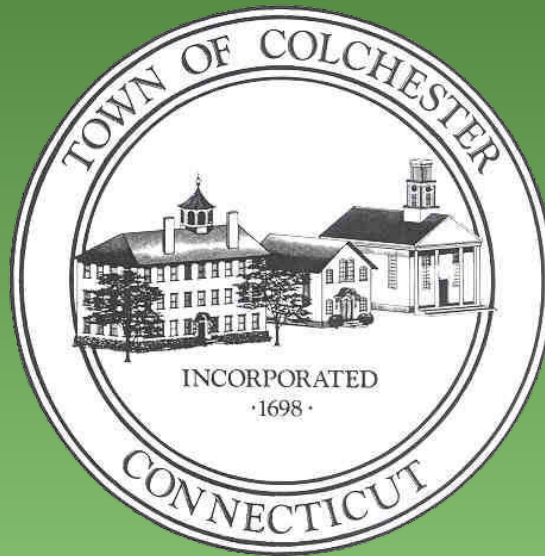


Town of Colchester



FY 2020 – 2021 ADOPTED BUDGET



Town Website



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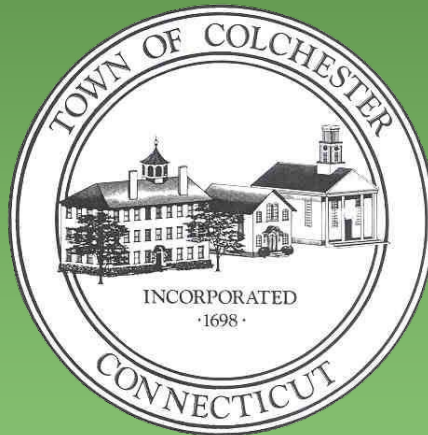
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FY 2020–2021 ADOPTED BUDGET**

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SECTION ONE

Introduction





**TOWN OF COLCHESTER
FY 2020 - 2021 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 2020-2021 ADOPTED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Colchester
Connecticut**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

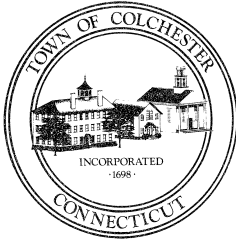
Executive Director

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, 2019.

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, 2020 continues to conform to program requirements, and we have submitted the adopted budget document to GFOA to determine its eligibility for another award.





Town of Colchester, Connecticut

July 1, 2020

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the fiscal year July 1, 2020 thru June 30, 2021. This adopted budget continues to place an emphasis on public safety (two additional positions in the Fire department), public works (road improvements and fields/grounds maintenance), education, and long-range capital and debt planning.

I. INTRODUCTION/BACKGROUND

The total Town government budget represents a zero increase over last year's adopted budget. The following are some of the more significant differences in comparison to the prior year's adopted budget. General Government: addition of a shared Town/BOE Director of Human Resources offset by a reduction in legal fees for personnel issues/contract negotiations, increased contributions to the Medical Self Insurance Fund offset by a reduction in workers' compensation insurance premiums, and outsourcing of Information Technology functions. Public Safety – promotion of personnel to rank of Corporal in the Police department, and addition of two Firefighter/EMT positions in the Fire department. Public Works – shift of funding for road improvements from the Highway operating budget to State Town Aid Road grant funding. Community & Human Services – increased per capita funding of regional health district. Capital – shift of funding for various projects from budget to existing reserve funds, combined with one year deferral of funding contributions for future planned projects. Debt Service – level funding with prior year through utilization of existing debt service funds generated from premiums received on prior debt issues. The Education budget increases by \$79,488 or an increase of 0.19%.

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. Each municipality must annually certify to the Secretary of OPM whether such municipality has exceeded the cap set forth in the statute and if so the amount by which the cap was exceeded. The 2019-2021 biennium budget legislation does not provide funding for the municipal revenue sharing grant in fiscal years ending June 30, 2020 and June 30, 2021, but provides that such funding will resume following July 1, 2021.

II. BUDGET OVERVIEW

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

	<u>FY20-21</u>		<u>FY19-20</u>		<u>DIFFERENCE</u>	
					<u>\$</u>	<u>%</u>
General Government	\$	3,780,915	\$	3,731,345	\$ 49,570	1.33 %
Public Safety	\$	3,100,772	\$	2,972,696	\$ 128,076	4.31 %
Public Works	\$	3,686,622	\$	3,730,058	\$ (43,436)	(0.01) %
Community & Human Services	\$	1,691,056	\$	1,668,570	\$ 22,486	1.35 %
Debt	\$	2,075,164	\$	2,075,164	\$ 0	0.00 %
Transfers	\$	821,336	\$	978,032	\$ (156,696)	(0.16)%
TOTAL TOWN	\$	15,155,865	\$	15,155,865	\$ 0	0.00 %
Education	\$	41,316,610	\$	41,237,122	\$ 79,488	0.19%
TOTAL BUDGET	\$	56,472,475	\$	56,392,987	\$ 79,488	0.14 %

Mill Rate

The mill rate for the combined adopted budget remains at 32.84 mills. As of October 1, 2019, the overall grand list reflects an increase of \$17,032,700 or 1.4%. The mill rate calculation is based on the Net Grand List of \$1.259 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 98.6% 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, 2018 (fiscal year ending June 30, 2020), and each assessment year thereafter, the mill rate for motor vehicles shall not exceed 45 mills. The Town's mill rate for motor vehicles for the fiscal year ended June 30, 2021 is 32.84 mills.

Summary

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

	<u>FY2019-2020</u>	<u>FY2020-2021</u>
Net Grand List	\$1,242,366,800	\$1,259,399,500
Mill Rate	32.84	32.84
Fund Balance Use	\$0	\$314,000
Debt Service	\$2,075,164	\$2,075,164
Transfers/Capital	\$978,032	\$821,336
Tax Collection Rate	98.8%	98.6%

III. PRIORITIES

Global Health Emergency Risk/Economic Conditions/Budget Challenges

COVID-19 Outbreak

The outbreak of COVID-19 was declared a Public Health Emergency of international concern by the World Health Organization, and the President of the United States declared a national emergency as a result of the outbreak in March 2020. The outbreak of the virus has affected travel, commerce, financial markets, and economic growth worldwide.

The Connecticut Governor declared a state of emergency throughout the State of Connecticut in March 2020, and directed State agencies to use all resources necessary to prepare for and respond to the outbreak. Initially, the Governor cancelled all public-school classes, restricted social/recreational gatherings, limited restaurants to take-out and delivery only, and required employers to use telecommuting or work from home procedures, and required closure of all non-essential businesses and not-for-profit entities. At the local level, the Town declared a state of emergency allowing the First Selectman to exercise emergency powers as needed to help the community and better position the Town to access emergency federal aid. All Town buildings were closed to the public and employees were directed to work from home whenever possible. However, the Town continued to provide all basic and essential services. The Town also began conducting board and commission meetings remotely. Over the last several months, the Governor has ordered a phased re-opening of the State including the reopening of schools in a full or hybrid model. In early June 2020, the Town brought employees back to work at Town buildings and opened to the public on a by appointment only basis. Town hall was opened to the public at the end of June.

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 as the largest permitted residential development will continue single-family development through the next five years. The rate of single-family residential construction here and across town has picked up pace, particularly as semi-rural communities with convenient access to goods and services become desirable to families and aging populations from New York and New Jersey in response to the pandemic. A

10 building, 100 unit multi-family development has fully occupied its first three (3) buildings and has a wait-list. Two additional multi-family projects that will add approximately 200 one and two-bedroom multi-family units to the town center and suburban use districts have been discussed with town staff and the Planning & Zoning Commission. The Town has been notified it will receive a grant to fund a \$600,000 pedestrian improvement project on Lebanon Avenue. Additional public investment in the Town center includes approximately \$900,000 community connectivity grant for improvements at the historic Town green, and the renovation of Halls Hill Road and sidewalks. Combined, these improvements further the Town's plan to increase activity in the Town Center. The Town is in the process of completing a multi-year tax abatement agreement which was approved at a Town meeting in September 2020, adding to the high-tech manufacturing companies located at the Town's industrial hub. Several other projects are underway, with some nearing completion, and others moving through the permitting phase. These include the expansion and renovation of existing business and manufacturing facilities. Colchester's business community suffered only a few losses as a result of the pandemic, showing resilience and sustainability on several levels. Accommodations of the Governor's executive orders to extend permitting time tables and allow businesses to utilize outdoor spaces to keep patrons safe and appropriately spaced were implemented by town staff promptly and without unnecessary hurdles. Several local restaurants utilized these opportunities and were quick to reopen.

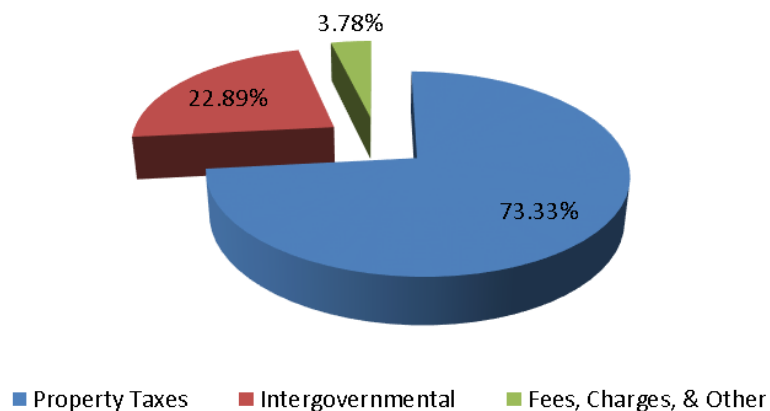
Grand List

The grand list as of October 2019, reflected an increase of 1.4%. Changes in the grand list for the past five years were as follows: 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), increase of 1.2% as of October 2017, and an increase of 0.8% as of October 2018.

Major Revenue Sources

Property taxes represent the largest source of revenue to support the total combined budget at 73.33% of total revenues. At 22.89%, State grant funding is the second largest source of revenue. With significant decreases in State funding for education over the last four 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



Tax Deferment Program/Low Interest Rate Program

On April 1, 2020, the Connecticut Governor issued Executive Order No. 7S, which, among other things, called for Connecticut municipalities to offer to eligible taxpayers impacted by COVID-19 one or both of the following tax relief programs: a three (3) month Deferment program and a three (3) month Low Interest Rate Program. Both programs were applicable to amounts payable or delinquent during the period from March 10, 2020 to and including July 1, 2020 and applied to taxes on real property, personal property or motor vehicles, and water, sewer and electric rates, charges and assessments. The Deferment Program provided for a three (3) month deferment from the time the amount becomes due and payable, however financial institutions and mortgage servicers that hold property tax payments in escrow were required to continue to remit property taxes as long as the borrower remained current on its mortgage or was in a mortgage forbearance or deferment program. The Low Interest Rate program provided for a three percent (3%) cap on the interest rate due on the principal amount of delinquent payments and ran for three (3) months from the date the payment was due and payable, after which the interest rate would return to that previously established. The Board of Selectmen elected to participate in both programs.

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 guided by 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 continues to focus on economic development and redevelopment of the Town Center by capitalizing on its location at the crossroads of multiple state routes of regional significance. While single-family residential growth continues in the rural periphery, several projects underway will add a diversity of housing options at its core. These improvements, along with complementary public improvements, advance the Town's goal of making the Town Center an attractive destination to live, work, and play. The Town has a tax incentive program which provides an attractive abatement for businesses seeking to relocate or expand existing operations in town. Small manufacturing and light industrial uses have been a particular target of the community. The Planning and Zoning Commission is working with Town staff to ease some of the standards for commercial activity in the Town Center and Westchester Village Districts. Occupation of a few vacant or under-utilized buildings and lots being the intent of this work. Several regulation amendments and procedural improvements in the Planning and Zoning department will continue to improve the Town's business-friendly reputation. 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 approximately 16,000 residents, a growing business base, and several major roads converging in Town, our public safety needs are increasing and need more resources.

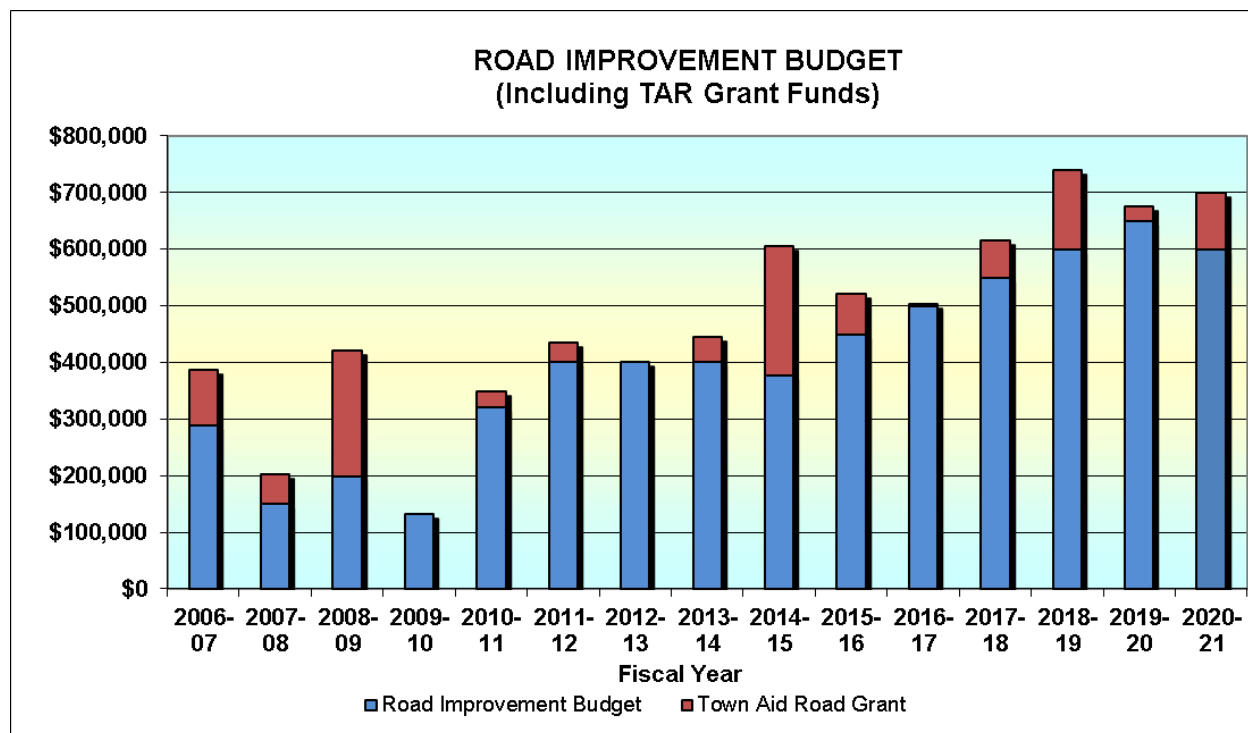
The Town participates in the State of Connecticut Resident Trooper program to provide supervision of the local police department. The Town's share of this cost is currently at 85%. The budget for the department continues to fund the canine officer program initiated at the end of the 2015-2016 fiscal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

The Board of Selectmen and Board of Finance 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 adopted budget for the FY 2020-2021 includes funding for two additional Firefighter/EMT positions. A joint committee of the Board of Finance and Board of Selectmen is also reviewing the apparatus needs of the department and is working with the Town's financial advisor to incorporate funding into the Town's long-term debt plan (along with the Senior Center project discussed below) with an anticipated referendum for approval being held prior to the end of fiscal year 2020-2021.

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 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 additional land as the site for 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. Funds were appropriated from fund balance in March 2020 for the cost of the architect selected by the Building Committee for the preliminary design phase of the project. This phase includes development of cost estimates for a proposed referendum to approve the project and authorize the issuance of general obligation bonds to fund the project. The Committee will oversee, coordinate, and supervise all aspects of the planning and construction process of the new Senior Center facility. The Town anticipates holding a referendum for approval of the project prior to the end of fiscal year 2020-2021.

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 for road maintenance is 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. In FY 2020-21, the amount of funding from the Town budget was reduced with an offsetting increase to the amount anticipated to be funded through the TAR grant.



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.

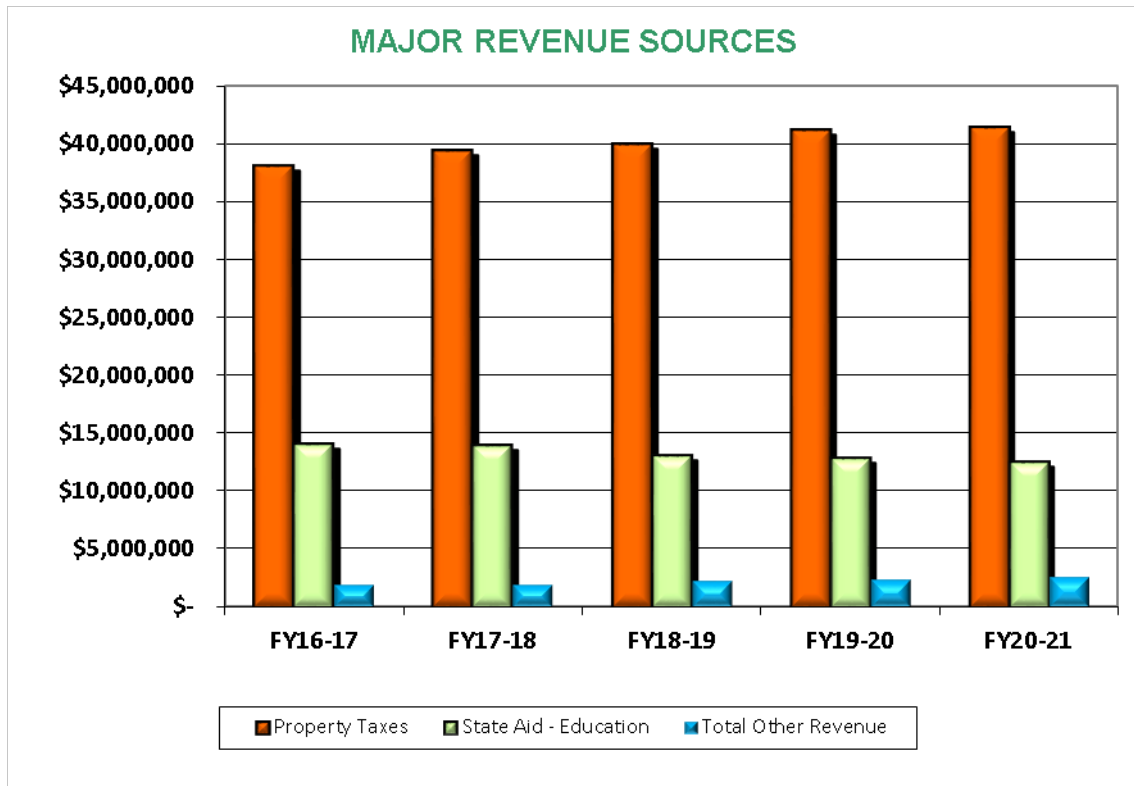
The main revenue factors to highlight in this year’s budget are as follows:

- Budgeted use of Fund Balance of \$314,000
- Increase of 1.4% in grand list
- Decrease in estimated delinquent tax collections, including interest
- State aid – Education – reduction of \$318,961 in ECS funding
- Decrease in projected charges for ambulance services
- Decrease in estimated investment interest earnings due to declining interest rates
- Decrease in estimated tuition revenue from out of District students attending Bacon Academy High School due to reduction in per student tuition rate

PERCENT (%) OF TOTAL REVENUE

	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>
Property Taxes	70.49%	71.31%	72.19%	73.03%	73.33%
State Aid - Education	25.95%	25.21%	23.70%	22.80%	22.20%
Licenses/Fees	1.31%	1.35%	1.24%	1.26%	1.30%
Charges for Services	0.93%	0.93%	0.97%	1.04%	0.90%
State Aid – Town	1.11%	0.32%	0.74%	0.67%	0.69%
Fund Balance/Transfers	0.00%	0.00%	0.00%	0.00%	0.56%
Interest	0.10%	0.11%	0.26%	0.40%	0.35%
Other	0.11%	0.77%	0.90%	0.80%	0.67%

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 \$79,488 from FY 2019-20 to FY 2020-21, revenues derived from property taxes increased by \$226,016 (increase in the grand list of 1.4%, zero mill rate increase, offset by decreased estimates for delinquent tax collections, including interest), while State Aid for Education decreased by \$318,961 and the total of all other revenue sources increased by \$172,433 (appropriated use of fund balance of \$314,000 offset mainly by a decrease in out of district tuition).



