & workstation security, public computer session & print management	1.00	875.00	875	
CEN Fiber internet connection - annual maintenance & monitoring	12.00	150.00	1,800	
44232 - PRINTING & PUBLICATIONS				1,000
Library share of distribution costs of Colchester Connection	1.00	1,000.00	1,000	
45216 - TELEPHONE				3,756
Monthly telephone charges	12.00	78.00	936	
Monthly VOIP service	12.00	235.00	2,820	

**TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				9,000
Heating oil - Library	4,000.00	2.25	9,000	
45222 - WATER & SEWER				3,070
Water - quarterly billing	4.00	178.00	712	
Sewer - quarterly billing	4.00	144.00	576	
Fire protection - quarterly billing	4.00	398.00	1,592	
Backflow inspection	1.00	80.00	80	
Backflow test	1.00	110.00	110	
45622 - ELECTRIC				34,000
Cragin Library	1.00	34,000.00	34,000	
46224 - EQUIPMENT REPAIRS				600
Minor office equipment and furnishing repairs	1.00	600.00	600	
46226 - BUILDING REPAIRS				2,000
Painting; minor plumbing, electrical & heat repairs	1.00	2,000.00	2,000	
47282 - PROGRAMS				750
Supplies for library programs for all ages	1.00	750.00	750	
TOTAL CRAGIN MEMORIAL LIBRARY				609,796

**Town of Colchester
FY 2019 - 2020
Adopted Budget**

Department: Recreation

Mission

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

Description

Colchester Recreation strives to build a stronger, healthier, more active community by providing safe and accessible parks and facilities, offering interesting and exciting programs and creating events that unite the Colchester community.

The Recreation Department provides a wide variety of programs and services for all ages, abilities and interests. These include camps, instructional programs, educational opportunities, trips and community events. We collaborate with many local departments, organizations and businesses to provide diverse opportunities to the Colchester community.

Staffing

Recreation Director (full time)

Recreation Supervisor (full time)

Recreation Specialist (full-time, funded through P&R Program Fund)

2018 - 2019 Accomplishments

- Offered community events throughout the year.
- Managed the Program Fund to financially support to our mission and goals while ensuring fiscal responsibility.
- Provide online registration and facility reservation for customers, sport leagues and the Board of Education.
- Coordinate, edit and distribute the town-wide Colchester Connections brochure.
- Worked with area towns to offer unique events such as the Ghost Run, Park RX, National Trails Day and more.
- Attended local events to connect with parents and their children.
- Hosted several fundraisers to financially support the “Campership” program.
- Continue to offer sponsorship opportunities to local residents, organizations and businesses.
- Endorse local Youth and Adult Sport leagues as well as the Colchester Community Theatre, Colchester Civic Orchestra and the Colchester Dog Park.
- Attended professional development opportunities and networking to increase knowledge, incentive, information and collaboration.
- Scrutinized current programs and events for opportunities to reorganize and gain fiscal advantage and community participation.
- Successfully developed partnerships with town departments, local organizations and businesses to support the sharing of resources.
- Evaluated, researched and are prepared to propose new registration, reservation and marketing software to better serve the community.
- Introduced and implement a system of surveys at the end of each program and event to gain a better understanding of the community’s needs and opinions.
- Updated website with improved public access and information

Measures (January 1 – December 31)	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Programs:	218*	199*	1249
• Program Participants:	3054*	3,139*	18,137
• Event Participants (estimate)	8300	N/A	N/A
• Large Events:	29	26	28

*numbers do not include event attendance, community sports or sponsored organization registrations

2019-2020 Objectives:

- Continue to work toward new software contract (registration, reservation)
- Work with school and Board of Education staff to improve public use of facilities
- Research and implement new funding options for community events and 57 Fest
- Strive to provide quality customer service at all times
- Build relationships with businesses to support community events
- Seek opportunities to create positive change and growth to improve programs, events and activities
- Develop regional growth in the areas of inclusion, park use and community events
- Continue to update policies and procedures to facilitate equality
- Continue to improve risk assessment, decrease liability exposures and implement changes to improve safety and public confidence

**TOWN OF COLCHESTER
ADOPTED BUDGET**

RECREATION

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	133,617	122,891	121,624	121,624	124,361
Overtime	1,048	1,012	1,433	796	977
Contractual, Temporary, Occasional Payroll	5,030	0	0	0	0
Employee Related Insurances	503	398	505	505	526
FICA & Retirement	18,246	15,059	17,586	14,514	18,241
Copier	3,194	2,841	3,046	3,046	3,046
Office Supplies	1,885	693	1,900	1,900	1,900
Other Purchased Supplies	396	0	0	0	0
Mileage, Training & Meetings	5,233	1,780	3,000	2,000	2,800
Professional Memberships	1,140	520	905	815	850
Professional Services	50	0	350	350	350
Postage	391	675	700	600	700
Service Contracts	4,997	0	0	0	0
Printing & Publications	3,012	0	0	0	0
Equipment Rental	219	0	0	0	0
Uniforms	454	0	0	0	0
Telephone	2,600	1,239	1,140	915	1,260
TOTAL	182,015	147,108	152,189	147,065	155,011

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15201 - RECREATION				
40101 - REGULAR PAYROLL				124,361
Recreation Director	1.00	64,822.00	64,822	
Recreation Supervisor	1.00	59,539.00	59,539	
40103 - OVERTIME				977
Meeting Clerk - Parks & Recreation Commission	1.00	977.00	977	
41210 - EMPLOYEE RELATED INS.				526
Life/AD&D insurance.	1.00	281.00	281	
Long Term Disability insurance.	1.00	245.00	245	
41230 - FICA & RETIREMENT				18,241
FICA/Medicare	1.00	9,589.00	9,589	
Defined Contribution 401(a) Plan - Recreation Director @ 6%	1.00	3,889.00	3,889	
Defined Contribution 401(a) Plan - Recreation Supervisor @ 8%	1.00	4,763.00	4,763	
42233 - COPIER				3,046
Monthly lease payments	12.00	120.50	1,446	
Copier paper	1.00	300.00	300	
Per image charges	1.00	1,300.00	1,300	
42301 - OFFICE SUPPLIES				1,900
43213 - MILEAGE, TRAINING & MEETINGS				2,800
Mileage	1.00	1,000.00	1,000	
CRPA, CPA, ACA & other training	1.00	1,800.00	1,800	
43258 - PROFESSIONAL MEMBERSHIPS				850
Professional certification renewal & test fee (CPRP, CEUs)	1.00	200.00	200	
National Recreation & Parks Association	1.00	275.00	275	
CT Recreation & Parks Association	1.00	375.00	375	
44208 - PROFESSIONAL SERVICES				350
Music and/or video licensing fees	1.00	350.00	350	
44217 - POSTAGE				700
45216 - TELEPHONE				1,260
Cell phone - department use (July-March)	9.00	45.00	405	
Cell phone - department use (April-June)	3.00	25.00	75	
Internet at Recreation Complex	12.00	65.00	780	
TOTAL RECREATION				155,011

**Town of Colchester
FY 2019-2020
Adopted Budget**

Department: Senior Services

Mission Statement

It is the mission of the Colchester Senior Services Department to support older adults by providing programs and services designed to promote their independence, health, wellness and overall quality of life.