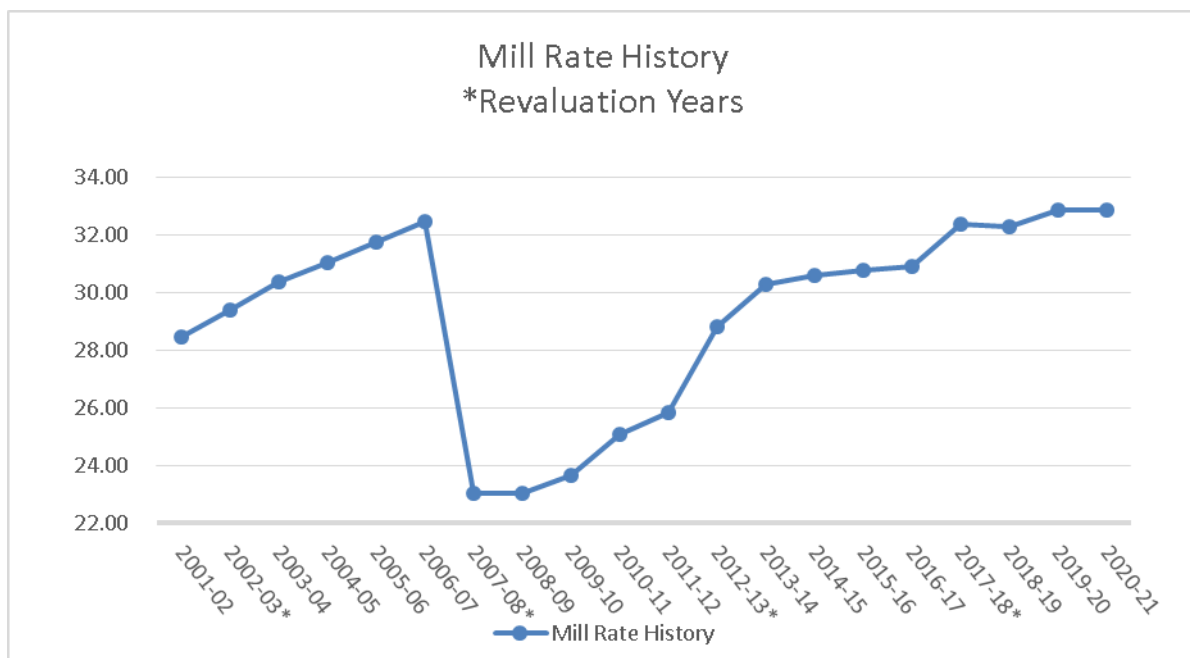
Taxes & Grand List

The adopted budget uses an estimated tax collection rate of 98.6% reflecting the estimated economic impact of the Covid 19 pandemic, and the Town's decision to adopt the State

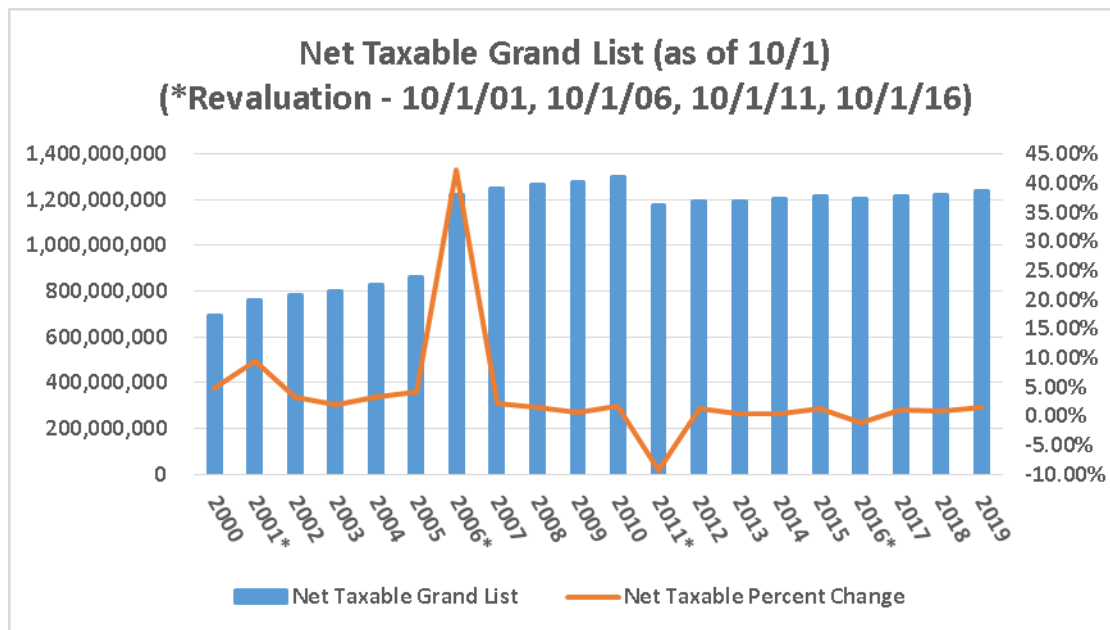
mandated deferred tax collection and reduced interest rate on delinquent tax collections programs. The graph below shows the tax collection rates over the last ten years.



In response to the health pandemic, one of the highest priorities for the Town was to adopt a budget with a zero mill increase. The mill rate for the FY 2020-21 adopted budget remains at 32.84 mills. Adopted budgets for the previous five years (15-16 thru 19-20) have included mill rate increases of 0.19, 0.15 and 1.46, a decrease of 0.09, and an increase of 0.56. The following chart shows the mill rate history over the last twenty years.

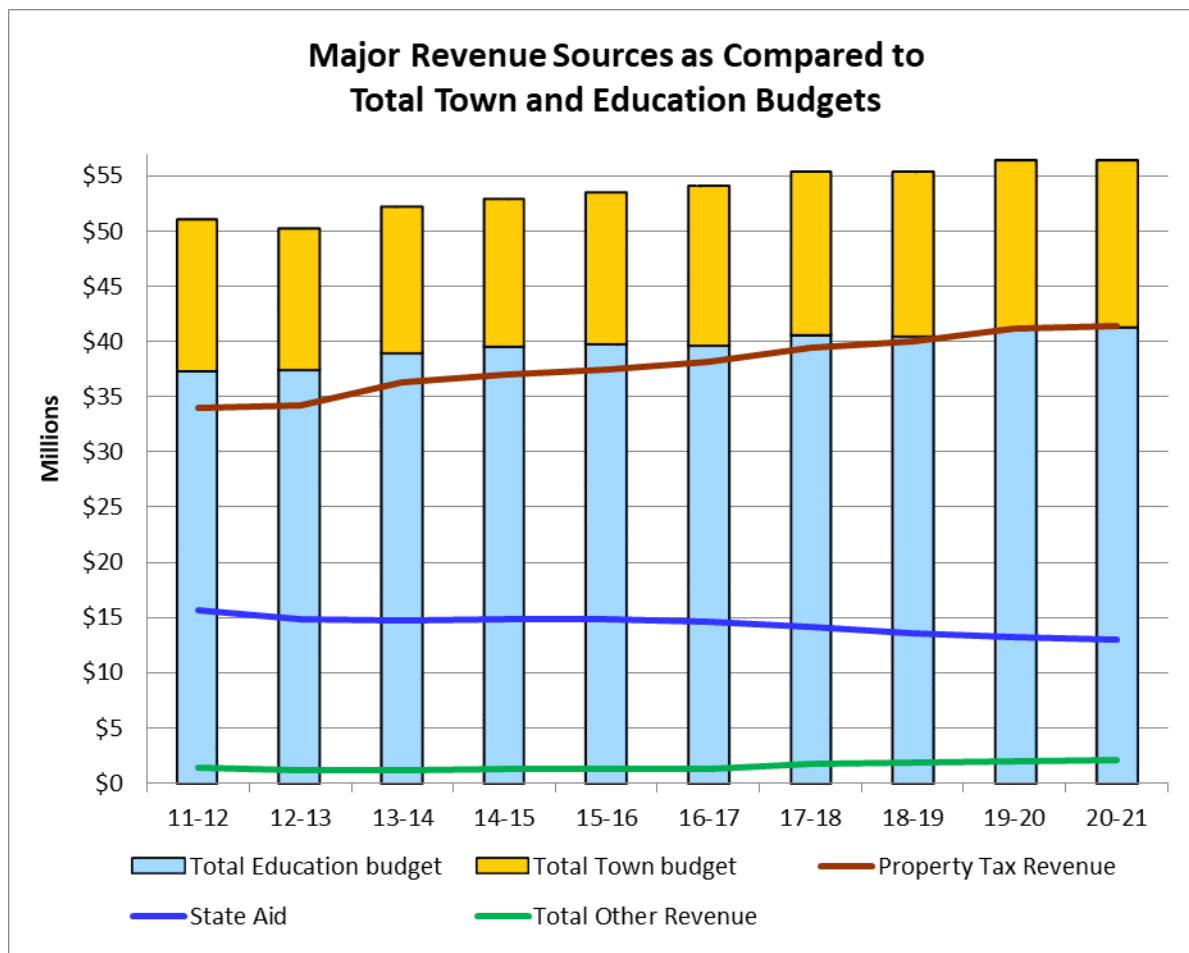


As stated previously, the Grand List increased 1.4% over the previous year. The graph below shows the net grand list amount and the percent change in the net grand list as submitted to the State of Connecticut Office of Policy and Management each year for the past twenty years.



Over the past ten years, from FY 2011-12 to FY 2020-21, revenue estimates from property taxes (including both grand list growth and mill rate increases) have increased from \$33.98 million to \$41.41 million, a 21.9% increase. During that same time period, State Aid has decreased from \$15.08 million to \$12.93 million, a 14.3% decrease, and total other revenues has increased from \$1.44 million to \$2.13 million, a 48.2% 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.

During this time period, the total Town budget (including debt service and capital) increased from \$13.68 million to \$15.16 million reflecting the increased funding towards public safety and capital maintenance and improvements. The Education budget has increased from \$36.82 million to \$41.32 million between FY 2011-12 and FY 2020-21, 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 \$1,521,240 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 experienced a decline in overall enrollment during that period 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. Projections of total enrollment prepared in November 2019 indicate a continued decline through 2023 and then annual increases through 2029.



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
2020-2021	\$ 15,155,865	\$ 388,656	2.56 %
2019-2020	\$ 15,155,865	\$ 379,601	2.50 %
2018-2019	\$ 14,821,310	\$ 408,185	2.76 %
2017-2018	\$ 14,708,083	\$ 175,177	1.19 %
2016-2017	\$ 14,389,712	\$ 598,934	4.16 %

Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
2020-2021	\$ 41,316,610	\$ 12,540,218	30.35 %
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 %

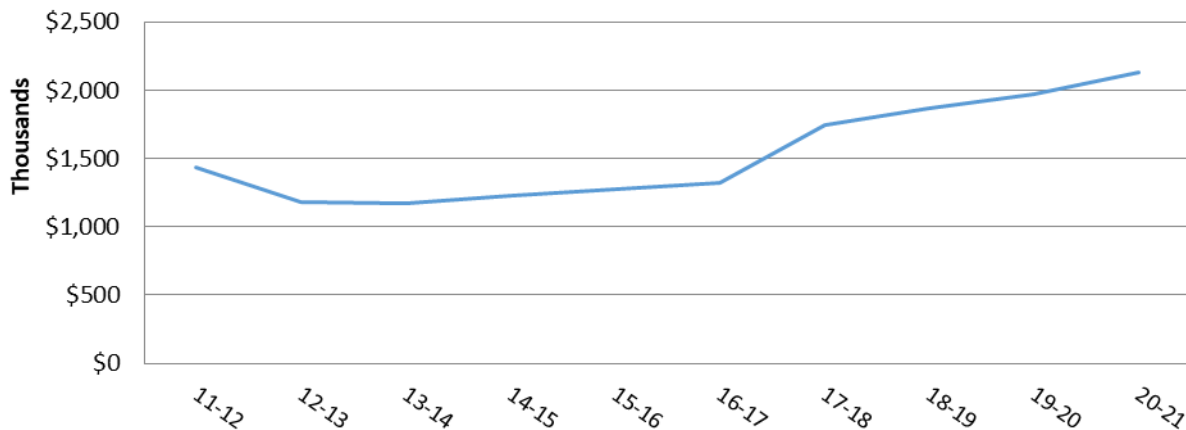
The Board of Education relies heavily on state aid to maintain operations. Of the school's \$41.32 million adopted budget, 30.35%, or \$12.54 million, was anticipated from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at \$12,040,218. As discussed earlier, the Board of Education 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
2020-2021	\$ 41,316,610	\$ 12,040,218	29.14 %
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 %

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 \$1.44 million in FY 2011-12 to \$2.13 million in the current fiscal year, or 3.78% of total revenues.

TOTAL OTHER REVENUE
(not including property taxes or state aid)

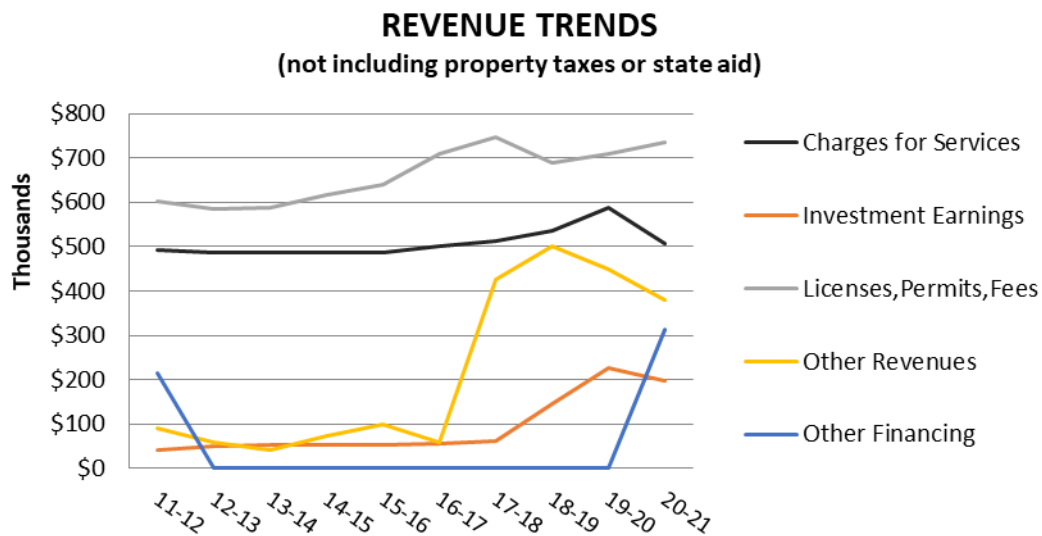


The main reason for the initial large decrease in revenues other than property taxes and State aid was the reduced and then non-use of fund balance to support the operating budget. After consecutive years of appropriating fund balance to balance the overall budget, the Board of Finance adopted a fund 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 had remained at zero through the adopted budget for FY 2019-20. The current fiscal year's budget includes an appropriation of \$314,000 from fund balance as part of the fiscal planning response to the pandemic, given the Town's priority of a no mill rate increase to the taxpayers. The Board of Finance and the Board of Selectmen have undertaken a review of the Town's fund balance policy to ensure that it meets the Town's needs given more 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 accounted 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 current adopted budget reflects a decrease in the estimated tuition revenues as the per student tuition rate has been reduced to a level comparable with other districts in the region in order to remain competitive in attracting additional students to Colchester.

The largest component of charges for services represents revenue collected from billing insurance carriers for providing ambulance services. Building permit fees, transfer station fees, conveyance taxes, and Town Clerk fees represent the majority of the licenses, permits and fees category. Building permit fees and conveyance taxes continue to provide an indication of economic growth within the Town.

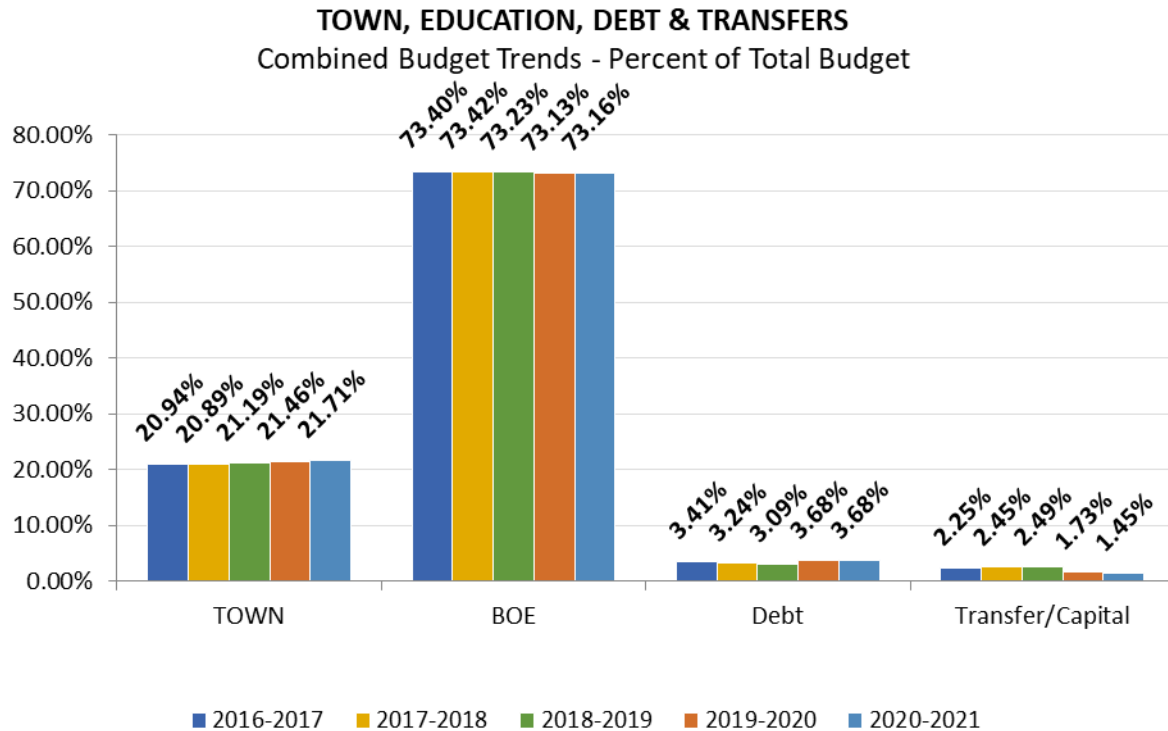
With regards to investment earnings, the Town is budgeting for a decrease from \$225,000 in the FY 2019-20 budget to \$196,200 in the FY 2020-21 budget as interest rates have declined as part of the economic impact of the pandemic. From FY 2002-03 to 2008-09, the Town averaged over \$300,000 in investment income. From FY 2009-10 to FY 2016-2017, the Town averaged just under \$50,000 in interest income, before rising interest rates and a change in the Town's investment strategy and cash management policies (designed to both increase investment

earnings and reduce or eliminate “hard dollar” costs for banking services) led to an average of just over \$297,000 for FY 2017-18 thru FY 2019-20.



B. Expenditures

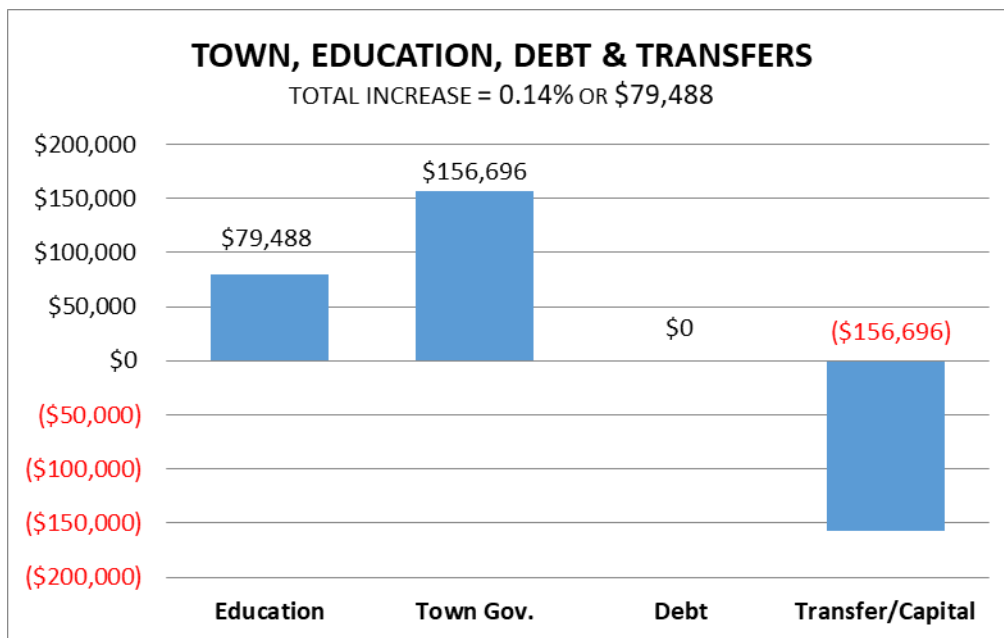
Summary of Expenditure Trends



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 20.94% of the total in FY 2016-17 to 21.71% in FY 2020-21, and

education costs have decreased 0.24% during that period from 73.40% to 73.16%. Debt as a percentage of the total budget in FY 2020-21 remains at 3.68% after issuing general obligation bonds in October 2018 and October 2019 to finance the Middle School project, in combination with final debt payments having been made for earlier bond issues, and the use of premiums received on the Middle School bond issues to offset the current debt payments. Similarly, transfers as a percentage of the total budget in FY 2020-21 (1.45%) have continued to decrease 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 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 fiscal years 2015-16 through 2018-19) as a transfer to the Debt Service Fund. General obligation bonds of \$12,000,000 were issued in October 2018, and an additional \$7,040,000 in October 2019. Interest payments on bond anticipation notes and general obligation bonds have been 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 2019-20) adopted budget for the four major budget categories are depicted in the following graph:



General Government

The general Town operations budget increased by \$156,696 or 1.29%. 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 \$38,371, or 2.28% with the largest increase in the contribution to the self-insurance fund for health insurance. The increase in health insurance (\$129,260) was offset by a decrease in estimated premiums for workers compensation insurance (\$91,347) resulting from a change in

carriers after issuing a bid solicitation. Please refer to the insurances section of this letter starting on page 35 for a more detailed explanation. Increase in the Human Resources budget represents the inclusion of an estimated amount for contract settlements related to the negotiation of collective bargaining agreements that expired on 6/30/2020 (Public Works, and Library).

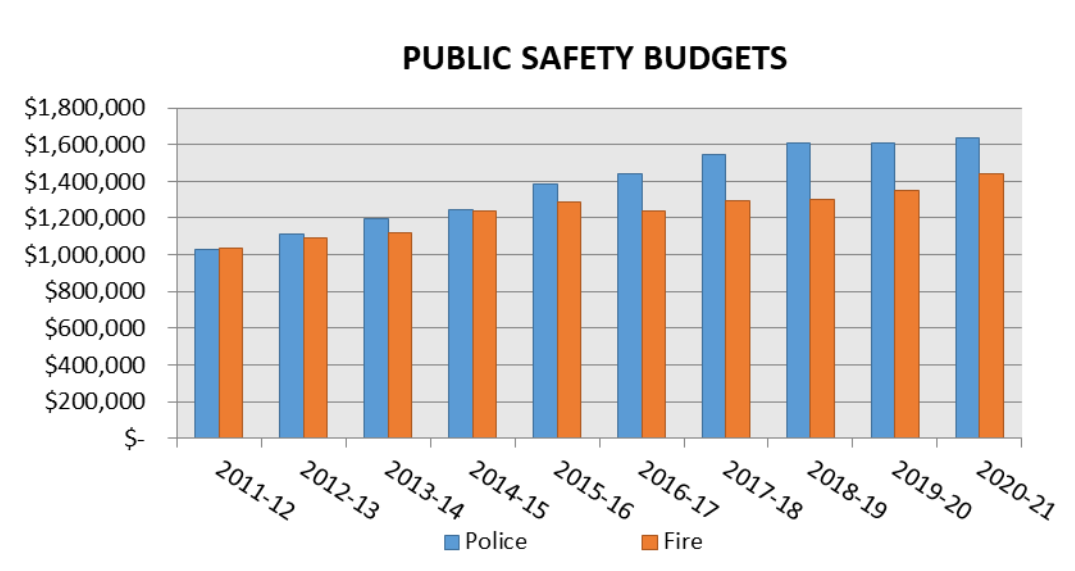
Public Works

This year, the total public works budget decreased by \$43,436, or 1.16%. The decrease is primarily due to a decrease in the Highway budget of \$50,000 in funding for road improvements as funding was shifted to the Town Aid Road grant.

Public Safety

Combined Police, Fire, and Emergency Management budgets increased by \$128,076. Fire protection (including dispatch) increased by \$95,952 or 7.11% as funding was included to add two additional Firefighter/EMT positions to the department.

The chart presented below represents a ten-year trend from FY 2011-12 to FY 2020-21 in public safety expenses. Since FY 2011-12, the police department budget has increased by 58.89%, or \$607,026. Likewise, the fire department budget has increased by 39.42%, or \$408,242. Overall, in the past ten years, the Town's investment in public safety (police & fire) has increased by 49.13%, or \$1,015,268.



Community & Human Services

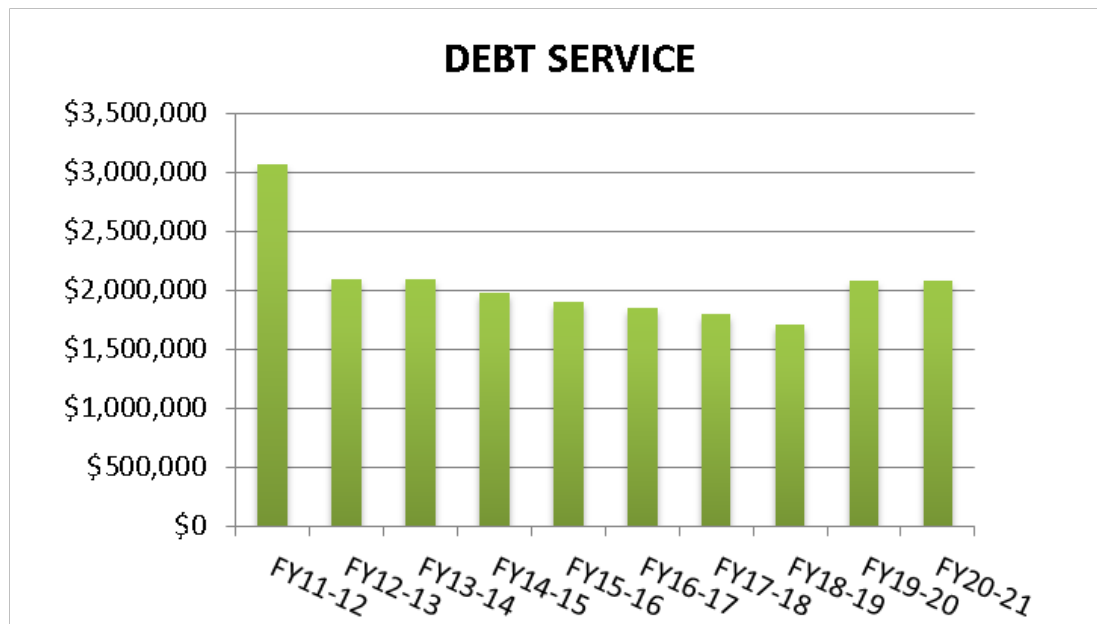
The total Community & Human Services budget increased this year by \$22,486, or 1.35%. The Youth & Social Services budget increased by \$5,434. Per capita costs paid to the regional Chatham Health District increased by \$9,938 from FY 2019-20 to FY 2020-21. The Library budget increased by \$623, the Recreation budget increased by \$3,760 and the Senior Services budget increased by \$2,731.

Debt

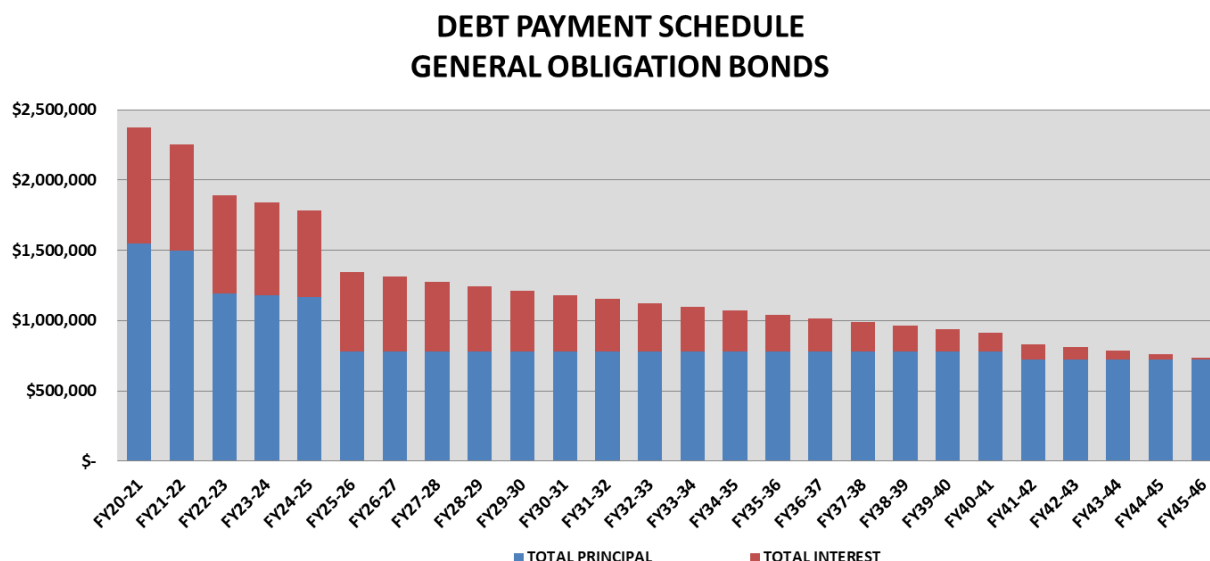
The Town's budgeted debt service, or debt payments remained the same as FY 2019-20 at \$2,075,164. Bond principal payments for existing debt increased by \$60,000 and bond interest payments decreased by \$60,000 as a result of issuing general obligation bonds for the Middle School project in October 2018 and October 2019, offset by a combination of final debt payments having been made for earlier bond issues, and the use of premiums received on the Middle School bond issues to fund the current debt payments.

As discussed on pages 29-30, 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 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 fiscal years 2015-16 through 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 and \$7,040,000 in October 2019. Interest payments on the bond anticipation notes and the general obligation bonds have been funded by first using the available funds in the Debt Service Fund in order to mitigate the impact of the project to the taxpayer.

The chart below reflects debt service expenditures included in the budget for the last ten years.



The following chart reflects the payment schedule for the existing debt service for the Town.



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 \$7,040,000 in general obligation bonds at interest rates ranging from 2.50% to 5.00% in October 2019. In addition, there is \$2,845,000 outstanding in short-term notes in anticipation of final project closeout and receipt of final school construction grant progress payments from the State of CT. The Town received ratings from S&P Global Ratings of “AA+” on the general obligation bonds issued in 2018 and 2019, and “SP-1+” on the bond anticipation notes when issued in 2018. 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.

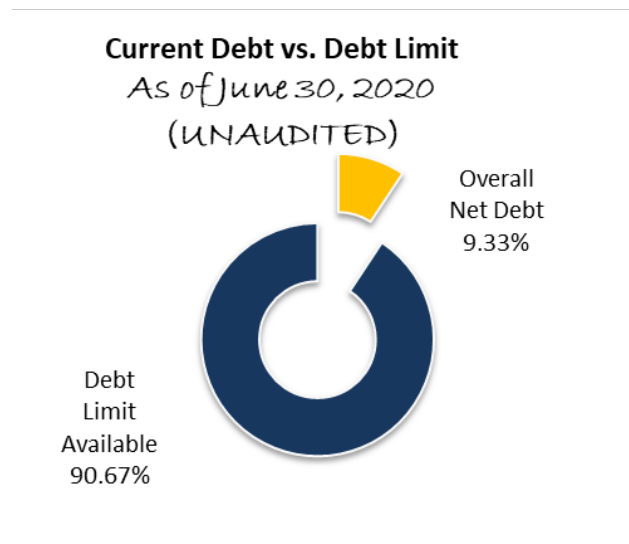
In March 2012, the Town issued \$8,400,000 of general obligation bonds that were used to advance refund portions of the outstanding principal amounts of the general obligation bond issues of 2002 and 2005. The Town advance-refunded the bonds to obtain a total savings of approximately \$571,000 between 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 May 2020, Moody's issued an Annual Issuer Comment Report. That report noted that "Colchester's credit position is good, and its Aa3 rating is level with the median rating of Aa3 for US cities. Key credit factors include an exceptionally low pension liability, a moderate debt burden and a strong wealth and income profile. It also reflects a solid tax base and a healthy financial position." The report also indicated "The economy and tax base of the Town are very healthy and are consistent with its Aa3 rating." Although the report included information that the "cash balance as a percent of operating revenues (17.3%) is materially below the U.S. median", and "fund balance as a percent of operating revenues (15.8%) is materially lower than other Moody's-rated cities and towns 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." With respect to the pandemic, the report noted "We do not see any material immediate credit risks for Colchester. However, the situation surrounding coronavirus is rapidly evolving and the longer term impact will depend on both the severity and duration of the crisis."

According to Connecticut State Statutes, the Town's debt limit cannot exceed seven times the gross receipts of property taxes. As of June 30, 2020 (unaudited), this amount was roughly \$286.07 million and the Town's outstanding bonded debt was \$22.69 million, with outstanding bond anticipation notes of \$2.85 million. Authorized, unissued debt was approximately \$5.72 million, and estimated remaining school construction grant progress payments were approximately \$4.57 million.

Overall net debt amounts to 9.33% of the total debt limit. The Town currently does not have a written debt service policy.



The Town is currently working with its financial advisor on establishing a long-term debt plan for both a potential Senior Center project, and the replacement of several large pieces of fire apparatus as discussed in more detail in other sections of this transmittal letter.

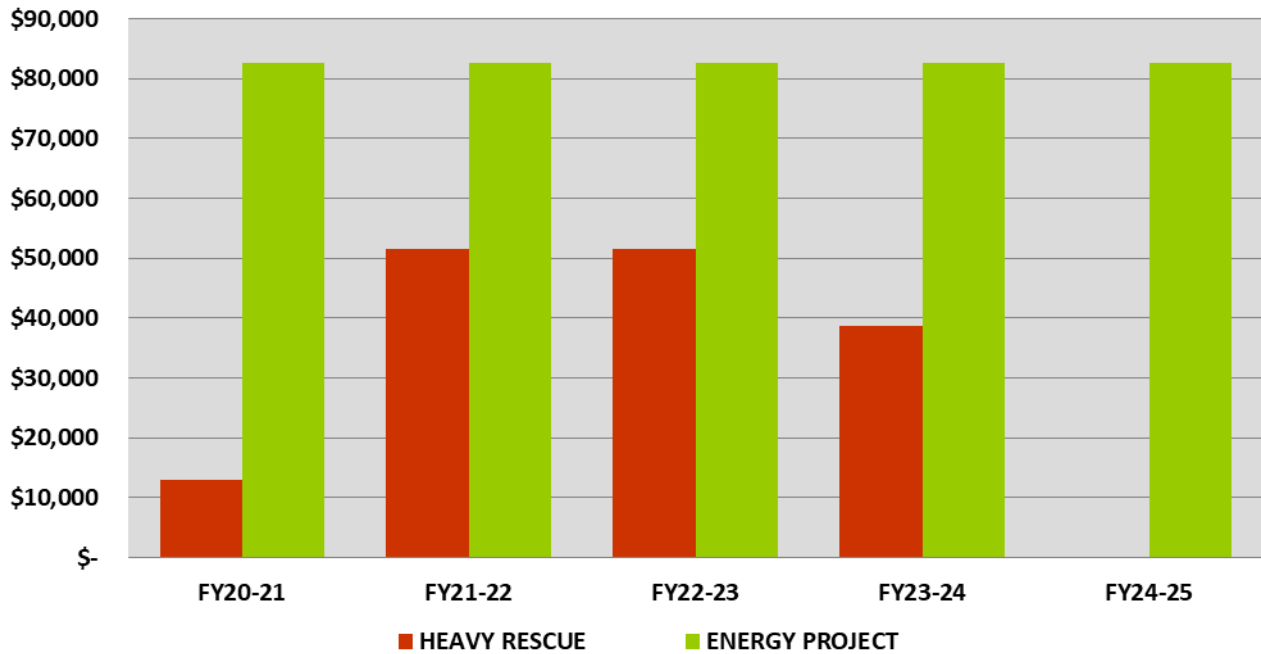
Transfers

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

The overall decrease in transfers from last year to this year is \$156,696, or 16.02%.

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.

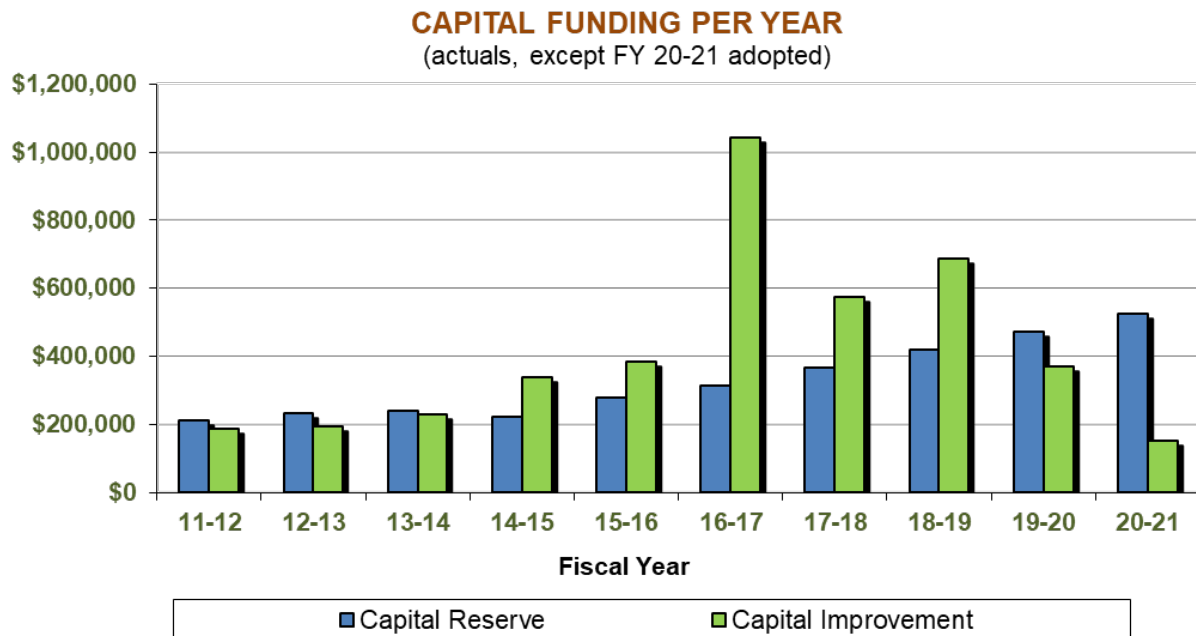
TRANSFERS TO DEBT SERVICE FUND CAPITAL LEASES



C. Capital

Capital expenditures are found, as mentioned previously, 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 \$52,625 or 11.16%, over last year’s adopted budget, to a total of \$524,325. 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 maintained the contribution to the buildings and grounds maintenance capital reserve 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 \$153,000 which will provide funding over one or multiple years towards six different capital purchases or improvements for equipment, vehicle replacements, and facilities.

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. Funds were appropriated from fund balance in March 2020 for the cost of the architect selected by the Building Committee for the preliminary design phase of the project. This phase includes development of cost estimates for a proposed referendum to approve the project and authorize the issuance of general obligation bonds to fund the project. The Committee will oversee, coordinate, and supervise all aspects of the planning and construction process of the new Senior Center facility. The Town anticipates holding a referendum for approval of the project prior to the end of fiscal year 2020-2021.

The Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for State funding was received in June 2016. The newly constructed and renovated portions of the

building were opened for the 2018-2019 school year. The debt service schedule and the steps taken to mitigate the impact on the mill rate from this project are included in the debt section of this letter starting on page 25. 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 incorporated changes in costs for building maintenance and utilities as the renovated Middle School is a smaller and energy efficient facility.

Capital Improvement Plan

Within the budget document, the Town has included its capital improvement plan (CIP) for the next five years on page 275. 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. Funding will be through future bonding, lease financing, State of Connecticut Town Aid Road grant funding, and the operating budget or existing Reserve Funds. A subcommittee of the Board of Finance and Board of Selectmen is currently working with the Town’s financial advisor on debt planning and a potential referendum prior to the end of fiscal year 2020-2021 to replace several large pieces of fire apparatus.

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 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. 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 Highway Garage – wash bay and storage sheds, and road improvements/maintenance). As part of the effort to adopt a budget with no mill rate increase, yet still fund planned projects, it was decided to expend funds

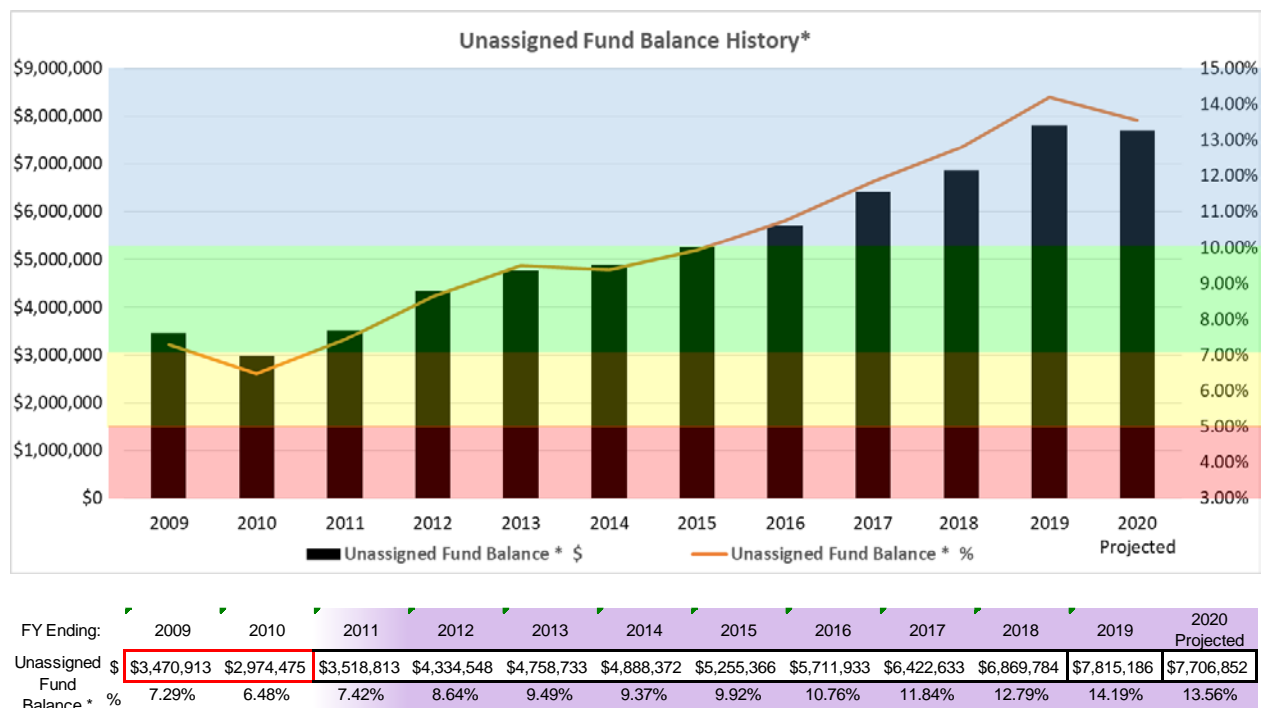
previously set-aside in the Buildings and Grounds Reserve and Field Sustainability Fund for specific items. The Town also made a decision to pause financing for one year for several long-term funding projects.

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. Due to reduced costs for previous revaluations, it was determined that no funding was needed for that purpose in FY 2020-21 with no impact on funding future revaluation costs. Funding for open space and contributions to both equipment reserve and building and grounds reserve were maintained at FY 2019-20 levels.

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. After nine straight years that the Town had not budgeted the use of its unassigned fund balance (also known as the rainy-day fund) to balance the budget, an amount of \$314,000 was included in the FY 2020-2021 adopted budget due to the impact of the pandemic and the determination to not increase the mill rate.



*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 May 2020, Moody's issued an Annual Issuer Comment Report. That report noted that "Colchester's credit position is good, and its Aa3 rating is level with the median rating of Aa3 for US cities. Key credit factors include an exceptionally low pension liability, a moderate debt burden and a strong wealth and income profile. It also reflects a solid tax base and a healthy financial position." The report also indicated "The economy and tax base of the Town are very healthy and are consistent with its Aa3 rating." Although the report included information that the "cash balance as a percent of operating revenues (17.3%) is materially below the U.S. median", and "fund balance as a percent of operating revenues (15.8%) is materially lower than other Moody's-rated cities and towns 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." With respect to the pandemic, the report noted "We do not see any material immediate credit risks for Colchester. However, the situation surrounding coronavirus is rapidly evolving and the longer term impact will depend on both the severity and duration of the crisis."