Vision Statement

The Colchester Senior Center is a community resource dedicated to engaging, enriching and empowering seniors.

Staffing

Director (full time)
Program Coordinator (full time)
Administrative Assistant (full time)
Administrative Support (per Diem)
Bus Driver (1) (full time)
Bus Driver (2) (1 part time, 1 part-time, grant funded)
Making Memories Program Coordinator (part-time, grant funded)
Nutrition Site Server (contracted with TVCCA)

2018-2019 Accomplishments

- The Colchester Senior Center continued its pattern of growth; for the 6th year in a row, ending the year with 1,213 registered members.
- Celebration of the 40th Anniversary of the Colchester Senior Center with a Gala Event held in September, 2018 with 125 attendees.
- Delivery of a 20 passenger, wheel chair lift equipped bus through the Section 5310 grant program.
- Hired and trained a new Administrative Assistant.
- Hired a new Program Coordinator.
- Director supervised 180 hour internship with Eastern CT State University student.
- Secured grant awards totaling \$47,985; including CTDOT Municipal Grant Program for medical transportation and Title III funding for the Making Memories Program.
- Fundraising efforts totaling \$19,609.68.
- Director administered Renter's Rebate Program, submitting 136 applications throughout the season.
- Brought in support through TVCCA for the Connecticut Energy Assistance Program (CEAP) application season.
- Hosted AARP Tax Aide services for free tax preparation for 264 community members.
- Director attended monthly Commission on Aging committee meetings.
- Director served as Chair of the TRIAD Committee, promoting senior safety, advocacy and awareness.
- Director actively participated in CASC, CAMAE and SECT organizations.

Measures (January 1 – December 31)

	2018	2017	2016
Membership Totals	1,213	1,089	979
Unduplicated Annual Count	726	673	619
Total Clients Served (duplicated)	28,356	28,759	27,358
Total Programs Sessions Offered	1,924	2,051	1,939
Transportation, non-medical (total # of rides)	7,349	7,252	9,025
Transportation, medical (total # of rides)	1,695	1,833	1,780
Information and Referrals	4,689	4,232	3,407
Social Service Clients (total served)	267	266	267
Making Memories Program (total units of service)	3,432	3,069	4,345.5
Volunteer Hours (total hours)	4,546.75	5,870.75	5,775.75
Senior Center sponsored Travel Opportunities (attendees)	619	617	428
Meals-on-Wheels Deliveries	3,433	5,322	7,468
Meals Served Onsite (Community Café/Specials)	1,707	2,139	2,667

2019-2020 Objectives

- Continue to meet the needs of the senior population through innovative programs and services.
- Director to serve as staff advisor to the Building Committee for the design and build of a new senior center.
- Develop an Annual Membership Satisfaction Survey to be distributed in September, 2019.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SENIOR SERVICES

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Regular Payroll	190,964	193,673	198,501	190,227	202,074
Contractual, Temporary, Occasional Payroll	4,229	5,854	3,000	2,750	3,000
Employee Related Insurances	1,057	1,065	1,062	871	1,116
FICA & Retirement	25,843	26,944	27,989	26,877	28,755
Copier	3,134	2,766	2,788	2,988	2,928
Office Supplies	447	561	1,000	1,000	1,000
Custodial/Maintenance Supplies	1,462	1,480	1,500	1,500	1,600
Mileage, Training & Meetings	145	147	250	250	250
Professional Memberships	150	150	295	100	295
Professional Services	817	16,116	17,900	16,619	18,250
Building Rental	4,000	0	0	0	0
Postage	388	200	500	500	500
Service Contracts	3,310	3,542	4,445	4,445	3,370
Printing & Publications	908	757	1,000	700	800
Telephone	3,732	3,545	3,600	3,511	3,600
Fuel & Heating	5,918	7,278	7,595	7,595	7,875
Electricity	5,541	5,763	6,000	6,000	6,000
Equipment Repairs	169	0	500	500	500
Building Repairs	2,549	670	1,500	2,815	1,500
Vehicle Maintenance & Fuel	11,796	13,217	15,038	15,038	16,457
TOTAL	266,559	283,728	294,463	284,286	299,870

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15401 - SENIOR SERVICES				
40101 - REGULAR PAYROLL				202,074
Director	1.00	60,763.00	60,763	
Program Coordinator (7.5 hrs/day)	1.00	43,791.00	43,791	
Administrative Assistant (7.5 hrs/day)	1.00	46,728.00	46,728	
Bus Driver (7 hrs/day)	1.00	30,683.00	30,683	
Part-time bus driver (5 hrs/day)	1.00	20,109.00	20,109	
40105 - CONTR TEMP OCCAS				3,000
Substitute drivers to cover employee leaves	1.00	1,500.00	1,500	
Temporary staff for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				1,116
Life/AD&D Insurance	1.00	656.00	656	
Long Term Disability insurance	1.00	460.00	460	
41230 - FICA & RETIREMENT				28,755
FICA/Medicare	1.00	15,688.00	15,688	
Defined Contribution 401(a) Plan - Senior Citizens Director @ 8%	1.00	4,861.00	4,861	
Defined Contribution 401(a) Plan - Program Coordinator & FT Bus driver @ 6%	1.00	4,468.00	4,468	
Defined Contribution 401(a) Plan - Administrative Assistant @ 8%	1.00	3,738.00	3,738	
42233 - COPIER				2,928
Monthly lease payments	12.00	119.00	1,428	
Per image charges	1.00	1,500.00	1,500	
42301 - OFFICE SUPPLIES				1,000
Folders, cardstock, colored paper, miscellaneous supplies	1.00	1,000.00	1,000	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,600
Kitchen and bath paper goods, soap and miscellaneous disposable goods	1.00	1,600.00	1,600	
43213 - MILEAGE, TRAINING & MEETINGS				250
Mileage for home visits, meetings, training and conferences	1.00	100.00	100	
Local CASCAP & CAMAE conferences, training for local and state programs	1.00	150.00	150	
43258 - PROFESSIONAL MEMBERSHIPS				295
National Institute of Senior Centers (NISC)	1.00	145.00	145	
Connecticut Association of Senior Center Personnel (CASCAP)	2.00	50.00	100	
Connecticut Association of Municipal Agents for the Elderly	1.00	50.00	50	