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 improved our bond rating associated with the Town's most recent debt financings. The Town received ratings from S&P Global Ratings of "AA+" on the general obligation bonds issued in October 2018 and October 2019, and "SP-1+" on the Town's bond anticipation notes 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

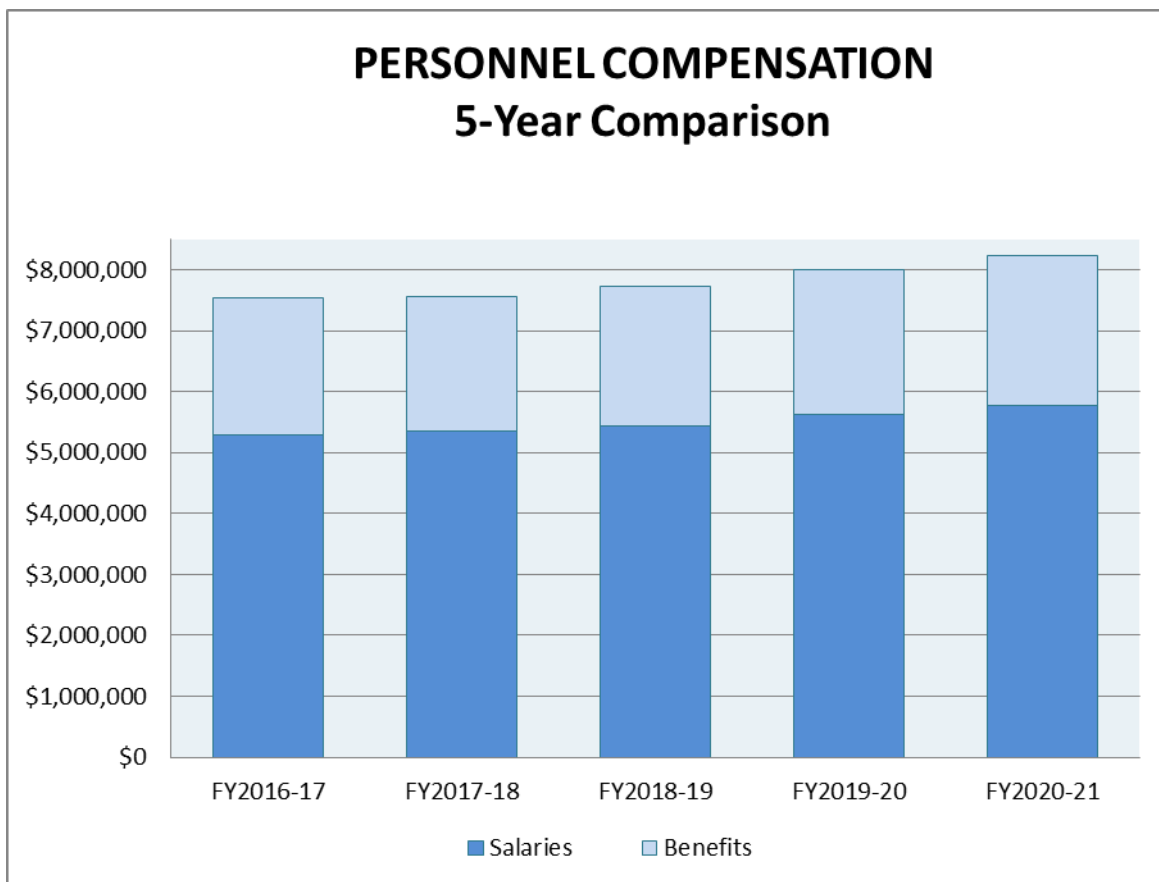
Total salaries and wages for all Town employees (including temporary and seasonal positions), for FY 2020-21 increased by \$155,052, or 2.76%, to \$5,775,330. Total benefits, including contributions to the self-insurance fund for health insurance and workers' compensation insurance premiums, increased \$63,614, or 2.67% to a total of \$2,447,496. These increases are partially reflective of the addition of two Firefighter/EMT positions in the Fire department.

The Town's contribution to the self-insurance fund increased by \$130,993 which includes an amount to phase-in a change to the funding methodology over a ten year period.

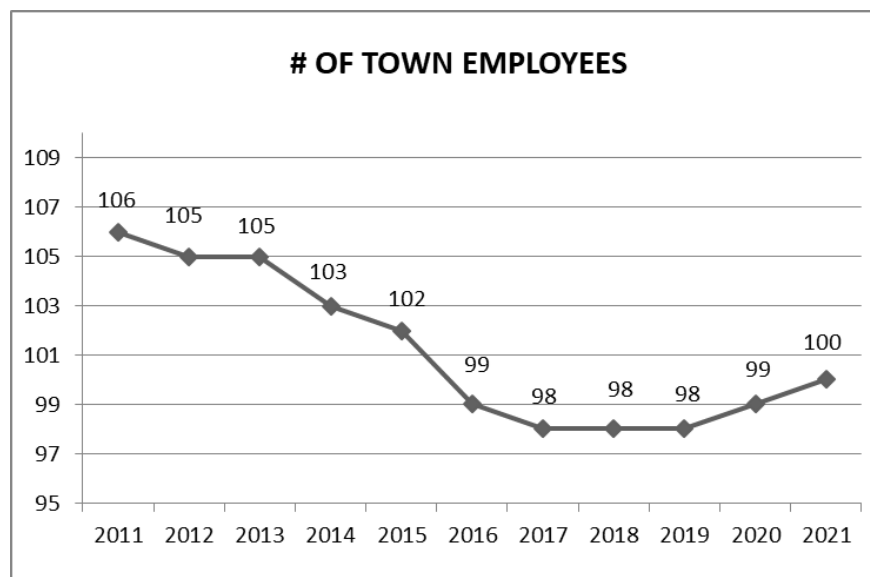
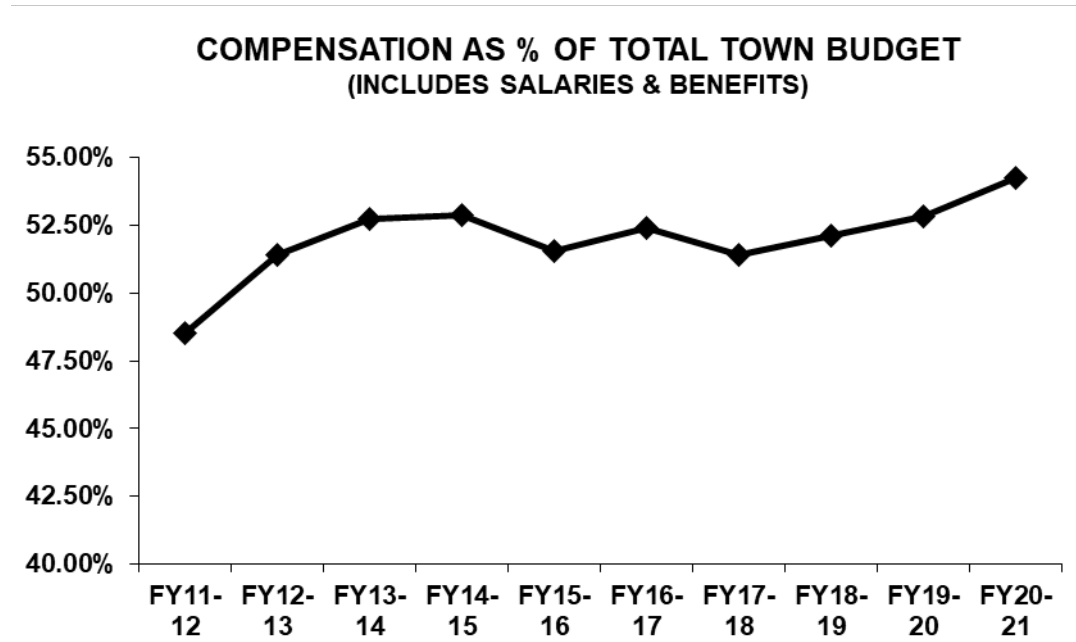
Negotiated union salary increases can be viewed within the Personnel Summary, on page 64, and individual union contracts which contain detail information on wages and benefits are posted in the Human Resources section of the Town's website.

Over the past five years, the budget for salaries has increased by 9.09%; from roughly \$5.29 million to \$5.78 million due primarily to contractual increases and the additional Firefighter/EMT positions included in the FY 2020-21 budget. As a percentage of the total Town budget, salaries make up 38.11% and benefits constitute 16.15%.

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 54.26% of the total Town budget. As depicted in the chart below, you can see the trend over the past ten years of the percentage of employee compensation (salaries and benefits) to the total Town budget.



The chart to the left reflects the total number of Town employees (full-time, regular part-time, and elected officials) over the past ten years. After several years of reductions in personnel, the number of Town employees has remained fairly consistent for the last several years. In FY 2020-21, the Town eliminated a position in Information Technology (services are now contracted), and added two Firefighter/EMT positions.

Legal Services

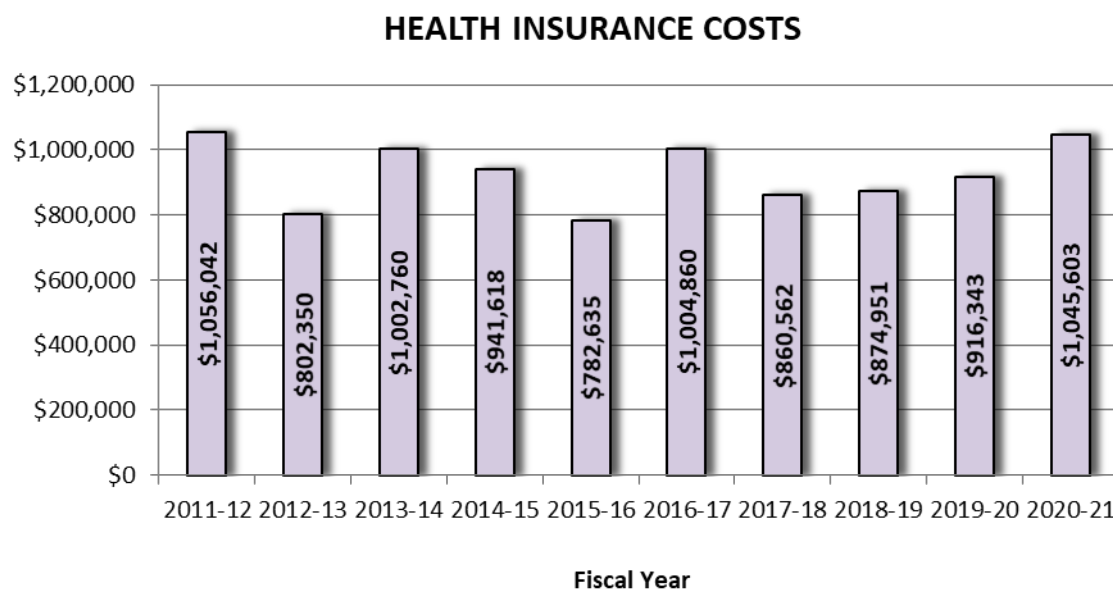
The legal budget is broken out within the following department budgets: “First Selectman,” “Human Resources,” and “Planning & Code Administration.” The purpose of the breakdown is to set defined budgets for particular legal issue areas.

For Fiscal Year 2020-2021, the overall legal budget was decreased by \$62,500, due to the addition of a shared Town/BOE Director of Human Resources, and a reduction in estimated legal fees associated with assessment appeals and land use matters for a total legal budget of \$62,500. The legal budget has been allocated as follows: \$22,500 to First Selectman’s Office for general government legal matters and assessment appeals, \$30,000 to Human Resources for labor negotiations and personnel issues, and \$10,000 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 \$38,371, or 2.28%.

Health insurance costs for FY 2020-21 are estimated at \$1,045,603, an increase of \$129,260 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.



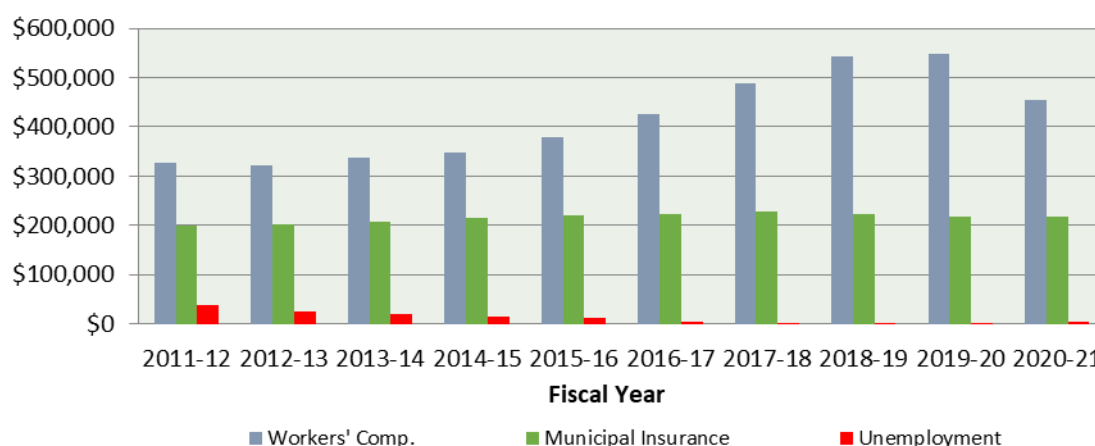
Health insurance costs represent 60.7% of the Town’s insurance costs, workers compensation insurance represents 26.5%, with property & liability insurance and unemployment compensation benefits making up the remainder of the Town’s total insurance budget.

Over the past several years, property & liability insurance costs have remained relatively unchanged, increasing \$9,702 or 4.7% since FY 2013-14. The unemployment budget reflects

an increase of \$600 for a total budget amount of \$3,100 in FY 2020-21 reflecting the stabilization of overall staffing levels and personnel.

The budget for Workers' Compensation insurance was decreased by \$91,437, or 16.7% over the prior year. The Town/BOE conducted a bid solicitation and changed insurance carriers for liability/auto/property (LAP) and workers' compensation insurance effective July 1, 2019. 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



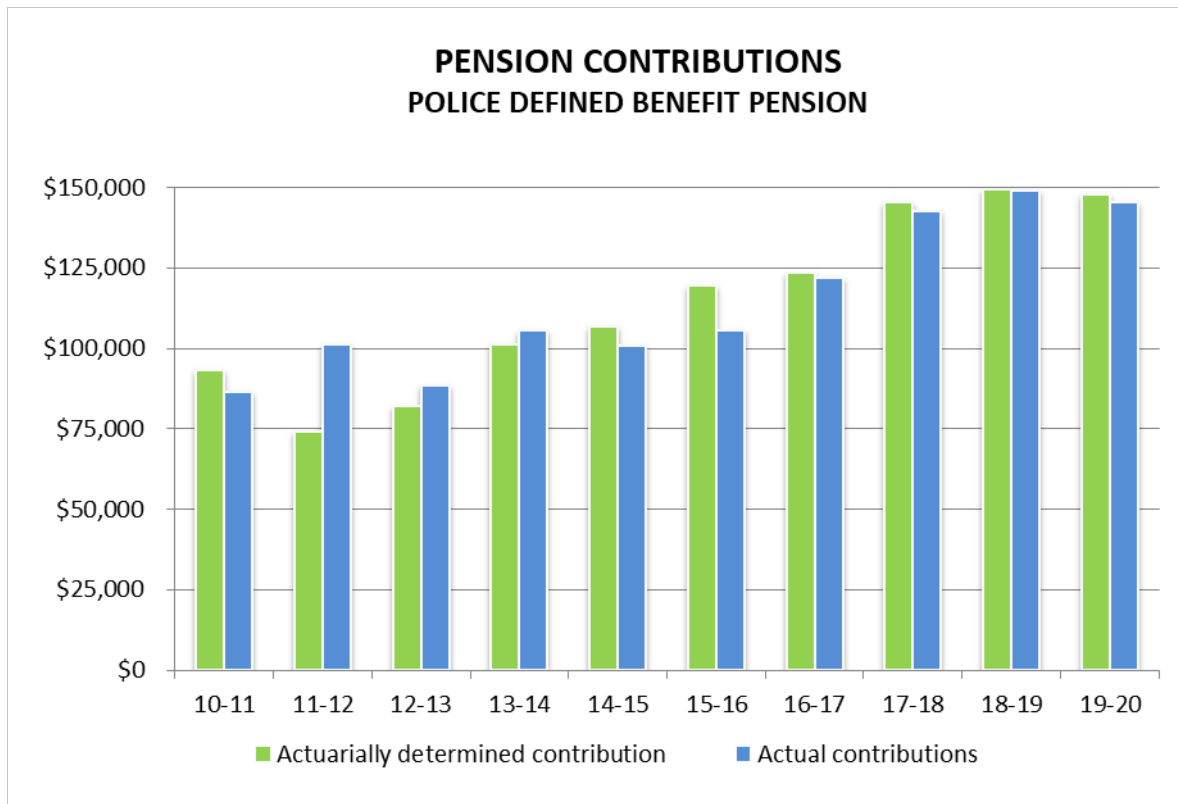
The Town has a Health & Safety Committee, who work with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impact the Town's health 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, 2020, employees contributed \$82,692, while the Town contributed \$145,500, for a total addition to the police pension fund of \$228,192. At the beginning of fiscal year 2019-2020, the pension fund amounted to \$2,735,839 and ended the year at \$2,985,609, taking into account contributions, and investment performance. As of June 30, 2020, the Town's total pension liability was \$3,604,741 and the plan's fiduciary net position was

\$2,985,609 resulting in a net pension liability of \$619,132 which is an increase of \$137,170 from the net pension liability at June 30, 2019.



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 295, 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 25 as well as on page 259 & Section 6 starting on page 279. Bonded projects are described in Section Six of the budget document on pages 279-290.

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 previous economic downturn, is managing the economic impact of the Coronavirus pandemic, and remains 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. A detailed vehicle replacement plan was developed and has been consistently funded for the last ten 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, with the top two priorities being a new Senior Center, and replacing aging fire apparatus.

The William J. Johnston Middle School Project is substantially completed and the newly constructed and renovated portions of the building were opened for the 2018-2019 school year. The Town issued general obligation bonds of \$12,000,000 in October 2018 and \$7,040,000 in October 2019 which are expected to complete the Town's financing of the project as the construction and renovation costs are projected to be under budget. The Town also issued bond anticipation notes in the amount of \$2,845,000 which were rolled over at maturity in October 2020 for another year. Upon receipt of final school construction grant payments from the State of CT, the Town expects to be able to pay off the outstanding notes without any further bond issue pending the results of the final audit of the project.

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. Funds were appropriated from fund balance in March 2020 for the cost of the architect selected by the Building Committee for the preliminary design phase of the project. This phase includes development of cost estimates for a proposed referendum to approve the project and authorize the issuance of general obligation bonds to fund the project. The Committee will oversee, coordinate, and supervise all aspects of the planning and construction process of the new Senior Center facility. The Town anticipates holding a referendum for approval of the project prior to the end of fiscal year 2020-2021.

A joint committee of the Board of Finance and Board of Selectmen is also reviewing the apparatus needs of the Fire department and is working with the Town's financial advisor to incorporate funding into the Town's long-term debt plan (along with the Senior Center project discussed above) with an anticipated referendum for approval being held prior to the end of fiscal year 2020-2021.

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.

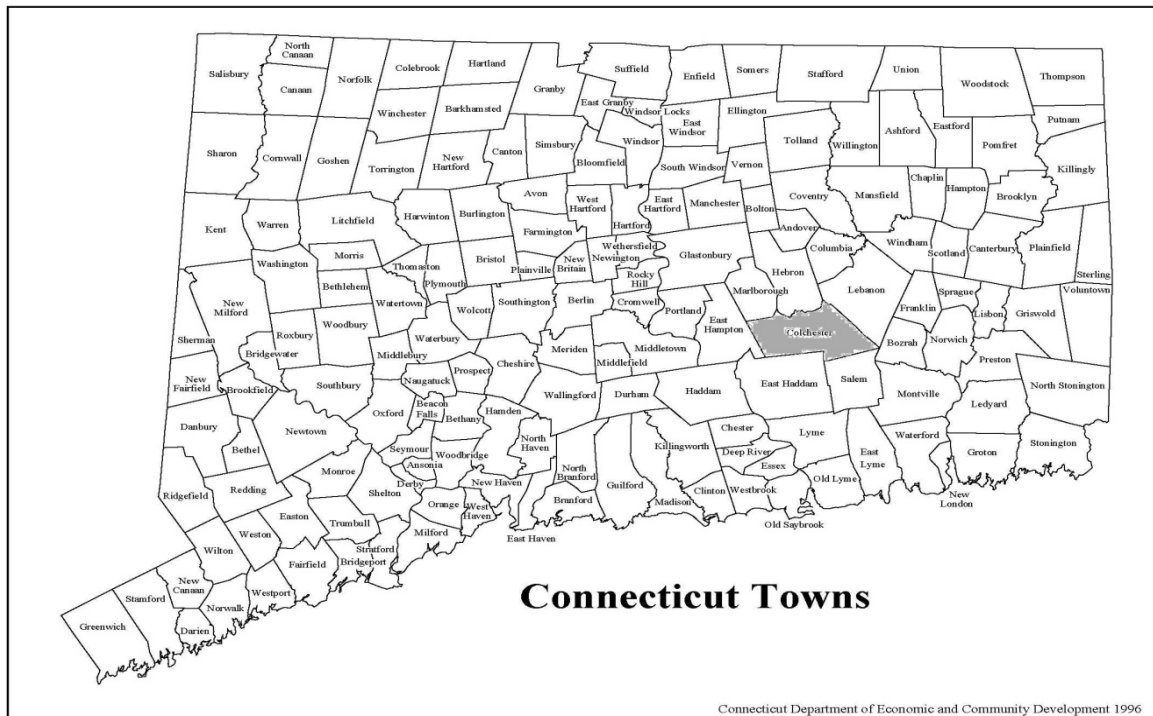
Sincerely,

Mary Bylone
First Selectman

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

**TOWN OF COLCHESTER
FY2020-2021 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 was estimated to be 15,936 by the Connecticut Department of Public Health as of July 1, 2018.

As of July 1, 2018, the Town of Colchester had a population density per square mile of 325.3 or 44.1% of the State average, per capita income of \$44,990 or 104.5% of the State-wide per capita income, and a median household income of \$103,380 or 135.8% of the State-wide median household income. The Town's debt per capita (bonds) was \$1,313 compared to the State average of \$2,580, net pension liability per capita was \$34 compared to the State average of \$1,306 and the net other post-employment benefits per capita was \$393 compared to the State average of \$2,203; the Town's tax collection rate of 98.9% as compared to the State average of 98.7%; and the unemployment rate as of October 2019 of 2.8% was 0.7 percent lower than the State average of 3.5%. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 73rd in population, 107th in population density, 106th in bonded debt per capita, 123rd in net pension liability per capita, 80th in net other postemployment benefits per capita, 47th in median household income, and 115th in unemployment for calendar year 2018. (*Municipal Fiscal Indicators*, CT Office of Policy & Management, January 2020).

**TOWN OF COLCHESTER
FY2020-2021 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.

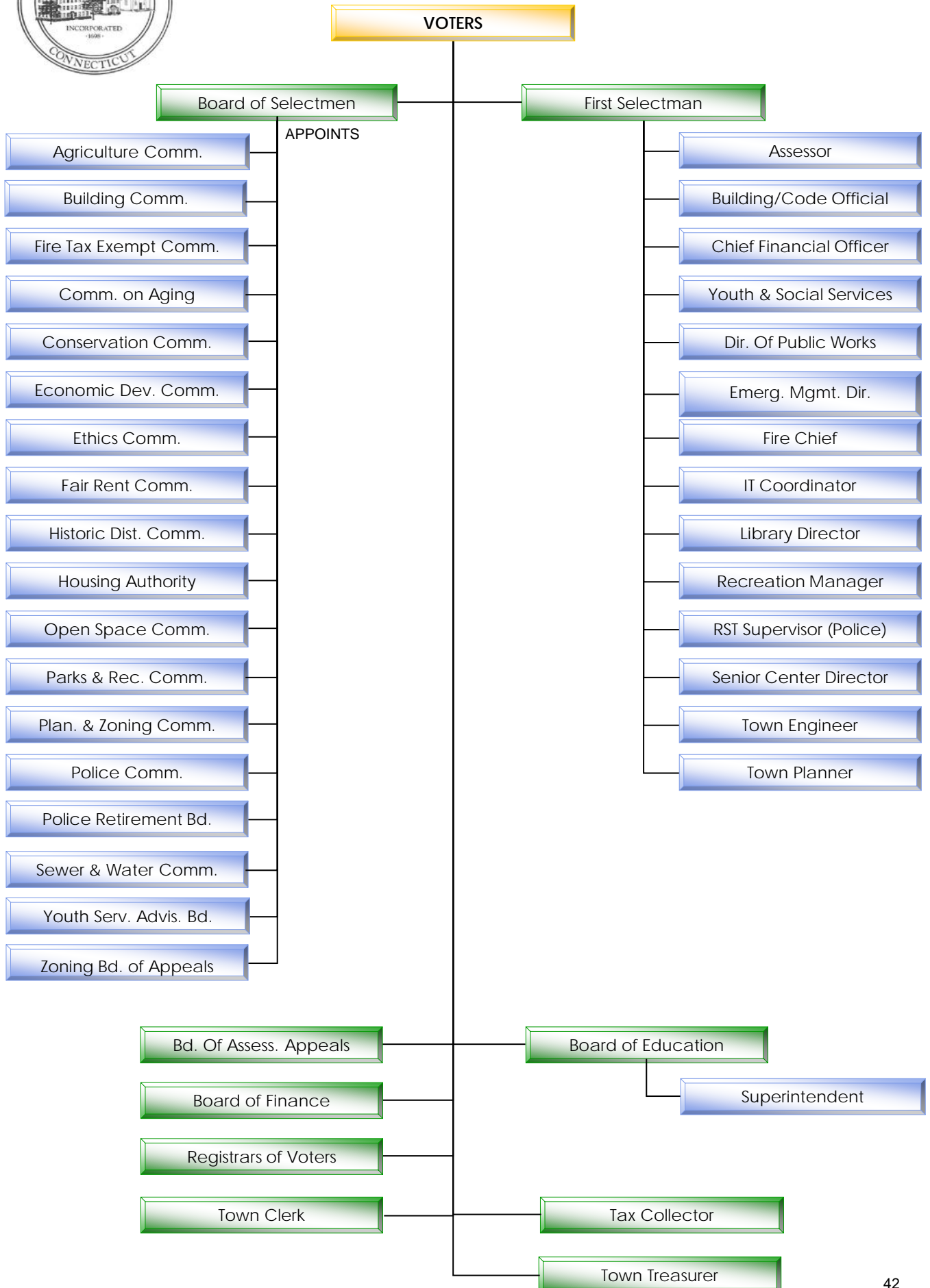
The Board of Finance is responsible for presenting to the Town voters the budgets for all Town Departments and the Combined Budget and has all of the powers and performs all of the duties conferred or imposed upon Boards of Finance by the General Statutes. The Board of Finance has the authority to approve 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

Mary Bylone, First Selectman
Rosemary Coyle
Denise Mizla

Taras Rudko
Denise Turner

Board of Finance

Robert Tarlov, Chair
Bernard Dennler III, Vice Chair
Andreas Bisbikos

Michael Egan
Michael Hayes
Andrea Migliaccio

Board of Education

Mary Tomasi, Chair
Christopher McGlynn, Vice Chair
Amy Domeika, Secretary
Suesen Hickey

Mitchell Koziol
Jessica Morozowich
Joanne Rose

Administration

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

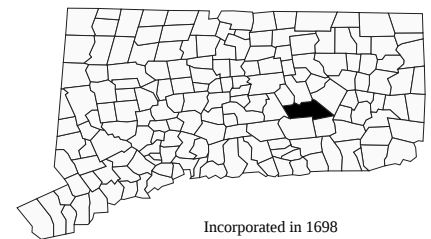
N. Maggie Cosgrove
Gayle Furman
Jennifer Pulse
Michele Wyatt
Jeffrey Burt

Colchester, Connecticut

CERC Town Profile 2019 *Produced by Connecticut 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
2013-2017	16,015	270,772	3,594,478
2020	16,194	283,665	3,604,591
'17 - '20 Growth / Yr	0.4%	1.5%	0.1%

	Town	County	State
Land Area (sq. miles)	49	665	4,842
Pop./Sq. Mile (2013-2017)	327	407	742
Median Age (2013-2017)	41	41	41
Households (2013-2017)	5,851	107,193	1,361,755
Med. HH Inc. (2013-2017)	\$101,031	\$69,411	\$73,781

	Town	State
Veterans (2013-2017)	998	180,111

Age Distribution (2013-2017)

	0-4	5-14	15-24	25-44	45-64	65+	Total
Town	830 5%	2,199 14%	1,882 12%	3,867 24%	5,191 32%	2,046 13%	16,015 100%
County	13,625 5%	30,437 11%	38,082 14%	65,254 24%	78,190 29%	45,184 17%	270,772 100%
State	186,188 5%	432,367 12%	495,626 14%	872,640 24%	1,031,900 29%	575,757 16%	3,594,478 100%

Race/Ethnicity (2013-2017)

	Town	County	State
White Non-Hisp	14,709	206,261	2,446,049
Black Non-Hisp	239	14,093	350,820
Asian Non-Hisp	392	11,128	154,910
Native American Non-Hisp	56	1,221	5,201
Other/Multi-Race Non-Hisp	355	10,822	84,917
Hispanic or Latino	264	27,186	551,916

	Town	County	State
Poverty Rate (2013-2017)	5.9%	9.9%	10.1%

Educational Attainment (2013-2017)

	Town	State
High School Graduate	2,973 27%	673,582 27%
Associates Degree	994 9%	188,481 8%
Bachelors or Higher	4,218 38%	953,199 38%

Economics

Business Profile (2018)

Sector	Units	Employment
Total - All Industries	426	3,966
23 - Construction	42	244
31-33 - Manufacturing	10	267
44-45 - Retail Trade	48	565
62 - Health Care and Social Assistance	48	650
72 - Accommodation and Food Services	32	446
Total Government	18	745

Top Five Grand List (2018)

	Amount
Connecticut Light and Power	\$20,243,050
Country Place of Colchester	\$9,904,980
SS1 Colchester	\$8,337,700
Norwich, City of	\$4,835,900
GAIA Colchester	\$4,072,340
Net Grand List (SFY 2016-2017)	\$1,216,010,210

Major Employers (2017)

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

Education

2018-2019 School Year

	Grades	Enrollment
Colchester School District	PK-12	2321

Smarter Balanced Test Percent Above Goal (2017-2018)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	66.9%	53.8%	70.6%	51.3%	66.5%	43.0%
ELA	61.5%	53.1%	71.2%	54.9%	75.4%	56.1%

Pre-K Enrollment (PSIS)

	2018-2019
Colchester School District	97

Rate of Chronic Absenteeism (2017-2018)

	All
Connecticut	10.7%
Colchester School District	7.4%

4-Year Cohort Graduation Rate (2017-2018)

	All	Female	Male
Connecticut	88.3%	91.8%	85.1%
Colchester School District	94.1%	94.6%	93.7%

Public vs Private Enrollment (2013-2017)

	Town	County	State
Public	90.3%	88.6%	86.8%
Private	9.7%	11.4%	13.2%

Colchester, Connecticut

CERC Town Profile 2019



Connecticut
Economic
Resource Center

Government

Government Form: Selectman - Town Meeting

Total Revenue (2017)	\$62,116,969	Total Expenditures (2017)	\$59,553,817	Annual Debt Service (2017)	\$2,244,039
Tax Revenue	\$38,500,512	Education	\$46,630,541	As % of Expenditures	3.8%
Non-tax Revenue	\$23,616,457	Other	\$12,923,276	Eq. Net Grand List (2017)	\$1,697,800,704
Intergovernmental	\$21,992,787	Total Indebtedness (2017)	\$10,765,315	Per Capita	\$105,921
Per Capita Tax (2017)	\$2,378	As % of Expenditures	18.1%	As % of State Average	70.2%
As % of State Average	81.1%	Per Capita	\$672	Moody's Bond Rating (2017)	Aa3
		As % of State Average	26.7%	Actual Mill Rate (2017)	30.91
				Equalized Mill Rate (2017)	22.45
				% of Net Grand List Com/Ind (2017)	8.0%

Housing/Real Estate

Housing Stock (2013-2017)

	Town	County	State
Total Units	6,415	122,599	1,507,711
% Single Unit (2013-2017)	77.0%	65.5%	59.2%
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 (2017)	200	2,137	21,880
Median Price	\$254,000	\$238,900	\$270,100
Built Pre-1950 share	11.4%	29.0%	29.3%
Owner Occupied Dwellings	4,442	71,447	906,798
As % Total Dwellings	75.9%	66.7%	66.6%
Subsidized Housing (2018)	527	13,693	167,879

Distribution of House Sales (2017)

	Town	County	State
Less than \$100,000	13	128	536
\$100,000-\$199,999	39	662	5,237
\$200,000-\$299,999	71	709	6,681
\$300,000-\$399,999	62	376	3,863
\$400,000 or More	15	262	5,563

Rental (2013-2017)

	Town	County	State
Median Rent	\$1,205	\$1,071	\$1,123
Cost-burdened Renters	39.8%	48.6%	52.3%

Labor Force

	Town	County	State
Residents Employed	9,166	132,032	1,827,070
Residents Unemployed	320	5,431	78,242
Unemployment Rate	3.4%	4.0%	4.1%
Self-Employed Rate	8.3%	8.2%	10.0%
Total Employers	426	7,772	122,067
Total Employed	3,966	123,881	1,673,867

Connecticut Commuters (2015)

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

Quality of Life

Crime Rates (per 100,000 residents) (2017)

	Town	State
Property	424	1,777
Violent	72	228

Distance to Major Cities

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

Disengaged Youth (2013-2017)

	Town	State
Female	14.4%	4.2%
Male	15.0%	5.6%

	Town
Library circulation per capita	7.29

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. The process below explains how the 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, ask questions, and to obtain additional information, including alternative funding sources. The Board of Finance may adjust total 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 present 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*.

**Due to the Covid-19 pandemic, all FY 2020-2021 budget meetings and public hearings were held virtually using Zoom, and the budgets were adopted by the Board of Finance in accordance with Executive Orders issued by the Governor of the State of Connecticut.*

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
FY2020-2021 ADOPTED BUDGET**

BUDGET CALENDAR

FEBRUARY

18 - Board of Education (Regular Meeting) (Superintendent's Budget Presentation)	7:00 PM	CES Cafeteria
25 - Board of Education (Regular Meeting) (Discussion of Superintendent's Budget)	7:00 PM	CES Cafeteria

MARCH

3 - Board of Education (Regular Meeting) (Discussion of Superintendent's Budget)	7:00 PM	CES Cafeteria
10 - Board of Education (Regular Meeting) (Discussion of Superintendent's Budget)	7:00 PM	CES Cafeteria

APRIL

7- Board of Education (Regular Meeting)	4:00 PM	Zoom
15 - Budget Public Hearing (BOE Budget Presentation)	6:30 PM	Zoom
16 - Budget Public Hearing (Town Budget Presentation)	6:30 PM	Zoom
20 - Board of Education (Special Meeting)	4:00 PM	Zoom
21- Board of Finance Budget Workshop (Town Budget)	6:30 PM	Zoom
23 - Board of Finance Budget Workshop (BOE Budget)	6:30 PM	Zoom
27 - Board of Education (Special Meeting)	4:00 PM	Zoom
28- Board of Finance Budget Workshop (Town Budget)	6:30 PM	Zoom
29 - Board of Education (Special Meeting)	4:00 PM	Zoom
30 - Board of Finance Budget Workshop (BOE Budget)	6:30 PM	Zoom

MAY

5- Board of Finance Budget Workshop (Revenue Budget)	6:30 PM	Zoom
6 - Board of Finance (Regular Meeting)	6:30 PM	Zoom
12- Board of Education (Regular Meeting)	4:00 PM	Zoom
12- Board of Finance Budget Workshop (Town Budget)	6:30 PM	Zoom
19 - Board of Finance Budget Workshop (BOE Budget)	6:30 PM	Zoom
21- Board of Finance (Special Meeting) (Town Budget)	6:30 PM	Zoom
26 - Budget Public Hearing - Town Budget	6:30 PM	Zoom
28 - Budget Public Hearing - BOE Budget	6:30 PM	Zoom

JUNE

3 - Board of Finance (Special Meeting)	6:30 PM	Zoom
8 - Board of Finance (Special Meeting)	6:30 PM	Zoom
9- Board of Education (Regular Meeting)	4:00 PM	Zoom
15 - Board of Finance (Special Meeting) (Vote to approve Town & BOE Budgets per Governor's Executive Orders)	6:30 PM	Zoom

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
FY 2020-2021 ADOPTED BUDGET**

General Fund Revenues and Expenditures

	<u>Actual 2018-2019</u>	<u>Actual 2017-2018</u>	<u>Actual 2016-2017</u>	<u>Actual 2015-2016</u>	<u>Actual 2014-2015</u>
Revenues					
Property taxes	\$40,028,244	\$39,539,056	\$38,500,512	\$37,712,051	\$37,226,671
Intergovernmental revenues	16,585,701	21,032,544	21,992,787	19,575,213	19,483,781
Revenues from use of money	348,258	272,088	88,500	61,139	48,566
Charges for services and assessments	641,192	594,493	566,429	550,432	544,455
Licenses, permits and fees	825,029	750,679	834,337	860,660	627,586
Other	530,869	447,926	134,404	120,528	122,212
Total revenues	58,959,293	62,636,786	62,116,969	58,880,023	58,053,271
Expenditures					
Current:					
General government	3,516,196	3,413,682	3,534,368	3,151,674	3,310,137
Public works	3,447,196	3,153,130	3,312,050	3,133,633	3,489,369
Public safety	2,872,691	2,761,914	2,699,729	2,676,389	2,438,800
Community & Human Services	1,534,894	1,491,049	1,534,864	1,480,902	1,434,099
Education	43,249,066	47,020,602	46,630,541	44,296,560	43,909,369
Debt service	1,710,415	1,791,665	1,842,265	1,901,465	1,972,865
Total expenditures	56,330,458	59,632,042	59,553,817	56,640,623	56,554,639
Excess (deficiency) of revenues over expenditures	2,628,835	3,004,744	2,563,152	2,239,400	1,498,632
Other financing sources (uses):					
Operating transfers in	--	--	8,240	--	--
Operating transfers out	(2,150,994)	(1,770,601)	(2,069,648)	(1,292,550)	(1,053,867)
Total other financing sources (uses)	(2,150,994)	(1,770,601)	(2,061,408)	(1,292,550)	(1,053,867)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses	477,841	1,234,143	501,744	946,850	444,765
Fund balance, beginning of year	8,406,943	7,172,800	6,671,056	5,724,206	5,279,441
Fund balance, end of year	\$8,884,784	\$8,406,943	\$7,172,800	\$6,671,056	\$5,724,206

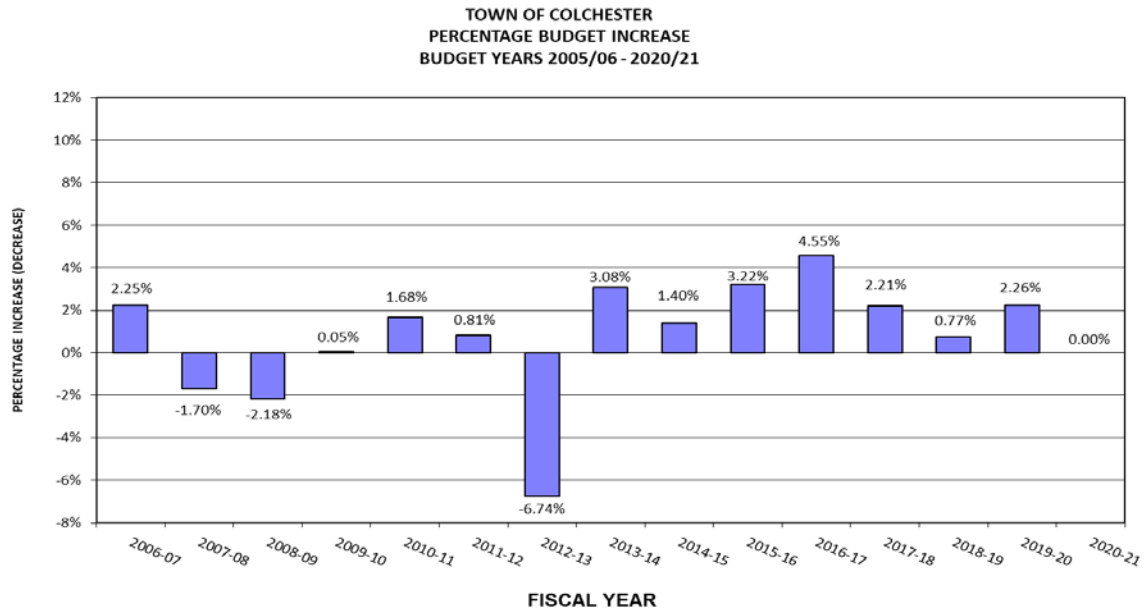
Source: Statement of Revenues, Expenditures and Changes in Fund Balances (Deficits) -
Governmental Funds included in the audited financial statements.

TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET

BUDGET HISTORY - Town Operating, Debt Service & Capital

FISCAL YEAR	ADOPTED BUDGET	DOLLAR INCREASE	PERCENT INCREASE	MILL RATE	
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	
2020-21	15,155,865	0	0.00%	32.84	

(1) Revaluation Year



**TOWN OF COLCHESTER
FY 2020-2021 ADOPTED BUDGET**

MUNICIPAL EMPLOYEE HISTORY*

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
General Government	99	98	98	98	99	100

**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 2020-21 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/20	Neg. ¹
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	06/30/24	2.25%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/23	2.25%

¹ Contract currently in negotiation

EMPLOYEE COMPENSATION

<u>Employees</u>	<u>No. of Employees¹</u>	<u>Salaries & Wages¹</u>
Public Works	20	\$1,007,816
Town Clerical	17	\$789,150
Fire/Ambulance	8	\$471,795
Administrators	11	\$894,859
Police ²	11	\$935,487
Library	5	\$232,650
Non-Union	10	\$570,854
Elected	3	\$229,708
TOTAL	85	\$5,132,319

EMPLOYEE BENEFITS

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Health Insurance Cost	\$782,635	\$1,004,860	\$860,562	\$874,951	\$916,343	\$1,045,603

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
FY2020-2021 ADOPTED BUDGET**

	FY 2017-2018 Actual Revenues	FY 2018-2019 Actual Revenues	FY 2019-2020 Adopted Budget	FY 2019-2020 Projected Actuals	FY 2020-2021 Adopted Budget
REVENUES:					
Property Taxes:					
Current taxes	38,810,079	39,110,431	40,304,659	40,118,516	40,785,675
Delinquent taxes	371,693	575,624	550,000	450,000	375,000
Interest & lien fees	357,284	342,189	330,000	280,000	250,000
Total property taxes	39,539,056	40,028,244	41,184,659	40,848,516	41,410,675
Intergovernmental:					
In lieu of taxes - PILOT	0	74,928	74,928	74,928	74,928
Mashantucket Pequot/Mohegan Fund	65,420	23,167	23,167	23,167	23,167
Municipal Stabilization Grant	207,276	134,167	134,167	134,167	134,167
Distribution to Towns	4,900	5,677	5,000	6,550	5,000
Disability Exemptions	1,682	1,454	1,674	1,610	1,888
Additional Veterans Exemptions	7,770	7,082	7,211	7,357	7,255
Local Capital Improvement	213,497	136,187	116,454	116,454	116,454
Youth Services Grant	17,408	17,732	17,000	17,732	17,732
Emergency Management	0	7,404	0	8,065	8,065
Total	517,953	407,798	379,601	390,030	388,656
Intergovernmental - Education:					
ECS	11,733,946	12,660,380	12,359,179	12,359,177	12,040,218
Special Education - Excess Costs	688,712	539,115	500,000	624,553	500,000
Total	12,422,658	13,199,495	12,859,179	12,983,730	12,540,218
Total intergovernmental	12,940,611	13,607,293	13,238,780	13,373,760	12,928,874

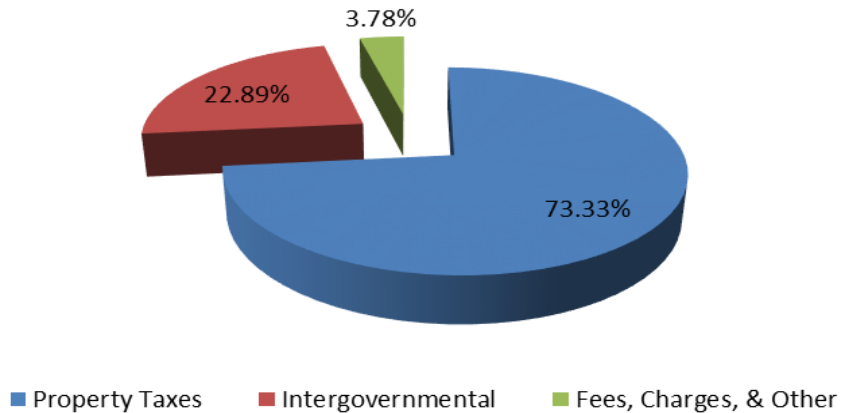
**TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET**

	FY 2017-2018 Actual Revenues	FY 2018-2019 Actual Revenues	FY 2019-2020 Adopted Budget	FY 2019-2020 Projected Actuals	FY 2020-2021 Adopted Budget
Charges for Services:					
Ambulance Fees	582,728	629,052	575,000	519,000	500,000
Recreation Fees	11,765	12,140	12,000	3,337	6,000
Total charges for services	594,493	641,192	587,000	522,337	506,000
Revenues from use of money:					
Investment interest earnings	272,088	348,258	225,000	298,400	196,200
Licenses/permits/fees:					
Vendor permits	1,520	1,245	1,200	990	1,200
Copier fees	16,770	15,313	17,400	17,197	17,850
ZBA fees	1,250	350	700	1,350	700
Conservation Commission fees	4,953	7,447	5,500	6,420	5,500
Zoning and Planning fees	11,290	17,590	13,000	10,000	13,000
Building fees	278,638	350,726	245,000	360,000	245,000
Fire marshal inspection fees	360	0	240	60	100
Conveyance tax	181,592	179,773	185,000	185,719	186,000
Town Clerk fees	83,141	87,421	87,000	101,187	102,000
Sports licenses	460	392	470	250	250
Land Records - Town	1,823	1,757	2,000	1,706	1,800
Pistol permits	8,960	7,186	8,500	5,160	5,000
Road inspection fees	7,349	12,067	3,900	28,867	17,750
Transfer Station fees	139,958	134,162	127,500	136,762	130,000
Library fines & fees	9,201	6,704	7,600	7,250	7,000
Dial-A-Ride	3,414	2,896	3,150	3,500	3,500
Total licenses/permits/fees	750,679	825,029	708,160	866,418	736,650

**TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET**

	FY 2017-2018 Actual Revenues	FY 2018-2019 Actual Revenues	FY 2019-2020 Adopted Budget	FY 2019-2020 Projected Actuals	FY 2020-2021 Adopted Budget
Other revenues:					
Tuition	344,894	426,778	402,038	468,300	329,400
Telecommunication property tax	29,377	27,723	27,000	26,915	26,000
Elderly Housing/Dublin Village	14,689	14,416	14,350	14,350	14,350
Miscellaneous	20,802	11,602	5,000	5,000	5,000
Insurance Reimbursement	2,685	9,765	0	125	0
Recovery	0	0	0	57,902	0
State Fund for Building Inspection fees	1,069	1,747	1,000	1,200	1,000
CCM/CIRMA Member Equity Distribution	44,723	46,727	0	0	4,326
	458,239	538,758	449,388	573,792	380,076
Other financing sources:					
Use of Fund Balance	0	0	0	414,089	314,000
Total other financing sources	0	0	0	414,089	314,000
 Total revenues	 54,555,166	 55,988,774	 56,392,987	 56,897,312	 56,472,475

Revenue Sources by Type





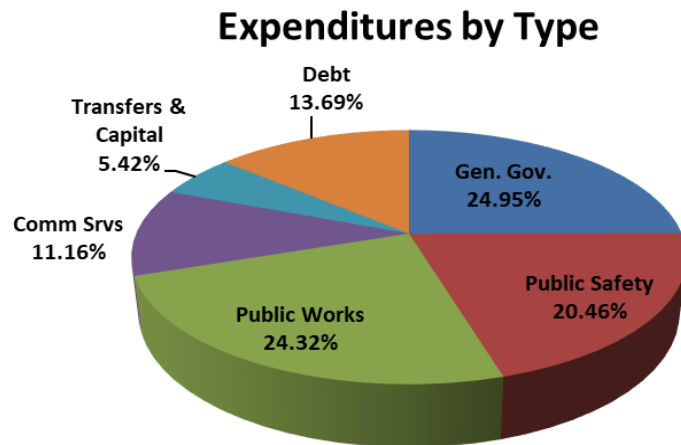
EXPENDITURE SUMMARY



TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

**TOWN OF COLCHESTER
BUDGET SUMMARY BY FUNCTION**

	ACTUAL EXPENDITURES FY 2017-2018	ACTUAL EXPENDITURES FY 2018-2019	ADOPTED BUDGET FY 2019-2020	PROJECTED ACTUAL FY 2019-2020	ADOPTED BUDGET FY 2020-2021
GENERAL GOVERNMENT	3,434,529	3,495,149	3,731,345	3,504,305	3,780,915
PUBLIC SAFETY	2,757,852	2,885,321	2,972,696	2,937,679	3,100,772
PUBLIC WORKS	3,205,305	3,388,047	3,730,058	3,471,067	3,686,622
COMMUNITY & HUMAN SERVICES	1,516,496	1,559,447	1,668,570	1,641,265	1,691,056
DEBT	1,791,665	1,710,415	2,075,164	2,075,164	2,075,164
TRANSFERS	1,332,070	1,682,466	978,032	1,147,854	821,336
TOTAL TOWN	14,037,917	14,720,845	15,155,865	14,777,334	15,155,865
BOARD OF EDUCATION	39,659,108	40,367,299	41,237,122	41,604,220	41,316,610
TOTAL BUDGET	53,697,025	55,088,144	56,392,987	56,381,554	56,472,475



TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
LEGISLATIVE					
BOARDS AND COMMISSIONS	37,845	32,007	35,870	21,298	27,424
CONTINGENCY					
CONTINGENCY	0	0	60,212	0	60,992
MUNICIPAL MANAGEMENT					
FIRST SELECTMAN	266,053	243,930	249,564	277,710	241,464
HUMAN RESOURCES	27,951	9,542	66,880	78,546	107,712
FINANCE					
FINANCE	289,150	307,169	308,574	268,893	302,751
TAX OFFICE	141,504	160,641	171,559	166,930	175,769
ASSESSOR'S OFFICE	286,518	293,995	311,234	314,658	303,569
DEVELOPMENT AND PLANNING					
PLANNING/BUILDING CODE ADMIN.	486,318	467,666	478,181	445,935	479,597
TOWN CLERK					
TOWN CLERK	164,504	166,921	172,189	169,762	167,018

TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT (CONTINUED)

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
REGISTRARS OF VOTERS					
REGISTRARS OF VOTERS	51,885	66,189	71,482	77,984	72,820
INSURANCES & PROBATE					
INSURANCES	1,570,658	1,636,603	1,683,540	1,553,401	1,721,911
PROBATE	5,365	5,258	5,271	5,271	5,347
INFORMATION TECHNOLOGY					
INFORMATION TECHNOLOGY	106,778	105,228	116,789	123,917	114,541
TOTAL GENERAL GOVERNMENT	3,434,529	3,495,149	3,731,345	3,504,305	3,780,915

TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

SUMMARY - PUBLIC SAFETY

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
POLICE PROTECTION					
POLICE/RESIDENT TROOPER'S OFFICE	1,526,677	1,597,040	1,605,865	1,597,391	1,637,859
FIRE/EMERGENCY PROTECTION					
FIRE/EMERGENCY MEDICAL SERVICES	1,215,980	1,273,332	1,347,973	1,322,421	1,443,925
EMERGENCY MANAGEMENT					
EMERGENCY MANAGEMENT	15,195	14,949	18,858	17,867	18,988
TOTAL PUBLIC SAFETY	2,757,852	2,885,321	2,972,696	2,937,679	3,100,772

TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

SUMMARY - PUBLIC WORKS

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	167,543	171,191	177,289	177,389	181,328
HIGHWAY	1,348,708	1,410,963	1,605,254	1,504,103	1,545,998
FLEET SERVICES	344,376	362,693	390,501	386,075	393,807
GROUNDS MAINTENANCE	351,363	437,417	504,931	471,275	507,679
SNOW REMOVAL	489,165	483,165	495,165	372,334	495,165
FACILITIES	123,550	118,811	125,539	126,282	129,820
ENGINEERING					
ENGINEERING	112,355	114,788	118,796	118,043	120,579
TRANSFER STATION					
TRANSFER STATION	268,245	289,019	312,583	315,566	312,246
TOTAL PUBLIC WORKS	3,205,305	3,388,047	3,730,058	3,471,067	3,686,622

TOWN OF COLCHESTER
FY 2020-2021
ADOPTED BUDGET

SUMMARY - COMMUNITY & HUMAN SERVICES

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
YOUTH & SOCIAL SERVICES					
YOUTH & SOCIAL SERVICES	319,334	348,376	388,949	370,157	394,383
HEALTH					
CHATHAM HEALTH DISTRICT	173,720	179,204	189,944	189,944	199,882
COMMUNITY AGENCIES					
COLCHESTER C3	25,000	25,000	25,000	25,000	25,000
LIBRARY					
CRAGIN MEMORIAL LIBRARY	567,606	592,112	609,796	598,827	610,419
RECREATION					
RECREATION	147,108	147,255	155,011	162,075	158,771
SENIOR SERVICES					
SENIOR SERVICES	283,728	267,500	299,870	295,262	302,601
TOTAL COMMUNITY & HUMAN SERVICES	1,516,496	1,559,447	1,668,570	1,641,265	1,691,056

TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

SUMMARY - DEBT & TRANSFERS

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
DEBT					
DEBT SERVICE	1,791,665	1,710,415	2,075,164	2,075,164	2,075,164
TRANSFERS					
OTHER FINANCING USES	1,332,070	1,682,466	978,032	1,147,854	821,336
TOTAL DEBT & TRANSFERS	3,123,735	3,392,881	3,053,196	3,223,018	2,896,500

TOWN OF COLCHESTER
FY2020-2021
ADOPTED BUDGET

SUMMARY - EDUCATION

	ACTUAL EXPENDITURES <u>FY 2017-2018</u>	ACTUAL EXPENDITURES <u>FY 2018-2019</u>	ADOPTED BUDGET <u>FY 2019-2020</u>	PROJECTED ACTUAL <u>FY 2019-2020</u>	ADOPTED BUDGET <u>FY 2020-2021</u>
EDUCATION	39,659,108	40,367,299	41,237,122	41,604,220	41,316,610

Adopted budget for FY 2019-2020 and FY 2020-2021 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 2020-2021 Adopted Budget
Budget Summary & Mill Rate Calculation**

BUDGET SUMMARY

	EDUCATION	TOWN	DEBT SERVICE	TRANSFERS/ CAPITAL	TOTAL
Appropriations	41,316,610	12,259,365	2,075,164	821,336	56,472,475
Estimated Revenue	12,869,618	2,503,182	0	314,000	15,686,800
Amount to be Raised by Taxation	28,446,992	9,756,183	2,075,164	507,336	40,785,675
MILLS	22.59	7.75	1.65	0.40	32.39

MILL RATE CALCULATION

	DOLLARS	MILLS
Amount to be Raised by Taxation	40,785,675	32.39
Reserve for Uncollected Revenue (estimated 98.6% collection rate)	570,999	0.45
TOTAL TAX WARRANT	41,356,674	32.84

Grand List	1,240,099,500	2020-21 Adopted Mill Rate	32.84
Estimated Prorates	1,900,000	2019-20 Mill Rate	32.84
M. V. Supplement	19,900,000	Increase in Mill Rate	0.00
Less Estimated BAA and adjustments	<u>(2,500,000)</u>		
List Net	1,259,399,500		

Dated: June 15, 2020

TOWN OF COLCHESTER
FY 2020-2021 ADOPTED BUDGET

Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2019	Percent of Net Taxable Grand List ¹
Connecticut Light & Power Company	Utility	\$20,851,780	1.68
Country Place of Colchester LTD Partners	Housing Development	9,904,570	0.80
SS1 Colchester, LLC	Grocery Store	8,337,700	0.67
Alpha Q Inc	Manufacturing	5,612,180	0.45
S & S Worldwide	Manufacturing/Distribution	5,035,360	0.42
Norwich, City of	Utility	4,835,900	0.41
CV Colchester I LLC	Apartments	4,070,000	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		\$69,568,790	5.61

¹ Based on 2019 Net Taxable Grand List of \$1,240,099,632.

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 6/30/20
2020	\$1,223,067	32.84	\$40,643,427	98.9	1.1	1.14
2019	1,213,315	32.28	39,552,832	98.9	1.1	0.39
2018	1,201,704	32.37	39,244,661	98.9	1.1	0.16
2017	1,216,010	30.91	38,112,512	99.0	1.0	0.14
2016	1,201,874	30.76	37,393,155	98.8	1.2	0.11
2015	1,195,815	30.57	36,891,618	98.5	1.5	0.11
2014	1,191,172	30.28	36,156,049	98.4	1.6	0.09
2013	1,176,520	28.80	34,157,365	98.4	1.6	0.09
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	0.08

SECTION FOUR

Department Operating Budgets





TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET

**Section Four – FY 2020-2021 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
FY2020-2021 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 2020 - 2021
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
- Senior Center Building Committee
- Norton Park Committee

**TOWN OF COLCHESTER
ADOPTED BUDGET**

BOARDS & COMMISSIONS

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Overtime	4,856	2,729	4,254	935	312
Contractual, Temporary, Occassional Payroll	1,680	1,620	2,040	3,628	5,753
FICA	357	200	325	120	245
Office Supplies	46	23	50	25	50
Mileage, Training & Meetings	0	0	150	100	150
Financial & Accounting	12,035	12,311	12,586	12,586	12,934
Professional Services	17,575	13,835	15,110	2,600	6,650
Postage	4	0	25	0	0
Legal Notices	20	20	30	20	30
Printing & Publications	1,272	1,269	1,300	1,284	1,300
TOTAL	37,845	32,007	35,870	21,298	27,424

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11105 - BOARDS AND COMMISSIONS				
40103 - OVERTIME				312
Meeting Clerk - Historic District Commission	1.00	312.00	312	
40105 - CONTR TEMP OCCAS				5,753
Meeting Clerk - Police Retirement Board	2.00	70.00	140	
Meeting Clerk - Fair Rent Commission	2.00	70.00	140	
Meeting Clerk - Commission on Aging	12.00	70.00	840	
Meeting Clerk - Senior Center Building Committee	1.00	1,125.00	1,125	
Meeting Clerk - Board of Assessment Appeals	1.00	418.00	418	
Meeting Clerk - Board of Finance	1.00	1,350.00	1,350	
Meeting Clerk - Norton Park Committee	12.00	70.00	840	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
41230 - FICA				245
FICA/Medicare for Meeting Clerk's wages	1.00	245.00	245	
42301 - OFFICE SUPPLIES				50
43213 - MILEAGE, TRAINING & MEETINGS				150
Training seminars for BAA board members	3.00	50.00	150	
44202 - FINANCIAL & ACCOUNTING				12,934
Independent audit (Town share)	1.00	12,934.00	12,934	
44208 - PROFESSIONAL SERVICES				6,650
Police Retirement Plan - actuarial services (every other year valuations)	1.00	4,000.00	4,000	
Police Retirement Plan - disclosure information/accounting reports required for financial statements	1.00	2,650.00	2,650	
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				27,424



**Town of Colchester
FY 2020 - 2021
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 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ACTUAL <u>EXPENDITURES</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>	FY 2019-2020 PROJECTED <u>ACTUALS</u>	FY 2020-2021 ADOPTED <u>BUDGET</u>
Contingency	0	0	60,212	0	60,992
TOTAL	0	0	60,212	0	60,992

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11110 - CONTINGENCY				
50900 - CONTINGENCY				60,992
Reserve for unanticipated expenditures	1.00	60,992.00	60,992	
TOTAL CONTINGENCY				60,992



**Town of Colchester
FY 2020-2021
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 Assistant (part time)

2019 – 2020 Accomplishments

- Continued to update the personnel policy as necessary
- Continued to update Town Policies as necessary
- Updated Ordinances as necessary
- Continued to Support Norton Mill Project
- Continued to support the building committee for the WJJMS project
- Implemented, coordinated and maintained raffle, bazaar and bingo permitting
- Successful negotiation of Police and Library union contracts. Negotiation of Public Works union contract in process.
- Improved percent of membership filled on appointed boards and commissions
- Responded to COVID-19 related demands on the Town
- Developed and implemented position of Director of Human Resources
- Responded to emergent IT issues throughout the operation including replacing of the IT service with a robust contract.
- Improved communication with community through the use of social media, email blasts and updating of the website. Held multiple “Community Conversations” with constituents
- Increased accessibility of residents to the First Selectman through multiple meetings, responses to messages and phone conversations
- Instituted the use of Zoom platform to conduct meetings and create video archive for later viewing by constituents

2020 – 2021 Goals

- Continued response to the COVID-19 related demands on the Town operations
- Update Standard Operating Procedures to reflect current practices for Town Operations
- Explore financial savings opportunities through Group Purchasing
- Develop a volunteer opportunity for roadside cleanup
- Develop a program to welcome new businesses into town
- Focus on Economic Development, utilizing manufacturing hub design
- Explore opportunities for shared services with surrounding towns
- Participate in local, regional and state level committees related to municipal issues
- Continue to maximize the use of social media, community meetings and website to communicate with residents
- Improve supply ordering process, including standardization of products, best price vendors and bulk purchasing where appropriate
- Partner with the Director of Human Resources to review all job descriptions, hiring process and maintenance of employee files
- Organize the storage on the Third Floor of the Town Hall building
- Partner with Public Works and Planning to develop a priority list of projects
- Successful negotiation of upcoming contracts

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRST SELECTMAN

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	150,582	152,106	158,600	158,712	163,571
Overtime	292	80	0	102	0
Contractual, Temporary, Occassional Payroll	540	657	750	881	750
Employee Related Insurances	503	503	526	472	526
FICA & Retirement	19,530	19,810	20,732	20,740	21,293
Copier	4,840	4,021	4,681	4,066	4,231
Office Supplies	1,388	1,826	1,900	1,900	1,500
Mileage, Training & Meetings	513	275	400	400	400
Professional Memberships	18,605	18,605	18,605	18,605	18,855
Legal	58,599	39,358	35,000	64,750	22,500
Professional Services	1,120	972	1,300	1,108	1,605
Postage	3,338	3,320	4,108	3,608	3,608
Legal Notices	1,240	0	0	0	0
Printing & Publications	327	160	280	150	0
Property Tax	2,320	167	175	166	175
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	2,316	2,070	2,357	2,050	2,300
TOTAL	266,053	243,930	249,564	277,710	241,464

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11201 - FIRST SELECTMAN				
40101 - REGULAR PAYROLL				163,571
First Selectman	1.00	90,526.00	90,526	
Executive Assistant to the First Selectman	1.00	54,830.00	54,830	
Part-time Department Clerk	1.00	18,215.00	18,215	
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				21,293
FICA/Medicare	1.00	12,571.00	12,571	
Defined Contribution 401(a) Plan @ 6%	1.00	8,722.00	8,722	
42233 - COPIER				4,231
Central Copier - monthly lease payments	12.00	263.00	3,156	
Per image charges	1.00	750.00	750	
Copy paper	1.00	325.00	325	
42301 - OFFICE SUPPLIES				1,500
General office supplies & postage meter supplies	1.00	1,500.00	1,500	
43213 - MILEAGE, TRAINING & MEETINGS				400
Mileage, workshop & conference fees	1.00	400.00	400	
43258 - PROFESSIONAL MEMBERSHIPS				18,855
Southeast CT Council of Governments	1.00	8,837.00	8,837	
CT Council of Small Towns	1.00	1,275.00	1,275	
CT Conference of Municipalities	1.00	8,653.00	8,653	
Colchester Business Association	1.00	90.00	90	
44203 - LEGAL				22,500
General legal matters	1.00	10,000.00	10,000	
Assessment appeals	1.00	12,500.00	12,500	
44208 - PROFESSIONAL SERVICES				1,605
Constant contact - communication with citizens	1.00	900.00	900	
GFOA Budget award application fees	1.00	345.00	345	
Survey Monkey - BOF budget survey to citizens	1.00	360.00	360	

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				3,608
Postage	1.00	500.00	500	
Postage meter - quarterly lease payments	4.00	777.00	3,108	
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				2,300
Memorial Day	1.00	2,000.00	2,000	
Employee recognition & bereavement	1.00	300.00	300	
TOTAL FIRST SELECTMAN				241,464



**Town of Colchester
FY 2020 - 2021
Adopted Budget**

Department: Human Resources

Mission

To provide HR related support and guidance to all members of Town of Colchester management and direct level staff. The Human Resources Department ensures the legal, ethical, efficient, competent, and timely administration of Town compensation and benefits programs; personnel policy development; employment related legal compliance including non-discrimination, unemployment and worker's compensation; risk management; recruiting; onboarding; performance management/discipline and training.