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				18,250
Medical physicals for drivers to ensure health/fitness to drive	2.00	125.00	250	
Random drug/alcohol testing for drivers	3.00	50.00	150	
Licenses for drivers	1.00	125.00	125	
Copyright license to show movies on site	1.00	225.00	225	
TVCCA - Nutrition Site Supervisor	1.00	17,500.00	17,500	
Coordinate Senior nutrition program and Meals on Wheels deliveries				
44217 - POSTAGE				500
Mailings to clients, agencies, service providers, and funders	1.00	500.00	500	
44223 - SERVICE CONTRACTS				3,370
Annual inspection of fire equipment	1.00	150.00	150	
Pest control services	12.00	75.00	900	
Furnace/Water heater service contract	1.00	700.00	700	
Alarm service - monthly inspections	12.00	35.00	420	
MySeniorCenter data tracking system	1.00	1,200.00	1,200	
44232 - PRINTING & PUBLICATIONS				800
Quarterly costs of printing Colchester Connections publication	4.00	75.00	300	
Outreach information, marketing materials & business cards, bus inspection books	1.00	500.00	500	
45216 - TELEPHONE				3,600
Monthly VOIP phone service	12.00	225.00	2,700	
Monthly cell phone service for senior transportation drivers	12.00	75.00	900	
45221 - FUEL/HEATING				7,875
Heating oil	3,500.00	2.25	7,875	
45622 - ELECTRIC				6,000
Electricity	1.00	6,000.00	6,000	
46224 - EQUIPMENT REPAIRS				500
Small equipment repairs	1.00	500.00	500	
46226 - BUILDING REPAIRS				1,500
Minor building repairs	1.00	1,500.00	1,500	
46390 - VEHICLE MAINTENANCE & FUEL				16,457
Equipment repairs/parts	1.00	4,000.00	4,000	
Unleaded gasoline - Senior Center fleet	5,400.00	2.12	11,448	
Estimated gross receipts tax - unleaded gasoline	1.00	1,009.00	1,009	
TOTAL SENIOR SERVICES				299,870



Debt Service



**TOWN OF COLCHESTER
ADOPTED BUDGET**

DEBT SERVICE

<u>ACCOUNT</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>	FY 2018-2019 PROJECTED <u>ACTUALS</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>
Bond Principal	1,515,000	1,525,000	1,495,000	1,495,000	1,490,000
Bond Interest	327,265	266,665	215,415	215,415	585,164
TOTAL	1,842,265	1,791,665	1,710,415	1,710,415	2,075,164

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18101 - DEBT SERVICE				
49245 - BOND PRINCIPAL				1,490,000
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	390,000.00	390,000	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	820,000.00	820,000	
49246 - BOND INTEREST				585,164
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	14,000.00	14,000	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	33,150.00	33,150	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	110,015.00	110,015	
Bond Issue 10/3/18 - William J. Johnston Middle School (WJJMS) Project	1.00	455,813.00	455,813	
Available funding - Debt Service Fund	1.00	(157,146.00)	(157,146)	
Estimated interest payment due April 2020 for anticipated bond sale in October 2019 to complete financing of WJJMS Project	1.00	129,332.00	129,332	
TOTAL DEBT SERVICE				2,075,164

Transfers & Capital



**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFERS & CAPITAL

<u>ACCOUNT</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>	<u>FY 2018-2019 PROJECTED ACTUALS</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>
Transfer to Capital Reserve	313,750	366,100	419,300	419,300	471,700
Transfer to Snow Reserve	25,088	0	0	0	0
Transfer to Animal Control Fund	30,926	30,223	35,830	35,830	48,272
Transfer to Capital Improvement Fund	1,041,415	573,517	479,700	687,715	323,750
Transfer to Debt Service Fund	262,705	362,230	442,020	442,020	134,310
Transfer to BOE Capital Reserve	117,960	0	0	0	0
TOTAL	1,791,844	1,332,070	1,376,850	1,584,865	978,032

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18501 - TRANSFERS				
50474 - TRANSFER TO CAPITAL RESERVE				471,700
Contribution to Equipment Reserve	1.00	50,000	50,000	
Contribution to Vehicle Replacement Reserve	1.00	331,700	331,700	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	90,000	90,000	
50496 - ACO - TOWN FUNDING				48,272
General Fund contribution to support Animal Control Fund	1.00	48,272	48,272	
50500 - TRANSFER TO CAPITAL				323,750
Town Wide Revaluation	1.00	26,000	26,000	
Open Space	1.00	5,000	5,000	
Police cruiser	1.00	60,000	60,000	
Per vehicle replacement plan				
Information Technology - equipment replacement	1.00	25,000	25,000	
Information Technology - consolidation of VoIP servers	1.00	25,000	25,000	
GIS - Map corrections, GPS location	1.00	10,000	10,000	
Fire - Purchase spare masks & bottles for SCBA units (four prior years' funding sufficient for replacement of SCBA units at end of FY 18/19)	1.00	20,000	20,000	
Town Hall - oil tank replacement	1.00	21,250	21,250	
Town Hall - replace rugs, shades, dividers	1.00	11,250	11,250	
Parks & Grounds - pavement overlay & striping	1.00	16,000	16,000	
Fire - Thermal imaging cameras	1.00	8,500	8,500	
Town Hall - replacement of 3 AHUs - 3 year funding plan	1.00	8,750	8,750	
Fire - Company 1 - new Overhead doors (5 per year for 2 years)	1.00	28,000	28,000	
Cragin Library - HVAC, Boiler, Roof repair/replacement	1.00	9,000	9,000	
Youth Center - permanent electrical upgrade	1.00	10,000	10,000	
Youth Center - boiler room roof repair	1.00	10,000	10,000	
Fire - replace Service 128 (Forestry)	1.00	30,000	30,000	
50700 - TRANSFER TO DEBT SERVICE FUND				134,310
Heavy Rescue lease purchase dated 1/20/14 - payments due 4/27/20, 7/27/20, 10/27/20 and 1/27/21	1.00	51,598	51,598	
Energy Project lease payment due 1/5/20 (Town share)	1.00	82,712	82,712	
TOTAL TRANSFERS				978,032

Animal Control Fund



TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

ANIMAL CONTROL FUND

	<u>FY 2016-2017</u>	<u>FY 2017-2018</u>	<u>FY 2018-2019</u>	<u>FY 2018-2019</u>	<u>FY 2019-2020</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>EXPENDITURES</u>	<u>EXPENDITURES</u>	<u>BUDGET</u>	<u>ACTUALS</u>	<u>BUDGET</u>
EXPENDITURES:					
REGULAR PAYROLL	4,867	0	0	0	0
FICA	372	0	0	0	0
OTHER PURCHASED SUPPLIES	149	120	150	150	150
TRAVEL, TRAINING & MEETINGS	75	0	0	0	0
PROFESSIONAL SERVICES	5,532	275	300	660	720
DUE TO STATE OF CT	6,878	6,747	6,840	6,073	6,200
ADVERTISING	53	0	0	0	0
PRINTING	0	0	100	0	0
TELEPHONE	197	0	0	0	0
FUEL/HEATING	934	786	1,138	999	1,040
ELECTRICITY	619	619	750	720	720
BUILDING REPAIRS	0	1,810	300	1,097	750
REGIONAL ANIMAL CONTROL DISTRICT	22,935	52,423	50,592	50,593	50,492
TOTAL EXPENDITURES	42,611	62,780	60,170	60,292	60,072

	<u>FY 2016-2017</u>	<u>FY 2017-2018</u>	<u>FY 2018-2019</u>	<u>FY 2018-2019</u>	<u>FY 2019-2020</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>REVENUES</u>	<u>REVENUES</u>	<u>BUDGET</u>	<u>ACTUALS</u>	<u>BUDGET</u>
REVENUES:					
TOWN CLERK DOG LICENSES	11,918	11,764	12,000	11,800	11,800
ANIMAL CONTROL OFFICER FEES	75	0	0	0	0
RENT & ASSISTANT ACO	5,340	2,340	2,340	1,560	0
TRANSFER FROM GENERAL FUND	30,926	30,223	35,830	35,830	48,272
USE OF FUND BALANCE	15,000	15,000	10,000	10,000	0
TOTAL REVENUES	63,259	59,327	60,170	59,190	60,072