Description

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

Staffing

Director of Human Resources

2019-2020 Accomplishments

- Reviewed and organized all employee files
- Negotiated contract with Police and Library unions
- Initiated negotiations with Public Works unions
- Identified opportunities for ongoing educational needs for Town Staff
- Conducted individual meetings with each Department Head and identified priorities for department HR needs
- Developed a template for Job Descriptions
- Worked with First Selectman to implement safe archiving of files
- Began review of current personnel policy handbook and identified opportunities for revision
- Responded to HR needs related to COVID-19 event

2020-2021 Objectives

- Successfully negotiate Public Works, Fire Fighters, Town Administrators and Town Hall union contracts
- Conduct two-hour interactive sexual harassment training for all staff per Connecticut law
- Update personnel policy handbook as needed
- Review and update policy and procedures for the administration of worker's compensation
- Review and update procedures for OSHA incident reporting
- Create a centralized volunteer coordinator function
- Partner with the First Selectman to review all job descriptions, hiring process and maintenance of employee files.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HUMAN RESOURCES

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	0	0	0	10,328	33,825
FICA & Retirement	0	0	0	1,203	3,941
Office Supplies	0	0	0	475	150
Other Purchased Supplies	97	97	0	0	0
Mileage, Training & Meetings	485	424	700	500	700
Legal	23,087	4,035	60,000	30,000	30,000
Professional Services	3,210	3,210	3,600	34,460	3,600
Advertising	993	1,692	2,500	1,500	2,500
Printing & Publications	79	84	80	80	80
Contract Settlements	0	0	0	0	32,916
TOTAL	27,951	9,542	66,880	78,546	107,712

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11205 - HUMAN RESOURCES				
40101 - REGULAR PAYROLL				33,825
Director of Human Resources - 30% Town & 70% BOE	1.00	33,825.00	33,825	
41230 - FICA & RETIREMENT				3,941
FICA/Medicare	1.00	2,588.00	2,588	
Defined Contribution 457 Plan @ 4%	1.00	1,353.00	1,353	
42301 - OFFICE SUPPLIES				150
General office supplies	1.00	150.00	150	
43213 - MILEAGE, TRAINING & MEETINGS				700
Training & resources - Human Resources/Personnel	1.00	700.00	700	
44203 - LEGAL				30,000
Contract negotiations and other labor/personnel related matters				
3 union contracts expire on 6/30/21				
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	
50950 - CONTRACT SETTLEMENTS				32,916
Estimated salary & benefit increase for union contract settlements	1.00	32,916.00	32,916	
Public Works & Library unions (contracts expire 6/30/2020)				
TOTAL HUMAN RESOURCES				107,712

**Town of Colchester
FY 2020 - 2021
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)
Deputy Chief Financial Officer	(full time – shared position with BOE)
Accountant	(full time – shared position with BOE)
Payroll, Employee Benefits & A/P Manager	(full time – shared position with BOE)
Payroll & Accounts Payable Assistants (2)	(full-time – shared positions with BOE)
Treasurer	(elected – funded by Town budget)

2019 – 2020 Accomplishments

- Issued audited financial statements for the fiscal year ended June 30, 2019 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 2018-2019 reporting in accordance with the Uniform Chart of Accounts requirements.
- Issued general obligation bonds and bond anticipation notes (BANs) in October 2019 for financing of WJJMS School building project.
- In conjunction with the issuance of debt for the WJJMS School building project, the Town's bond rating of AA+ was affirmed by Standard & Poors.
- For the period January-December 2019, issued 36.65% of total payment transactions via electronic payments to vendors.
- FY 2019-2020 Adopted Budget awarded the National Government Finance Officers' Association for Distinguished Budget Presentation Award. This was the eighth straight year that the Town has received the award for its adopted budget document.
- Issued Request for Proposals for Auditing Services and selected independent auditor for the fiscal years ended 6/30/2020, 6/30/2021, and 6/30/2022.
- Recruitment and hiring of Payroll, Employee Benefits & A/P Manager (fill vacancy from retirement)
- Recruitment and hiring of Accountant (fill vacancy from resignation)

2020 – 2021 Objectives

- Issue audited financial statements for the fiscal year ended June 30, 2020 with an unqualified opinion.
- Development of FY 2020-2021 Town & BOE annual operating budgets.
- Submission of the FY 2020-2021 Adopted Town budget to the National Government Finance Officers' Association for the Distinguished Budget Presentation Award.
- Continue to implement reporting requirements of Uniform Chart of Accounts as required by the State of CT Office of Policy and Management.
- Continue to increase the use of electronic payments to vendors, including review of purchasing card programs.
- Issue bond anticipation notes in October 2020 for continued financing of WJJMS School building project in anticipation of final grant funding from State of CT
- Development of financing plans for the Senior Center Building Project.
- Recruitment and hiring of Deputy Chief Financial Officer (replace previous position of Director of Finance) – establishment of succession planning to ensure continuity of department operations.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FINANCE

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	202,940	217,307	218,872	194,059	222,009
Contractual, Temporary, Occasional Payroll	4,943	5,054	5,168	5,168	5,285
Employee Related Insurances	868	769	913	643	852
FICA & Retirement	28,781	30,316	32,419	26,861	31,998
Copier	2,160	1,708	1,838	1,821	1,828
Office Supplies	1,085	737	1,100	1,000	1,000
Mileage, Training & Meetings	1,365	1,136	1,850	1,850	1,850
Professional Memberships	578	583	590	535	605
Data Processing	26,360	27,099	27,624	28,191	27,324
Professional Services	18,128	20,320	15,700	6,305	7,500
Postage	1,780	2,140	2,500	2,460	2,500
Equipment Repairs	162	0	0	0	0
TOTAL	289,150	307,169	308,574	268,893	302,751

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11301 - FINANCE				
40101 - REGULAR PAYROLL				222,009
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	70,250.00	70,250	
Deputy Chief Financial Officer - 50% Town & 50% BOE	1.00	46,013.00	46,013	
Current vacant position (reallocation from Director of Finance position)				
Accountant - 50% Town & 50% BOE	1.00	38,625.00	38,625	
Payroll/Employee Benefits & Accounts Payable Manager - 30% Town & 70% BOE	1.00	22,627.00	22,627	
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	21,907.00	21,907	
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	21,907.00	21,907	
Longevity	1.00	680.00	680	
40105 - CONTR TEMP OCCAS				5,285
Treasurer	1.00	5,285.00	5,285	
41210 - EMPLOYEE RELATED INS.				852
Life/AD&D Insurance	1.00	412.00	412	
Long Term Disability Insurance	1.00	440.00	440	
41230 - FICA & RETIREMENT				31,998
FICA/Medicare	1.00	17,388.00	17,388	
Defined Contribution 401(a) Plan - CFO, Deputy CFO & Accountant @ 6% (50% Town & 50% BOE)	1.00	9,294.00	9,294	
Defined Contribution 401(a) Plan - Payroll/Employee Benefits & Accounts Payable Manager @ 8% (30% Town & 70% BOE)	1.00	1,810.00	1,810	
Defined Contribution 401(a) Plan - Payroll & A/P Assistant @ 8% 2 positions (40% Town & 60% BOE)	2.00	1,753.00	3,506	
42233 - COPIER				1,828
Copier supplies - paper, etc.	1.00	310.00	310	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	101.50	1,218	
Per image charges	1.00	300.00	300	
42301 - OFFICE SUPPLIES				1,000
Office supplies	1.00	1,000.00	1,000	
43213 - MILEAGE, TRAINING & MEETINGS				1,850
Mileage for use of personal vehicle - attendance at educational seminars, professional organization and other meetings	1.00	550.00	550	
CCM, GFOA, CTCPA sponsored 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 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				605
CTGFOA membership - CFO, Depyty CFO	2.00	65.00	130	
National GFOA membership - CFO	1.00	190.00	190	
AICPA membership - CFO (50% Town/50% BOE)	1.00	147.50	148	
CTCPA membership - CFO (50% Town/50% BOE)	1.00	137.50	138	
44205 - DATA PROCESSING				27,324
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	1,500.00	1,500	
44208 - PROFESSIONAL SERVICES				7,500
Banking services fees	1.00	7,500.00	7,500	
44217 - POSTAGE				2,500
TOTAL FINANCE				302,751



**Town of Colchester
FY 2020-2021
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)

2019-2020 Accomplishments

- Achieve 98.89% tax collection rate
- 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
- Worked with taxpayers to pay down their bills
- Attended Connecticut Conference of Municipalities classes and receive CCMO certification
- Attended continuing education programs and tax collection software training for tax collector and assistant tax collector
- Served as the 1st Vice President of the New London Tax Collector's Association. Responsibilities include Chairperson of the Speaker/Education Committee and Scholarship Development
- Worked with Junior Achievements and the Boy Scouts of Troop 72 in educating the youth about the function and rolls of the tax office

Measures (January 1-December 31)	2019	2018	2017
Bill sent	28,104	27,600	26,664
Delinquent statements & demands	6,411	5,717	7,629
Liens recorded	140	113	145
Accounts with attorney	6	26	5

2020-2021 Objectives

- Continue on-going education, training and professional development for tax collector and staff, including CCMC classes, software user group presentations, through Connecticut Tax Collectors' Association and New London County Tax Collectors' Association and CCMC.
- Continue to serve on the board of the New London County Tax Collector's Association as 1st Vice President
- Achieve at least a 98.6% 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	92,249	108,977	111,756	108,427	114,109
Overtime	85	0	0	18	0
Contractual, Temporary, Occasional Payroll	6,095	3,633	6,000	5,860	6,000
Employee Related Insurances	283	503	526	380	526
FICA & Retirement	11,582	15,206	16,587	16,055	16,924
Office Supplies	1,815	2,690	2,400	2,500	2,500
Mileage, Training & Meetings	1,508	2,216	2,500	2,800	3,000
Professional Memberships	95	115	230	230	230
Data Processing	13,310	12,331	14,000	13,500	15,000
Postage	12,882	13,194	15,000	15,000	15,000
Service Contracts	620	1,146	1,900	1,500	1,700
Legal Notices	980	630	660	660	780
TOTAL	141,504	160,641	171,559	166,930	175,769

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11303 - TAX OFFICE				
40101 - REGULAR PAYROLL				114,109
Tax Collector	1.00	69,676.00	69,676	
Assistant Tax Collector - Non Certified (7 hrs/day)	1.00	44,433.00	44,433	
40105 - CONTR TEMP OCCAS				6,000
Temporary staff for office coverage	1.00	6,000.00	6,000	
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				16,924
FICA/Medicare	1.00	9,188.00	9,188	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	4,181.00	4,181	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 8%	1.00	3,555.00	3,555	
42301 - OFFICE SUPPLIES				2,500
General office supplies	1.00	2,500.00	2,500	
43213 - MILEAGE, TRAINING & MEETINGS				3,000
Annual workshops, training, professional organizations meetings, certification classes fees, and mileage	1.00	3,000.00	3,000	
43258 - PROFESSIONAL MEMBERSHIPS				230
CT Tax Collectors Association - annual membership dues	2.00	75.00	150	
Tax Collector & Assistant Tax Collector				
New London County Collectors Association - annual membership dues	2.00	40.00	80	
Tax Collector & Assistant Tax Collector				
44205 - DATA PROCESSING				15,000
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	15,000.00	15,000	
44217 - POSTAGE				15,000
Tax bills, delinquent notices, demand letters, balance bills, and correspondence	1.00	15,000.00	15,000	
44223 - SERVICE CONTRACTS				1,700
DMV Civils web program	1.00	500.00	500	
Locksmith - changing combination to office safe	1.00	250.00	250	
Lexis Nexis People Finder Search Engine	1.00	950.00	950	
44230 - LEGAL NOTICES				780
Legal notices required by State Statute	6.00	130.00	780	
TOTAL TAX OFFICE				175,769

**Town of Colchester
FY 2020-2021
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
Deputy Assessor
Assistant Assessor

2019-2020 Accomplishments

- Certified and signed Grand List in a timely manner.
- Mailed 575 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.
- 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 and testified as an expert witness during trials.
- Filled vacant Assistant Assessor position and began training new staff member December 2019
- Assessor and Deputy Assessor attended professional development training as required by state statute in order to maintain state certifications and appraisal licensing.
- Monitored proposed changes to existing assessment/exemption legislation, determine effects/impact to the town, worked collaboratively with the Office of Policy and Management on COVID-19 Executive Orders being considered by the Governor's office.
- Constructed RFP for 2021 town-wide revaluation, advertised bid, received bids, and made provided feedback on bids.

Measurements (January 1-December 31)

	2019	<u>2018</u>	<u>2017</u>	<u>2016</u>
• Properties field reviewed for Revaluation:	495	525	580	5,378
• Real Estate Appraisals:	605	610	605	6,454
• Motor Vehicles Valued:	19,824	19,475	19,500	19,593
• Personal Property Accounts Processed:	944	1,226	1,590	1,272

2020-2021 Objectives

- Implement new CAMA software conversion since old system was being sunsetted.
- Organize and complete training on newly installed CAMA system.
- Train newly hired employee on CT state laws regarding the assessment process, our all three computer systems, as well as local town ordinances.
- Continue scanning existing and historical documents for preservation, eliminate need for additional storage, and reduce costs to the town.
- Begin 2021 revaluation project with public awareness & relations program, including regular revaluation web page updates.
- Research received bids, provide feedback, and a recommendation on bid award for 2021 town-wide revaluation project.
- Begin analysis of sales for use in 2021 town-wide revaluation
- File the 2020 Grand List in a timely manner.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ASSESSOR'S OFFICE

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	222,991	227,992	234,451	225,814	229,303
Overtime	3,717	2,151	3,825	1,483	2,189
Employee Related Insurances	841	841	882	800	882
FICA & Retirement	33,093	33,840	36,852	35,323	35,957
Copier	2,231	2,465	2,452	2,452	2,452
Office Supplies	578	1,420	2,200	2,200	2,200
Other Purchased Supplies	50	0	50	50	50
Technical Reference Materials	465	550	500	500	500
Mileage, Training & Meetings	5,668	6,681	7,500	7,500	7,500
Professional Memberships	375	305	515	515	515
Data Processing	14,982	16,242	18,057	34,071	18,071
Professional Services	0	0	2,000	2,000	2,000
Postage	1,527	1,508	1,950	1,950	1,950
TOTAL	286,518	293,995	311,234	314,658	303,569

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11304 - ASSESSOR'S OFFICE				
40101 - REGULAR PAYROLL				229,303
Assessor	1.00	100,282.00	100,282	
Deputy Assessor	1.00	77,041.00	77,041	
Assistant Assessor - Non Certified (8 hrs/day)	1.00	50,780.00	50,780	
Longevity	1.00	1,200.00	1,200	
40103 - OVERTIME				2,189
Overtime (estimated 60 hours)	1.00	2,189.00	2,189	
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				35,957
FICA/Medicare	1.00	17,709.00	17,709	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	8,023.00	8,023	
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 8%	1.00	10,225.00	10,225	
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
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 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				515
CAAO - CT Association of Assessing Officers	1.00	150.00	150	
IAAO - International Association of Assessing Officers	1.00	220.00	220	
SPA - Society of Professional Assessors	1.00	30.00	30	
HAAA - Hartford Area Assessors Association	1.00	35.00	35	
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				18,071
Quality Data Service Contract, including disaster recovery	1.00	6,496.00	6,496	
Vision CAMA - maintenance contract	1.00	10,262.00	10,262	
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				303,569



**Town of Colchester
FY 2020-2021
Adopted Budget**

Department: Planning/Building Code Administration

Mission

The Department's mission is to facilitate the development of land in a manner that enhances the quality of life for all residents and visitors of Colchester. The Department aims to hit this moving target by making customer service a top priority, maintaining a high-level of professionalism in the broad range of interests in our field, and by keeping an open mind in the face of alternative approaches to land use and economic development.

Description

Working closely with a range of local land use boards and commissions, the Department prepares and updates the Town's Plan of Conservation and Development to guide future development and preservation strategies consistent with the needs and wants of residents and stakeholders. The Department strives to maintain a working knowledge of all applicable Federal, State, and local statutes, regulations and code to ensure compliance and be able to assist the public as required.

The Department provides policy analysis, administrative support, project management, technical expertise, and building and land use code compliance oversight. We proactively support economic development activity for existing and potential businesses in an effort to provide a range of services and amenities, job opportunities, and strengthen the tax base in Colchester.

The Department is sensitive to the charge of Colchester residents to prioritize land conservation and historic preservation. We do this by aggressively pursuing grant opportunities to leverage along with local open space acquisition funds and by developing strategies to mitigate potential impacts on historic assets. The Department also contributes to the pursuit of projects to expand and enhance public infrastructure, recreational assets and social capital. The goal is to provide a balance of improved, natural and cultural resources that lead to economic opportunity, environmental health, access to critical needs and strong social welfare.

Responsibilities

- Professional support to Town Boards, Commissions and Committees
- Daily customer service to citizens and land use professionals
- Assistance in a range of projects from application through post-completion monitoring
- Evaluation, Permitting and Enforcement of development and environment regulations
- Long range and project specific planning

Services Provided to Commercial Project-based Applicants:

- Pre-application meetings to identifying applicant needs / expectations
- Insure compliance with current regulations
- Provide technical support and assistance at meetings
- Provide technical guidance and explanation of code

Planning Functions:

- Develop plans and amend regulations

- Monitor federal, state and local plans and programs to maximize their benefits and minimize their liabilities to the community.
- Assist in the conceptualization, design and application of Town projects
- Pursue grants and incentives to leverage with existing resources

Staffing

Town Planner (full time)

Building Official (full time)

Zoning/Assistant Planner (full time)

Wetlands Enforcement Officer (full time)

Land Use Assistant (full time)

2019-2020 Accomplishments

- Grant application and project assistance of Community Connectivity Grant for the Town Green
- Research, reporting, discussion and initiation of potential zoning regulation amendments to address issues including medical marijuana, affordable housing and solar energy systems
- Participation in 12-Town Air Line Trail Plan
- Facilitate construction of grant-funded connection from the Richard Goodwin Trail to the Airline Trail along Cemetery Road
- Pre-construction assistance of Hall's Hill Road Reconstruction project
- Work with EDC and PZC to prepare comprehensive sign regulations
- Begin renovation and improvement of physical permit filing system

Measures (January 1-December 31)	<u>2019</u>	<u>2018</u>	<u>2017</u>
• Applications Processed:	1887	795	733
• Residential Applications Approved (Houses):	17	23	24
• Residential Applications Approved (Other):	1663	709	648
• Commercial Applications Approved:	73	63	61
• Building Inspections:	1137	823	901
• Fees Collected:	390,253	274,036	279,881
• Total Cost of Construction (\$):	19,306,930	15,645,144	33,526,550

2020-2021 Objectives

- Optimize PermitLink software to enable building permit applicants to apply and pay online
- Review existing sidewalk and pedestrian plans with the Planning Commission and consider enhancements to increase walkability in appropriate areas
- Pursue grants for open space acquisition and public improvements that further the goals and objectives of the Town's Plan of Conservation and Development
- Improve department efficiency by developing and documenting best management practices in the permit application process
- Continue to pursue and incentivize projects that provide increased diversity of high-quality housing for all
- Promote an agenda of Vitality in all decisions pertaining to the Town Center Village District
- To review opportunities to subsidize 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	353,629	336,778	347,407	329,866	356,941
Overtime	2,393	3,748	3,255	3,255	3,329
Contractual, Temporary, Occasional Payroll	8,025	2,895	2,000	8,198	2,000
Employee Related Insurances	1,455	1,517	1,594	1,348	1,594
FICA & Retirement	51,071	49,407	53,012	51,089	54,429
Copier	4,636	3,888	3,630	3,868	4,690
Office Supplies	1,297	1,213	2,500	2,000	2,000
Safety Equipment	0	0	300	0	300
Other Purchased Supplies	34	0	50	0	0
Technical Reference Materials	752	667	1,215	650	650
Mileage, Training & Meetings	1,285	1,534	2,850	1,500	2,850
Professional Memberships	5,643	5,110	5,710	7,580	11,474
Legal	45,621	35,226	30,000	10,000	10,000
Professional Services	2,300	8,450	4,000	8,500	10,000
Postage	987	825	1,500	1,000	1,500
Service Contracts	0	7,696	8,500	8,500	8,500
Legal Notices	2,071	1,298	3,000	2,700	3,000
Printing & Publications	691	465	1,000	500	1,000
Telephone	270	222	240	216	0
Equipment Repairs	0	0	150	0	0
Vehicle Maintenance & Fuel	4,158	6,727	6,268	5,165	5,340
TOTAL	486,318	467,666	478,181	445,935	479,597