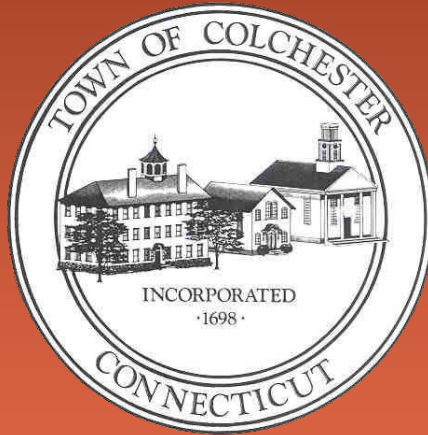
TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET

Animal Control Fund - Detail Budget

<u>EXPENDITURES</u>		FY 2019-2020 ADOPTED BUDGET
OTHER PURCHASED SUPPLIES		150
Cleaning supplies for Dog Pound	75	
License tags	75	
PROFESSIONAL SERVICES		720
Exterminating services - Dog Pound		
DUE TO STATE OF CONNECTICUT		6,200
State share of license revenue		
PRINTING & PUBLICATIONS		0
FUEL/HEATING		1,040
ELECTRICITY		720
BUILDING REPAIRS		750
Minor repairs to the dog pound		
REGIONAL ANIMAL CONTROL DISTRICT		50,492
Per capita fees		
TOTAL EXPENDITURES		60,072

SECTION FIVE

Capital Improvement Plan





TOWN OF COLCHESTER
FY 2019 – 2020
ADOPTED BUDGET

Section Five – Capital Improvement Plan

Item

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



TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
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Facilities & Grounds							
	Oil Tank Replacement - Town Hall	Facilities	\$ 21,250				
	Replacement of 3 AHUs Town Hall	Facilities	\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750
	Rugs, Shades, Dividers - Town Hall	Facilities	\$ 11,250				
	HVAC Replacement - Cragin Library	Facilities	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Boiler Replacement - Cragin Library	Facilities	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	Roof Repair/Replacement - Cragin Library	Facilities	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	Electrical Upgrade - Youth Center	Facilities	\$ 10,000				
	Boiler Room Roof Repair - Youth Center	Facilities	\$ 10,000				
	Oil Tank Replacement - Senior Center	Facilities		\$ 40,000			
	Basketball Courts (Parks Improvement)	Grounds Maintenance	\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,000	
	Concession Stand-Pre-cast (Parks Improvement)	Grounds Maintenance		\$ 35,000			
	Pavement Overlay & Striping	Grounds Maintenance	\$ 16,000	\$ 16,000			
	Automatic Transfer Genset 50kw	Fleet/Highway		\$ 35,000			
	Vehicle Coverage	Fleet			\$ 90,000	\$ 90,000	\$ 90,000
	Co. 1 New Overhead Doors (5 each year)	Fire Department	\$ 28,000				
	Road Improvements	Public Works	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 800,000
	Road Improvements (TAR)	Public Works			\$ 200,000	\$ 200,000	\$ 200,000
		ANNUAL TOTAL	\$ 774,250	\$ 853,750	\$ 1,069,750	\$ 1,119,750	\$ 1,107,750

Equipment							
	Equipment Replacement	Information Technology	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	GIS Improvements	Information Technology	\$ 10,000	\$ 10,000			
	Consolidation of VoIP Server	Information Technology	\$ 25,000				
	SCBA Units/Masks/Bottles	Fire Department	\$ 20,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
	Thermal Imaging Cameras	Fire Department	\$ 8,500				
	Life Pak Monitors (Equipment Reserve/Budget)	Fire Department	\$ 37,221	\$ 37,221			
		ANNUAL TOTAL	\$ 125,721	\$ 90,221	\$ 43,000	\$ 43,000	\$ 43,000

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
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Vehicles							
	F-150 4x4 Pickup	Code Enforcement		\$ 35,000			
	Sedan - 4 door (Vehicle Reserve)	Code Enforcement		\$ 15,000			
	F-250 4x4 Pickup	Emergency Management			\$ 35,000		
	Cruiser	Police Department	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
	Plow Truck (Town Aid Road)	Public Works	\$ 155,000	\$ 160,000			
	Plow Truck (Vehicle Reserve)	Public Works			\$ 160,000	\$ 160,000	\$ 160,000
	Service 128 (Forestry)	Fire Department	\$ 30,000				
	Utility 128	Fire Department			\$ 80,000		
	Chief 128 (Command Vehicle)	Fire Department		\$ 45,000			
	F-250 4x4 Pickup & Plow (Vehicle Reserve)	Public Works	\$ 45,000				
	Backhoe/Mini Excavator (Town Aid Road)	Public Works		\$ 80,000			
	Roller (Town Aid Road)	Public Works		\$ 30,000			
	Rail Mower (Town Aid Road)	Public Works			\$ 120,000		
	Scag Mower (Vehicle Reserve)	Grounds Maintenance	\$ 10,000				
	Scag Mower (Vehicle Reserve)	Grounds Maintenance		\$ 10,000			
	Scag Mower (Equipment Reserve)	Grounds Maintenance				\$ 10,000	
	Skidsteer	Grounds Maintenance			\$ 30,000		
	Mower Attachment - Compact Tractor (Vehicle Reserve)	Grounds Maintenance		\$ 14,000			
		ANNUAL TOTAL	\$ 300,000	\$ 449,000	\$ 485,000	\$ 230,000	\$ 220,000

Lease Financing							
	Heavy Rescue 128 lease (January 2014)	Fire Department	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598	\$ -
	Engine Tank 328	Fire Department		\$ 71,000	\$ 69,200	\$ 67,400	\$ 65,600
	Tanker - Replace Hose Tender 128	Fire Department			\$ 54,600	\$ 53,000	\$ 51,400
	Engine Tank 128	Fire Department				\$ 98,000	\$ 95,200
	Ladder 128	Fire Department		\$ 110,000	\$ 107,200	\$ 104,400	\$ 101,600
	Ambulance 528	Fire Department		\$ 41,600	\$ 40,400	\$ 39,200	\$ 38,000
	Street Sweeper	Public Works			\$ -	\$ 60,000	\$ 58,000
		ANNUAL TOTAL	\$ 51,598	\$ 274,198	\$ 322,998	\$ 473,598	\$ 409,800

TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

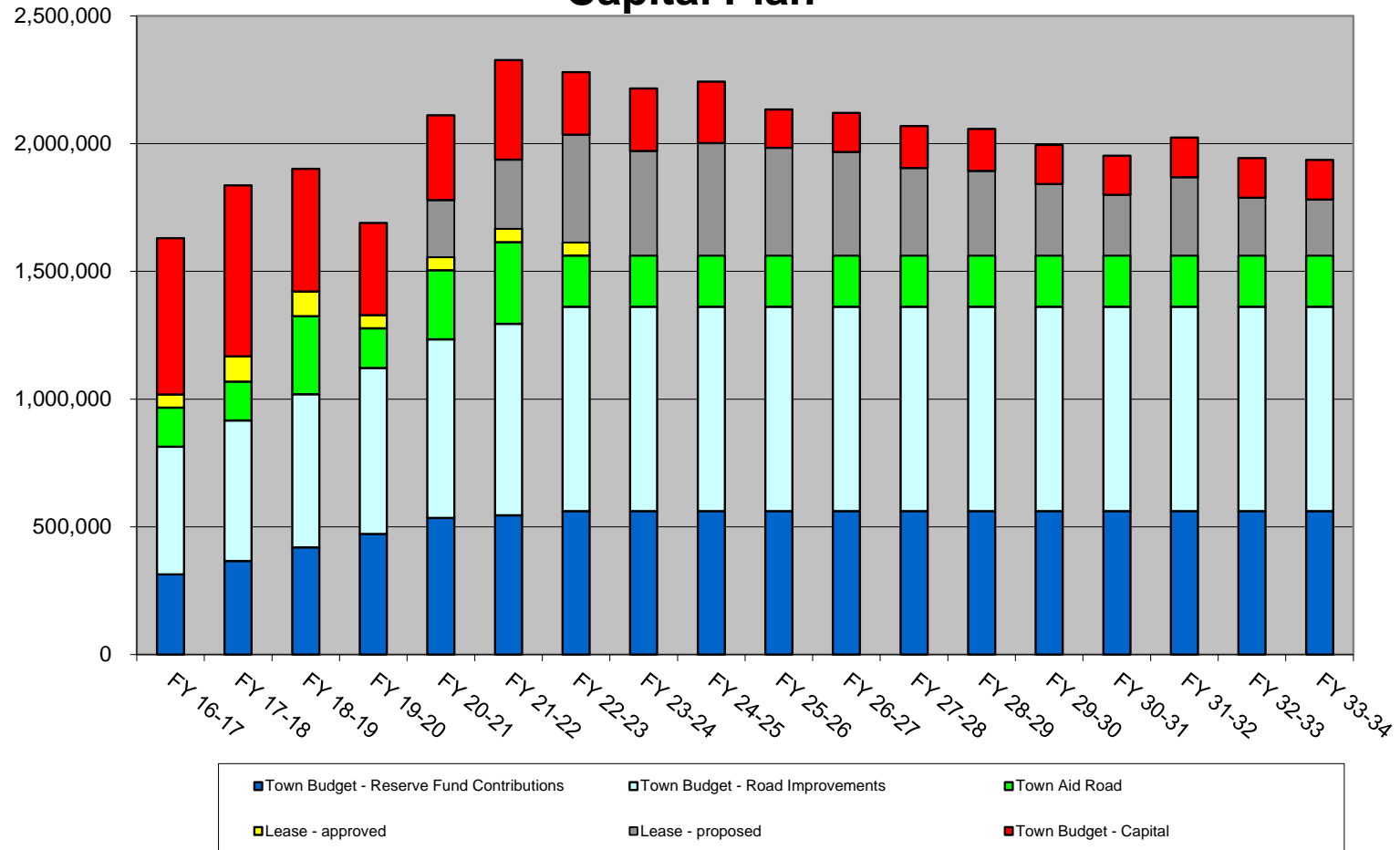
CATEGORY	ITEM	DEPARTMENT	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24
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Reserves							
	Revaluation	Assessor (annual funding)	\$ 26,000	\$ 26,000	\$ 28,500	\$ 28,500	\$ 28,500
	Open Space	Planning & Zoning	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Building & Grounds Maintenance	Facilities	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Equipment	Various	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Fire Vehicles (excluding large apparatus)	Fire Department	\$ 47,050	\$ 77,050	\$ 81,050	\$ 81,050	\$ 81,050
	Pick-Up Trucks	Public Works & Grounds	\$ 66,500	\$ 43,200	\$ 43,200	\$ 43,200	\$ 43,200
	Plow Trucks	Public Works	\$ 136,100	\$ 150,850	\$ 150,850	\$ 150,850	\$ 150,850
	Specialized Vehicles	Public Works & Grounds	\$ 51,250	\$ 78,925	\$ 81,925	\$ 98,625	\$ 98,625
	Town Hall/Community Service Vehicles	Various	\$ 30,800	\$ 34,300	\$ 37,800	\$ 37,800	\$ 37,800
		ANNUAL TOTAL	\$ 502,700	\$ 565,325	\$ 578,325	\$ 595,025	\$ 595,025

GRAND TOTAL	\$ 1,754,269	\$ 2,232,494	\$ 2,499,073	\$ 2,461,373	\$ 2,375,575
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Note: Funding for the Capital Improvement Plan for all years presented, including any lease financing is subject to funding authorizations.

Capital Plan



SECTION SIX

Debt





TOWN OF COLCHESTER
FY 2019 – 2020 ADOPTED BUDGET

Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan
- Graph – Debt Service Plan



**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

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 is approved at a referendum by the voters of the Town.

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

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

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

**Debt Summary
As of June 30, 2019 (Unaudited)**

Outstanding Short-term Debt

As of June 30, 2019, the Town has outstanding bond anticipation notes for the William J. Johnston School Project in the amount of \$8,850,000.

Outstanding Bonded Debt¹

<u>Dated Date</u>	<u>Final Maturity</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>Original Issue</u>	<u>Amount Outstanding</u>
06/03/10	06/01/21	Various purpose	2.25-5.00	2,525,000	280,000
06/03/10	06/01/21	Refunding	2.25-5.00	4,070,000	780,000
03/01/12	06/15/25	Refunding	2.00-4.00	8,400,000	4,080,000
10/17/18	10/15/45	School project	3.00-5.00	12,000,000	12,000,000
07/31/09	07/31/28	Drinking Water Fund	2.12	2,496,990	<u>1,253,101</u>
Total					\$18,393,101

¹ Excludes the Refunded Bonds.

**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

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.

**Current Debt Ratios
As of June 30, 2019 (Unaudited)**

Population, 2017 ¹	16,029
Per capita income (2017) ¹	\$42,775
Net taxable grand list, 10/1/18	\$1,223,066,888
Estimated full value @ 70%	\$1,747,238,411
Equalized net grand list (10/1/16) ¹	\$1,718,352,556

	Total Long Term Debt <u>\$18,393,101</u>	Overall Debt <u>\$27,243,101</u>	Overall Net Debt <u>\$27,243,101</u>
Per capita	\$1,147.49	\$1,699.61	\$1,699.61
To net taxable grand list	1.50%	2.23%	2.23%
To estimated full value	1.05%	1.56%	1.56%
To equalized net grand list	1.07%	1.59%	1.59%
Ratio of debt per capita to per capita income	2.68%	3.97%	3.97%

¹ Source: State of Connecticut, Office of Policy and Management, Fiscal Indicators (January 2019)

**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

**Bonded Debt Maturity Schedule¹
As of June 30, 2019 (Unaudited)**

<u>Fiscal Year Ending</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Payments</u>	<u>Cumulative Percent of Principal Retired</u>
2020	1,616,444	638,320	2,254,764	8.46
2021	1,679,151	568,763	2,247,914	17.92
2022	1,281,916	510,548	1,792,464	24.89
2023	1,044,740	466,224	1,510,964	30.57
2024	1,037,625	433,520	1,471,145	36.21
2025	1,030,571	400,699	1,431,270	41.81
2026	643,580	364,019	1,007,599	45.31
2027	646,654	338,446	985,100	48.83
2028	649,793	315,306	965,099	52.36
2029	512,627	293,334	805,961	55.15
2030	500,000	275,812	775,812	57.86
2031	500,000	260,812	760,812	60.58
2032	500,000	245,500	745,500	63.30
2033	500,000	229,875	729,875	66.02
2034	500,000	213,937	713,937	68.74
2035	500,000	197,375	697,375	71.46
2036	500,000	180,500	680,500	74.18
2037	500,000	163,312	663,312	76.89
2038	500,000	145,812	645,812	79.61
2039	500,000	128,000	628,000	82.33
2040	500,000	109,875	609,875	85.05
2041	500,000	91,750	591,750	87.77
2042	450,000	74,531	524,531	90.21
2043	450,000	58,219	508,219	92.66
2044	450,000	41,906	491,906	95.11
2045	450,000	25,312	475,312	97.55
2046	<u>450,000</u>	<u>8,437</u>	<u>458,437</u>	100.00
Total	\$18,393,101	\$6,780,144	\$25,173,245	

¹ Excludes the Refunded Bonds.

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

**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

**Statement of Statutory Debt Limitation
As of June 30, 2019 (Unaudited)**

Debt Limitation Base

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2019 (unaudited)	\$39,796,150
Reimbursement for elderly homeowners tax relief	<u>0</u>
Debt Limitation Base	\$39,796,150

Debt Margin

Debt Limitation by Purpose	General Purpose	Schools	Sewers	Urban Renewal	Pension Deficit Funding
2.25 x base	\$89,541,338				
4.50 x base	—	\$179,082,675			
3.75 x base	—		\$149,235,563		
3.25 x base	—			\$129,337,488	
3.00 x base	—				\$119,388,450
Total debt limitation	<u>89,541,338</u>	<u>179,082,675</u>	<u>149,235,563</u>	<u>129,337,488</u>	<u>119,388,450</u>
Less indebtedness: ¹					
Bonds payable	510,000 ²	16,630,000	—	—	—
Bond anticipation notes		8,850,000	—	—	—
Bonds authorized but unissued	<u>—</u>	<u>8,303,250³</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total overall debt	510,000	33,783,250	—	—	—
Less estimated school construction grant progress payments	<u>—</u>	<u>9,657,975⁴</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total overall net debt	510,000	24,125,275	—	—	—
Debt limitation in excess of outstanding and authorized debt	\$89,031,338	\$154,957,400	\$149,235,563	\$129,337,488	\$119,388,450

¹ Does not include the Refunded Bonds.

² \$1,253,101 water bonds excluded by statute.

³ Includes \$48,860,000 authorization for Middle School Project approved on June 16, 2015 less school construction progress payments received as of 6/30/19.

⁴ Estimated school construction grant payments not yet received for Middle School Project

The General Statutes require that in no event shall the total debt for the Town of Colchester exceed seven (7) times the annual receipts from taxation. Maximum debt for the Town of Colchester under this formula is \$278,573,050.

**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

Five-year Debt Statement Summary

	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>
	<u>(Unaudited)</u>				
Population ¹	16,029	16,029	16,142	16,143	16,119
Net taxable grand list	\$1,223,066,888	\$1,213,314,735	\$1,201,704,429	\$1,216,010,210	\$1,201,873,865
Estimated full value	\$1,747,238,411	\$1,733,306,764	\$1,716,720,613	\$1,737,157,443	\$1,716,962,664
Equalized net taxable grand list ²	\$1,718,352,556	\$1,718,352,556	\$1,686,095,860	\$1,683,452,351	\$1,683,452,351
Per capita income ³	\$42,775	\$42,775	\$38,599	\$38,875	\$36,860
Short-term debt	\$8,850,000	\$20,850,000	\$9,550,000	\$—	\$—
Bonded debt	<u>18,393,101</u>	<u>8,011,896</u>	<u>9,658,096</u>	<u>11,291,756</u>	<u>12,937,929</u>
Overall debt	27,243,101	28,861,896	19,206,096	11,291,756	12,937,929
Overall net debt	\$27,243,101	\$28,861,896	\$19,206,096	\$11,291,756	\$12,937,929

¹ FY 2018-2019 and 2017-18 State of Connecticut, Office of Policy and Management Fiscal Indicators (January 2019). All other years - U.S. Department of Commerce, Bureau of Census, 2010 Census, and 2010-2014, 2011-2015 & 2012-2016 American Community Survey 5 year estimates.

² State of Connecticut, Office of Policy and Management.

³ FY 2018-2019 and 2017-18 State of Connecticut, Office of Policy and Management Fiscal Indicators (January 2019). All other years - U.S. Department of Commerce, Bureau of Census, 2008-2012 thru 2012-2016 American Community Survey 5 year estimates.

Five-year Debt Statement Summary Ratios

	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>
	<u>(Unaudited)</u>				
Overall debt:					
Per capita	\$1,699.61	\$1,800.60	\$1,189.95	\$699.48	\$802.65
To net taxable grand list	2.23%	2.38%	1.60%	0.93%	1.08%
To estimated full value	1.56%	1.67%	1.12%	0.65%	0.75%
To equalized net taxable grand list	1.59%	1.68%	1.14%	0.67%	0.77%
Overall debt per capita to per capita income	3.97%	4.21%	3.08%	1.80%	2.18%
Overall net debt:					
Per capita	\$1,699.61	\$1,800.60	\$1,189.95	\$699.48	\$802.65
To net taxable grand list	2.23%	2.38%	1.60%	0.93%	1.08%
To estimated full value	1.56%	1.67%	1.12%	0.65%	0.75%
To equalized net taxable grand list	1.59%	1.68%	1.14%	0.67%	0.77%
Overall net debt per capita to per capita income	3.97%	4.21%	3.08%	1.80%	2.18%

**TOWN OF COLCHESTER
FY 2019-2020 ADOPTED BUDGET**

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

Fiscal Year Ended June 30	Debt Service	Total Expenditures and Transfers Out	Debt Service as Ratio to Total Expenditures and Transfers Out
2019 (unaudited) ¹	\$1,935,789	\$63,803,877	3.03%
2018	1,791,665	61,402,643	2.92%
2017	1,842,265	61,623,465	2.99%
2016	1,901,465	57,933,173	3.28%
2015	1,972,865	57,608,506	3.42%

¹Debt service expenditures for FYE 6/30/19 includes \$225,374 of bond interest paid from Debt Service Fund

**Authorized but Unissued Debt
As of June 30, 2019 (Unaudited)**

Project	Date Authorized	Amount Authorized	Bonds Issued	Notes Issued	Grants/ Paydowns	Authorized but Unissued¹
Portable classrooms	05/09/06	\$ 850,000	\$ 425,000	\$0	\$399,712	\$ 25,288
William J. Johnston Middle School ²	06/16/15	<u>48,860,000</u>	<u>12,000,000</u>	<u>8,850,000</u>	<u>19,732,038</u>	<u>8,277,962</u>
Total		\$49,710,000	\$12,425,000	\$8,850,000	\$20,131,750	\$8,303,250

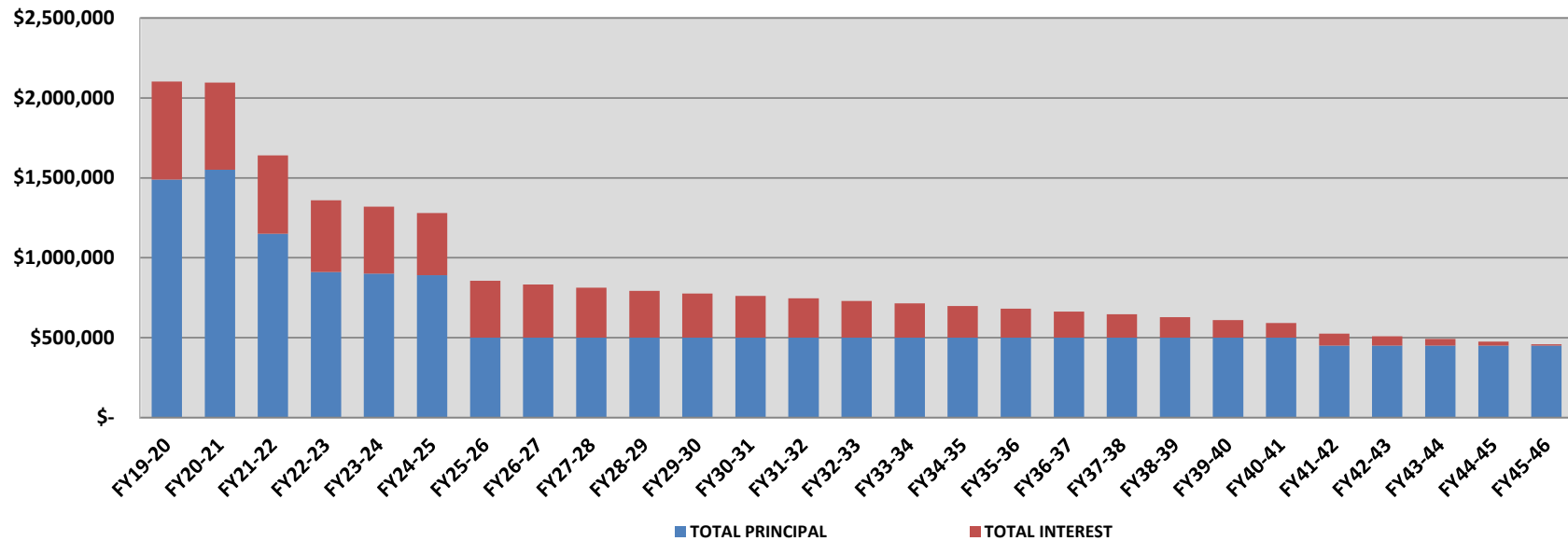
¹ Does not include Refunding Bonds.

² Does not reflect remaining estimated school construction grant payments of \$9,657,975

TOWN OF COLCHESTER
FY 2019 - 2020 ADOPTED BUDGET

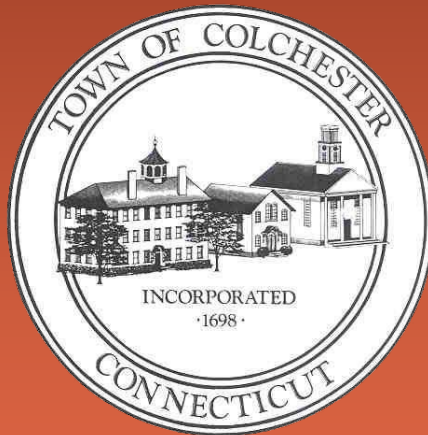
	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
FY19-20	\$ 1,490,000	\$ 612,978	\$ 2,102,978
FY20-21	\$ 1,550,000	\$ 546,128	\$ 2,096,128
FY21-22	\$ 1,150,000	\$ 490,678	\$ 1,640,678
FY22-23	\$ 910,000	\$ 449,178	\$ 1,359,178
FY23-24	\$ 900,000	\$ 419,358	\$ 1,319,358
FY24-25	\$ 890,000	\$ 389,483	\$ 1,279,483
FY25-26	\$ 500,000	\$ 355,813	\$ 855,813
FY26-27	\$ 500,000	\$ 333,313	\$ 833,313
FY27-28	\$ 500,000	\$ 313,313	\$ 813,313
FY28-29	\$ 500,000	\$ 293,312	\$ 793,312
FY29-30	\$ 500,000	\$ 275,812	\$ 775,812
FY30-31	\$ 500,000	\$ 260,812	\$ 760,812
FY31-32	\$ 500,000	\$ 245,500	\$ 745,500
FY32-33	\$ 500,000	\$ 229,875	\$ 729,875
FY33-34	\$ 500,000	\$ 213,937	\$ 713,937
FY34-35	\$ 500,000	\$ 197,375	\$ 697,375
FY35-36	\$ 500,000	\$ 180,500	\$ 680,500
FY36-37	\$ 500,000	\$ 163,312	\$ 663,312
FY37-38	\$ 500,000	\$ 145,812	\$ 645,812
FY38-39	\$ 500,000	\$ 128,000	\$ 628,000
FY39-40	\$ 500,000	\$ 109,875	\$ 609,875
FY40-41	\$ 500,000	\$ 91,750	\$ 591,750
FY41-42	\$ 450,000	\$ 74,531	\$ 524,531
FY42-43	\$ 450,000	\$ 58,219	\$ 508,219
FY43-44	\$ 450,000	\$ 41,906	\$ 491,906
FY44-45	\$ 450,000	\$ 25,312	\$ 475,312
FY45-46	\$ 450,000	\$ 8,437	\$ 458,437

DEBT PAYMENT SCHEDULE GENERAL OBLIGATION BONDS



SECTION SEVEN

Glossary





Section Seven – Glossary

Item

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

The *Johnston Building Project Fund* accounts for and reports financial resources to be used for the William J. Johnston construction and renovation project.

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

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

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

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

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

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

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

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

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

Department/Fund Matrix												
		Capital	Johnston	Educational		Nonmajor	Nonmajor				Private	
	General	Reserve	Building	Grants	Water	Special	Capital	Debt	Internal	Pension	Purpose	
Department	Fund	Fund	Project	Fund	Fund	Revenue	Projects	Service	Service	Trust	Trust	Agency
General Government	X	X				X	X		X			
Police/Resident Trooper's Office	X	X				X	X		X	X		
Fire/Emergency Medical Services	X	X				X	X		X			
Emergency Management	X					X						
Animal Control						X						
Public Works	X	X				X	X		X		X	
Sewer						X	X		X			
Water					X		X		X			
Youth & Social Services	X	X				X			X			
Health	X											
Community Agencies	X			X								
Cragin Memorial Library	X					X			X			
Recreation	X	X				X			X			
Senior Services	X					X			X			
Education	X		X	X		X	X		X			X
Debt Service	X							X				

Financial Policies

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

DEFINITION AND TARGET

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

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

USE OF FUND BALANCE

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

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

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

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

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

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

Purchasing Policy –

Section A: Definitions and General Requirements

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

Section B: Procedures for Request for Proposal/Competitive Bid

Section C: Procedures for Optional Request for Qualification

Section D: Preferred Professional Services Vendor List

Section E: Acceptance/Rejection of Bids

Section F: Waiver of Request for Proposal/Competitive Bid Process

Section G: Purchasing in Emergency Situations or Under Extraordinary Conditions

Section H: Mandatory Review of Purchasing Policy

SECTION A - DEFINITIONS & GENERAL REQUIREMENTS

1. DEFINITIONS

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

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

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

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

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

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

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

Superintendent: the Superintendent of the Colchester School District.

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

2. PURPOSE

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

3. COORDINATION WITH OTHER APPLICABLE LAWS

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

4. OBJECTIVES

The objectives of this policy are as follows:

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

5. RESPONSIBILITY FOR COMPLIANCE

Compliance with this Purchasing Policy shall be monitored as follows:

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

6. COMMUNICATION WITH VENDORS

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

7. BULK PURCHASING

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

8. ENVIRONMENTALLY-PREFERABLE PURCHASES

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

9. OTHER FORMS OF PURCHASING

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

10. PURCHASE ORDERS AND BLANKET PURCHASE ORDERS

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

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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.
- Deadline and address for submission.
- Insurance requirements.
- Bid security requirements, if applicable.

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

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

3. NOTIFICATION OF REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

4. BID OPENING & AWARD

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

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

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

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

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

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

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

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

5. CONSIDERATION FOR LOCAL VENDORS

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

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

6. PROCEDURES IN THE EVENT OF A TIE BID

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

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

7. BID AWARD

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

8. POST BID NEGOTIATION

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

9. BID FILE

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

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

SECTION C - PROCEDURES FOR OPTIONAL REQUESTS FOR QUALIFICATION

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

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

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

1. SPECIFICATIONS

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

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

2. RESPONSES TO RFQ

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

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

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

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

procedures set forth in the notice.

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

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

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

SECTION D - PREFERRED PROFESSIONAL SERVICES VENDOR LIST

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

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

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

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

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

SECTION E - ACCEPTANCE/REJECTION OF BIDS

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

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

conditional bids, incomplete bids, and unexplained erasures;

- if past performance is such that the First Selectman or Superintendent feels that the bidder cannot provide satisfactory service; or
- failure to act responsibly in dealings with the Town, Board of Education, or other customers.

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

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

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

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

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

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

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

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

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

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

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

SECTION G - PURCHASING IN EMERGENCY SITUATIONS OR UNDER EXTRAORDINARY CONDITIONS

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

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

Emergency situations shall be defined as situations in which:

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

Extraordinary conditions shall be defined as conditions which:

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

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

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

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

SECTION H - MANDATORY REVIEW OF PURCHASING POLICY

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

Approved by Board of Selectmen: 05/07/15

Approved by Board of Education: 06/09/15

Approved by Board of Finance: 06/03/15

Use of Capital Reserve Fund Policy –

USE OF CAPITAL RESERVE FUND

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

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

Approved by Board of Selectmen: 11/6/2014

Approved by Board of Finance: 11/5/2014

Rev: 10/6/2015

CHARTER LANGUAGE – BUDGET TRANSFERS & SUPPLEMENTAL APPROPRIATIONS (Effective 12/7/2017)

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

I. As required by Article 1110 and 1111, the Board of Selectmen may recommend to the Board of Finance the approval of the following matters concerning the Board of Selectmen's budget (subject to further approval by the Town Meeting, if so required):

- (1) any supplemental appropriation of funds (Article 1111); and
- (2) any transfer of funds between Town departments (Article 1110).

§ C-601 The Board of Finance

C. The Board of Finance shall be responsible for presenting to the Town voters the budgets for all Town departments and the Combined Budget and shall have all of the powers and perform all of the duties conferred or imposed upon Boards of Finance by the General Statutes.

(1) The Board of Finance shall have the authority to approve supplemental appropriations from, and transfers within, the Board of Selectmen budget as recommended by the Board of Selectmen, subject to the further approval of the Town Meeting, if so required.

ARTICLE 1110, Budget Transfers

§ C-1110a Budget Transfers

- A. The First Selectman may authorize transfers of funds between Town departments required to handle immediate matters of public safety such as fire, weather emergencies, or similar events. The First Selectman shall notify the Board of Finance and Selectmen at their next regular meetings.
- B. {Reserved}
- C. The First Selectman and Chief Financial Officer shall approve all transfers from salary or benefit line items within a Town Department budget.
- D. Following recommendation by the Board of Selectmen, the Board of Finance has the authority to approve the transfer of funds between previously adopted Town Department budgets.

ARTICLE 1111, Supplemental Appropriations

§ C-1111a Supplemental Appropriations

- A. The First Selectman may authorize supplemental appropriations required to handle immediate matters of public safety such as fire, weather emergencies, respective or similar events. The First Selectman shall notify Boards of Finance and Selectmen at their next regular meetings.

**TOWN OF COLCHESTER
FY2019-2020 ADOPTED BUDGET**

- B.** The Board of Finance has the authority to approve supplemental appropriations in an amount that is less than two percent (2%) of the budget to which the supplemental appropriation is being made (either the Board of Selectmen budget, excluding debt service and capital expenditures, or the Board of Education budget).
- C.** The Board of Selectmen shall call a Town Meeting to consider the approval of any supplemental appropriation in an amount that is equal to or exceeds two percent (2%) and less than three percent (3%) of the budget to which the supplemental appropriation is being made (either the Board of Selectmen budget, excluding debt service and capital expenditures, or the Board of Education budget). No such Town Meeting shall be called unless the Board of Finance has recommended such supplemental appropriation. This requirement does not pertain to appropriations of grant monies or matching funds received by the Town.
- D.** The Board of Selectmen shall call a Special Budget Referendum for approval of any supplemental appropriation in an amount that is equal to or exceeds three percent (3%) of the budget to which the transfer is being made (either the Board of Selectmen Budget, excluding debt service and capital expenditures, or the Board of Education Budget). No such referendum shall be called unless the Board of Finance recommends such supplemental appropriation. The requirement does not pertain to appropriations of grant monies or matching funds received by the Town.

Approved: 11/5/2017

Snow Reserve Policy –

Due to the uncertainty in regard to;

- (1) Forecasting the actual number of snowfall events
- (2) The amounts of total snowfall on a “future” annual basis
- (3) The wide variation from historic average snowfall totals both above and below the average
- (4) To mitigate the fiscal impact in years of above average snowfall totals a Snow Reserve Fund is hereby created.

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

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

Approved by Board of Finance: 3/2/16

Approved by Board of Selectmen: 3/17/16

**TOWN OF COLCHESTER
ANNUAL BUDGET**

GLOSSARY OF TERMS

Actuarial Determined Contribution – The amount of money recommended to be transferred to the Police Pension Fund as determined by the Town’s Actuary.

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 difference between employee cost and total plan costs.

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 a 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: Need Student Count x Per Student Foundation x State Aid Percentage.

- Student Need Count: Resident students plus weighting for Poverty students. Resident students (as of each 10/1) plus 30% added weight for each student eligible for Free and Reduced Price Lunch
- Foundation: Level of weighted per-student spending that ECS grants help Towns achieve. Current foundation is \$11,525. Foundation is not a promise for \$11,525 per student in state aid as each Town must contribute its local share.
- State aid percentage: A numerical representation of a Town's property wealth with a small adjustment for Town income. Based primarily on the Town's equalized net grand list per capita. Guaranteed minimum State aid percentage – 10% for Alliance Districts, 2% for all other Districts.

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 actuarially determined contribution 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.