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11411 - PLANNING/BUILDING CODE ADMINISTRATION				
40101 - REGULAR PAYROLL				356,941
Town Planner	1.00	86,913.00	86,913	
Building Official	1.00	81,140.00	81,140	
Zoning Enforcement Officer/Assistant Planner	1.00	67,225.00	67,225	
Wetlands Enforcement Officer	1.00	62,513.00	62,513	
Land Use Assistant (8 hrs/day)	1.00	57,900.00	57,900	
Longevity	1.00	1,250.00	1,250	
40103 - OVERTIME				3,329
Meeting Clerk - Planning & Zoning Commission	1.00	1,664.00	1,664	
Meeting Clerk - Zoning Board of Appeals	1.00	666.00	666	
Meeting Clerk - Wetlands Conservation Commission	1.00	999.00	999	
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				54,429
FICA/Medicare	1.00	27,712.00	27,712	
Defined Contribution 401(a) Plan - Town Planner @ 6%	1.00	5,215.00	5,215	
Defined Contribution 401(a) Plan - ZEO, Building Official and Wetlands Officer @ 8%	1.00	16,870.00	16,870	
Defined Contribution 401(a) Plan - Land Use Assistant @ 8%	1.00	4,632.00	4,632	
42233 - COPIER				4,690
Per image charges	1.00	1,200.00	1,200	
Copy supplies	1.00	250.00	250	
Monthly lease - copier	12.00	270.00	3,240	
Includes reallocation from Engineering to consolidate lease payments in one account effective in FY 2020-2021				
42301 - OFFICE SUPPLIES				2,000
Shared cost with Engineering Department	1.00	2,000.00	2,000	
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 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42343 - TECHNICAL REFERENCE MATERIALS				650
Technical Journals, Code Publications, reference materials	1.00	650.00	650	
43213 - MILEAGE, TRAINING & MEETINGS				2,850
Mileage for use of personal vehicles, staff training	1.00	2,850.00	2,850	
Classes, seminars and meetings				
43258 - PROFESSIONAL MEMBERSHIPS				11,474
Prof.Organization fees/membership dues for staff and Boards, Commissions	1.00	850.00	850	
Salmon River Watershed & Conservation Compact	1.00	5,000.00	5,000	
Southeastern CT Enterprise Region (SECTER)	1.00	5,624.00	5,624	
44203 - LEGAL				10,000
44208 - PROFESSIONAL SERVICES				10,000
Consultant services for projects, and review of applications	1.00	10,000.00	10,000	
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,	1.00	1,000.00	1,000	
Plan of Conservation & Development (POCD), permits and forms				
46390 - VEHICLE MAINTENANCE & FUEL				5,340
Vehicle maintenance/repairs	1.00	3,000.00	3,000	
Unleaded gasoline	1,200.00	1.80	2,160	
Estimated gross receipts tax - unleaded gasoline	1,200.00	0.15	180	
TOTAL PLANNING/BUILDING CODE ADMINISTRATION				479,597



**Town of Colchester
FY 2020/2021
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)

2019– 2020 Accomplishments

- 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
- Restored two land record books for preservation
- Ran #1 Dog Contest and attended Bark for the Park to initiate dog registration
- Implemented a new Land Record Recording System
- Hired and Trained a new Assistant Town Clerk
- Acted as Treasurer for the New London County Town Clerk’s Association

Measures (January 1 – December 31)	<u>2019</u>	<u>2018</u>	<u>2017</u>
• Land Record Recordings:	2,657	2,666	2,766
• Absentee Ballots Issued:	294	595	156
• Dog Licenses Issued:	1,291	1,363	1,331
• Marriage Licenses Issued:	47	46	54
• Birth, Marriage, & Death Cert. Issued:	483	429	395
• Sporting Licenses Issued:	578	651	470
• Documents Notarized:	1,243	1,319	1,276
• Revenue Collected	\$289,110	\$268,597	\$286,320

2019 – 2020 Objectives

- Continue back-scanning maps for our on-line system
- Continue education toward the Certified Municipal Clerk Certification
- Continue scanning vital records to Land Record System system
- Run #1 Dog Contest and attended Bark for the Park to initiate dog registration

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TOWN CLERK

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	112,229	114,747	117,715	110,412	113,939
Overtime	0	318	1,000	633	500
Contractual, Temporary, Occasional Payroll	280	1,852	500	6,635	500
Employee Related Insurances	503	503	526	420	526
FICA & Retirement	15,917	16,398	17,178	16,477	16,518
Copier	3,010	3,177	3,400	3,250	3,300
Office Supplies	1,076	1,154	1,700	2,100	1,800
Technical Reference Materials	1,195	1,195	1,195	1,195	1,195
Mileage, Training & Meetings	898	703	1,000	1,050	1,150
Professional Memberships	385	475	425	490	490
Indexing & Recording	20,789	20,337	20,500	18,900	19,000
Professional Services	200	200	0	0	0
Postage	1,406	1,872	2,000	2,000	2,200
Legal Notices	1,578	2,259	2,000	2,650	2,000
Printing & Publications	4,405	456	2,000	2,050	2,100
Micro Film	633	1,090	750	1,500	1,500
Equipment Repairs	0	185	300	0	300
TOTAL	164,504	166,921	172,189	169,762	167,018

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11501 - TOWN CLERK				
40101 - REGULAR PAYROLL				113,939
Town Clerk	1.00	69,506.00	69,506	
Assistant Town Clerk - Non Certified (7 hrs/day)	1.00	44,433.00	44,433	
40103 - OVERTIME				500
Overtime - additional hours for office coverage	1.00	500.00	500	
40105 - CONTR TEMP OCCAS				500
Temporary staff 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				16,518
FICA/Medicare	1.00	8,793.00	8,793	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	4,170.00	4,170	
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 8%	1.00	3,555.00	3,555	
42233 - COPIER				3,300
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	372.00	372	
Annual map copier service contract.	1.00	495.00	495	
42301 - OFFICE SUPPLIES				1,800
Pens, vital paper, folders, paper, map strips, and other supplies	1.00	1,800.00	1,800	
42343 - TECHNICAL REFERENCE MATERIALS				1,195
General Code - E-code 360 annual subscription	1.00	1,195.00	1,195	
43213 - MILEAGE, TRAINING & MEETINGS				1,150
State mandated training - classes, conferences, other training	1.00	850.00	850	
Mileage - classes, conferences, county meetings	1.00	300.00	300	
43258 - PROFESSIONAL MEMBERSHIPS				490
CT Town Clerks' Association	1.00	185.00	185	
New England Association of Town Clerks	1.00	35.00	35	
International Institute of Municipal Clerks	1.00	195.00	195	
New London County Town Clerks' Association	1.00	75.00	75	

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44207 - INDEXING & RECORDING				19,000
Land Records - indexing & imaging - monthly contracted services	12.00	1,400.00	16,800	
Auditing services	1.00	2,200.00	2,200	
44217 - POSTAGE				2,200
Postage for returning recorded documents, absentee ballots, general correspondence, dog license notices	1.00	2,200.00	2,200	
44230 - LEGAL NOTICES				2,000
Warnings for Town meetings, budget referenda, Elections, audit, dog notices	1.00	2,000.00	2,000	
44232 - PRINTING & PUBLICATIONS				2,100
Minute books and stamps for boards & commissions, and vital records	1.00	1,400.00	1,400	
Codification for updates to code book & ordinances	1.00	700.00	700	
44271 - MICRO FILM REPAIRS				1,500
Annual microfilming & storage of maps.	1.00	750.00	750	
Microfilm creation	1.00	750.00	750	
Reallocation from Indexing & Recording				
46224 - EQUIPMENT REPAIRS				300
Office Equipment repairs	1.00	300.00	300	
TOTAL TOWN CLERK				167,018



**Town of Colchester
FY 2020-2021
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 the 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. Registrars will complete 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 September and any online meetings.

Staffing

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

2019-2020 Accomplishments

- Attended ROVAC State Conferences
- Supervised absentee ballot voting session at local convalescent homes and rehabilitation facilities for all the 2019 Elections
- Attended District ROVAC meetings
- NCOA canvass conducted to update voter lists
- Had five (5) moderators trained and/or recertified by the State
- Conducted Local Republican Primary
- Conducted one (1) Special Election for State Representative
- Conducted Municipal Election
- Completed Maintenance of Tabulators
- Completed Maintenance of the IVS handicap voting machines
- Successfully registered 777 New Voters to voters list. Processed 1,926 changes of address, party or name and processed 1,296 Removals

2020-2021 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, including any Covid-19 safety measures
- Attend 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 the 2020 Presidential Election
- Take classes for Registrar certification

**TOWN OF COLCHESTER
ADOPTED BUDGET**

REGISTRARS OF VOTERS

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	27,187	27,799	28,426	28,424	29,064
Contractual, Temporary, Occasional Payroll	9,337	17,198	22,622	25,916	22,622
FICA	2,080	2,127	2,404	2,404	2,454
Office Supplies	606	577	600	600	600
Other Purchased Supplies	809	2,347	2,000	2,000	2,000
Mileage, Training & Meetings	2,829	1,788	2,400	2,000	3,000
Professional Memberships	130	130	150	140	200
Professional Services	2,013	2,545	2,600	5,595	2,600
Postage	910	2,681	1,500	1,500	1,500
Service Contracts	3,280	3,280	3,280	3,405	3,280
Printing & Publications	2,704	5,717	5,500	6,000	5,500
TOTAL	51,885	66,189	71,482	77,984	72,820

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11601 - REGISTRARS OF VOTERS				
40101 - REGULAR PAYROLL				29,064
Registrar of Voters (2)	2.00	14,532.00	29,064	
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				2,454
FICA/Medicare - Registrars	1.00	2,454.00	2,454	
42301 - OFFICE SUPPLIES				600
42340 - OTHER PURCHASED SUPPLIES				2,000
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
43213 - MILEAGE, TRAINING & MEETINGS				3,000
Training for Registrars	1.00	3,000.00	3,000	
Certification requirements				
43258 - PROFESSIONAL MEMBERSHIPS				200
Annual dues - ROVAC	1.00	200.00	200	
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	1,680.00	1,680	
Voter checklist software - licensing & maintenance fees	1.00	1,600.00	1,600	
44232 - PRINTING & PUBLICATIONS				5,500
Printing of ballots	1.00	5,500.00	5,500	
TOTAL REGISTRARS OF VOTERS				72,820

**Town of Colchester
FY 2020 - 2021
Adopted Budget**

Department: Insurances

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INSURANCES

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Health Insurance	860,234	872,909	916,343	914,600	1,045,603
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	489,632	543,318	547,193	415,879	455,756
Municipal Insurance	214,882	218,533	217,504	212,307	217,452
Unemployment Compensation	5,910	1,843	2,500	10,615	3,100
TOTAL	1,570,658	1,636,603	1,683,540	1,553,401	1,721,911

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11701 - INSURANCES				
41211 - HEALTH INSURANCE				1,045,603
Projected claims - 100%	1.00	1,254,344.00	1,254,344	
Per Lockton estimate dated 12/13/19				
Fixed expenses - retention premium (ASO fees), Managed benefits fees, network access fees	1.00	54,953.00	54,953	
Per Lockton estimate dated 12/13/19				
Fixed expenses - Individual & Aggregate stop-loss insurance premiums	1.00	137,170.00	137,170	
Per Lockton estimate dated 12/13/19				
Estimated employer contributions to employee Health Savings accounts	1.00	100,000.00	100,000	
High deductible Health plan				
Consultant fees (Town share)	1.00	10,983.00	10,983	
Per Lockton estimate dated 12/13/19				
Consultant fees (Town share) - employee benefits	1.00	12,000.00	12,000	
Increase funding for expected claims based on 33% of deficit 12/31/19 balance in Town health insurance Reserve Fund plus 15% risk corridor	1.00	88,843.00	88,843	
Employee contributions	1.00	(230,000.00)	(230,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(83,775.00)	(83,775)	
Reduce budget contribution to Self Insurance Reserve to phase in change in funding methodology over 10 years (starting FY 18/19)	1.00	(302,636.00)	(302,636)	
Fully insured premium for vision rider in Administrators' union contract	1.00	1,021.00	1,021	
Estimated 3% increase				
Estimated increase to employer contributions to employee Health Savings accounts (High deductible Health plan)	1.00	2,700.00	2,700	
New position requests (2) - Firefighter/EMT				
41260 - WORKERS' COMP INSURANCE				455,756
Workers Compensation premium	1.00	455,176.00	455,176	
Per estimate from USI Connecticut dated 1/1/2020				
Adjust Workers Compensation - 2 additional Firefighter/EMT positions	2.00	290.00	580	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44206 - MUNICIPAL INSURANCE				217,452
Property/I.M., including Boiler	1.00	30,068.00	30,068	
Per estimate from USI Connecticut dated 1/1/2020				
General Liability	1.00	18,089.00	18,089	
Per estimate from USI Connecticut dated 1/1/2020				
Law Enforcement Liability	1.00	6,850.00	6,850	
Per estimate from USI Connecticut dated 1/1/2020				
Automobile	1.00	16,068.00	16,068	
Per estimate from USI Connecticut dated 1/1/2020				
Public Officials, including EPLI	1.00	23,319.00	23,319	
Per estimate from USI Connecticut dated 1/1/2020				
Umbrella (annual)	1.00	41,158.00	41,158	
Per estimate from USI Connecticut dated 1/1/2020				
Crime	1.00	747.00	747	
Per estimate from USI Connecticut dated 1/1/2020				
Fire Department Package (VFIS), including umbrella	1.00	49,274.00	49,274	
Per estimate from USI Connecticut dated 1/1/2020				
Fire Department - Accident/sickness	1.00	2,806.00	2,806	
Per estimate from USI Connecticut dated 1/1/2020				
Bond (Tax Collector & Assistant Tax Collector)	1.00	1,717.00	1,717	
Per estimate from USI Connecticut dated 1/1/2020				
Fiduciary liability - Police Retirement Board	1.00	1,327.00	1,327	
Per estimate from USI Connecticut dated 1/1/2020				
Cyber Liability	1.00	5,729.00	5,729	
Per estimate from USI Connecticut dated 1/1/2020				
Miscellaneous Adds & Changes	1.00	2,000.00	2,000	
Per estimate from USI Connecticut dated 1/1/2020				
Insurance broker fees	1.00	18,300.00	18,300	
Per estimate from USI Connecticut dated 1/1/2020				
44243 - UNEMPLOYMENT COMPENSATION				3,100
Unemployment compensation paid per case.	1.00	2,000.00	2,000	
Third Party Administrator & claims management fees	4.00	275.00	1,100	
TOTAL INSURANCES				1,721,911

**Town of Colchester
FY 2020 – 2021
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 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ACTUAL <u>EXPENDITURES</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>	FY 2019-2020 PROJECTED <u>ACTUALS</u>	FY 2020-2021 ADOPTED <u>BUDGET</u>
Windham/Colchester Probate District	5,365	5,258	5,271	5,271	5,347
TOTAL	5,365	5,258	5,271	5,271	5,347

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11702 - PROBATE				
47250 - WINDHAM-COLCHESTER PROBATE				5,347
Per capita fees	1.00	5,347.00	5,347	
TOTAL PROBATE				5,347



**Town of Colchester
FY 2020-2021
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

This service is provided through a contract with Novus Insight

2019 – 2020 Accomplishments

- Replaced all remaining computers to work with Windows 10 software
- Upgraded laptops in police vehicles to run Windows 10 software and link to State Trooper platform
- Contracted with Novus Insight to provide a comprehensive and robust technology support network to handle all IT related functions
- Performed an assessment of the IT systems currently in place and identified priorities for the next 18 months
- Established remote access for all Town employees to continue to work during the COVID-19 event
- Fixed phone system to allow for call forwarding to remote locations

2020 – 2021 Goals

- Continue to implement the 18-month plan developed in March 2020
- Identify vendor of choice for IT equipment needs to improve fiscal efficiency
- Evaluate phone system and explore optimal service, including equipment update where needed
- Optimize Office 365 capabilities
- Develop department policies
- Bring the Fire Department IT system into the Town system
- Automate and optimize processes where possible to assist Town Department functions and communication
- Further develop the use of Zoom for Town and Public meetings, including use during in-person meetings
- Review and revise Town Website

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INFORMATION TECHNOLOGY

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	48,714	49,816	51,332	44,082	0
Employee Related Insurance	252	251	264	210	0
FICA & Retirement	6,661	6,811	7,007	5,684	0
Other Supplies	4,535	4,045	5,000	5,000	5,000
Professional Services	46,616	44,305	53,186	68,941	109,541
TOTAL	106,778	105,228	116,789	123,917	114,541

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11801 - INFORMATION TECHNOLOGY				
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				109,541
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	
Scale computing care - Virtualization	1.00	6,600.00	6,600	
Contracted services - outsourced technical servies (phone system)	1.00	2,000.00	2,000	
Domain name - colchesterct.gov	1.00	400.00	400	
Sonicwall - remote access software licensing	1.00	3,600.00	3,600	
Monthly contracted services for IT support	12.00	4,390.00	52,680	
Reallocation from Town employee provided services				
Contracted services for specific projects to upgrade IT & phone systems	1.00	12,075.00	12,075	
TOTAL INFORMATION TECHNOLOGY				114,541

Public Safety



TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET

Public Safety

Departments

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



**Town of Colchester
FY 2020 – 2021
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, and a Prescription Drug Drop-Box Program, and support several 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) and the DARE (Drug Abuse Resistance Education) 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 (3 full-time)

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

Patrol Officers (9 full-time)

- Corporal - 2
- Police Officer First Class - 6
- Police Officer - 1

2019 – 2020 Accomplishments

- Promotion of an Officer First Class to the rank of Sergeant
- Maintaining staffing at 11 sworn members (1 School Resource Officer, 9 patrol officers and 1 Administrative Sergeant).
- Hired one Full Time Police Officer after conducting entry level Police officer hiring
- Updated all PCs and laptops with Microsoft Windows 10 and added signature pads to PCs for the ease of taking electronic statements
- Completed annual firearms training and medical 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.
- Continuing implementation of Colchester-specific substance abuse program with school system (CARD – Colchester Acts to Resist Drugs with the incorporation of the DARE program).
- Purchase of new Police Ford pickup style Patrol Cruiser to update aging Police Cruiser fleet- now having 2 Ford F150 police pick-up trucks in the fleet. This addition will also better serve Police firearms training operations for recertification of all Colchester Officers annually.
- Presentations to childcare facilities, business groups and other community organizations.
- Participation in Prescription Drug Drop-Box Program.
- Processing of over 125 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>2019</u>	<u>2018</u>	<u>2017</u>
• Motor Vehicle Warnings:	975	944	30
• Motor Vehicle Arrests:	1767	1681	2292
• Motor Vehicle Accidents:	24	28	39
• Criminal Investigations:	415	433	542
• Pistol Permits Issued:	120+	115+	110+
• DWI Arrests:	44	52	39
• Calls for Service:	10,956	11,030	13,891

2020 – 2021 Objectives

- 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 equipment assigned to Police Cruisers.
- Implement a Colchester PD Drone program to aide in investigations to include but not limited to the following: crime scene and motor vehicle accident scene mapping, barricaded subjects, missing persons, state and local law enforcement compliance, etc.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

POLICE/RESIDENT TROOPER'S OFFICE

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	837,772	872,825	875,438	866,648	921,129
Overtime	146,629	142,375	146,953	156,315	143,799
Employee Related Insurances	5,234	5,218	5,562	5,205	5,598
FICA & Retirement	234,707	240,554	256,149	254,223	263,304
Copier	2,317	2,310	2,524	2,340	2,374
Office Supplies	2,289	932	1,400	1,400	1,650
Uniform Purchases	3,004	5,452	11,950	9,847	10,900
Police Equipment	9,170	2,222	5,400	5,400	5,500
Mileage, Training & Meetings	14,821	17,267	16,500	16,168	18,750
Professional Memberships	3,477	3,581	3,600	3,581	3,700
Resident Trooper	200,607	210,394	217,503	217,503	197,020
Resident Trooper Overtime	12,278	42,697	10,000	12,000	15,000
Professional Services	12,275	11,358	14,150	12,958	12,650
Postage	217	99	300	150	300
Printing & Publications	434	441	600	450	600
Telephone	5,388	5,437	5,100	5,747	6,060
Equipment Repairs	1,310	1,137	2,975	2,975	2,975
Vehicle Maintenance & Fuel	34,748	32,741	29,761	24,481	26,550
TOTAL	1,526,677	1,597,040	1,605,865	1,597,391	1,637,859

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12101 - POLICE				
40101 - REGULAR PAYROLL				921,129
Sergeant	1.00	95,276.00	95,276	
Promotion of Officer First Class in FY 2019-2020				
Corporal	1.00	90,056.00	90,056	
Promotion of Officer First Class - new rank structure in union contract				
Corporal	1.00	90,056.00	90,056	
Promotion of Officer First Class - new rank structure in union contract				
Police Officer First Class	1.00	87,968.00	87,968	
Police Officer First Class	1.00	84,501.00	84,501	
Police Officer First Class	1.00	84,501.00	84,501	
Police Officer First Class	1.00	84,501.00	84,501	
Police Officer First Class	1.00	84,501.00	84,501	
Police Officer First Class	1.00	84,501.00	84,501	
Police Officer First Class	1.00	84,501.00	84,501	
Police Officer	1.00	65,125.00	65,125	
Assistant to Department Head (8 hrs/day)	1.00	57,900.00	57,900	
Longevity	1.00	8,350.00	8,350	
School Resource Officer salary to be paid by BOE (Police Officer First Class)	1.00	(87,968.00)	(87,968)	
Shift differential	1.00	7,360.00	7,360	
40103 - OVERTIME				143,799
Patrol overtime	1.00	135,000.00	135,000	
Overtime - Canine Officer	1.00	7,800.00	7,800	
Meeting Clerk - Police Commission	1.00	999.00	999	
41210 - EMPLOYEE RELATED INS.				5,598
Life/AD&D Insurance	1.00	2,715.00	2,715	
Long Term Disability Insurance.	1.00	2,883.00	2,883	
41230 - FICA & RETIREMENT				263,304
FICA/Medicare	1.00	87,823.00	87,823	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 21.45% of base pay (estimate based on actuarial valuation as of 7/1/18)	1.00	150,442.00	150,442	
Defined contribution 401(a) Plan @ 8% - Police Officers hired after 1/1/12	1.00	18,730.00	18,730	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8%	1.00	4,632.00	4,632	
FICA/Medicare - shift differential	1.00	563.00	563	
Defined Benefit/Defined Contribution 401(a) Plan - shift differential	1.00	1,114.00	1,114	
42233 - COPIER				2,374
Copier lease - monthly payments	12.00	127.00	1,524	
Per image charges	1.00	500.00	500	
Copy Paper	1.00	350.00	350	
42301 - OFFICE SUPPLIES				1,650
General office supplies	1.00	1,150.00	1,150	
Office furniture	1.00	500.00	500	
42324 - UNIFORM PURCHASES				10,900
Body armor (5 year replacement plan)	4.00	1,200.00	4,800	
Boot allowance (2 year replacement plan)	6.00	300.00	1,800	
Uniform pants	20.00	90.00	1,800	
Uniform shirts	20.00	100.00	2,000	
Replace web gear	1.00	500.00	500	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42338 - POLICE EQUIPMENT & SUPPLIES				5,500
Taser cartridges	50.00	50.00	2,500	
Vehicle mounted flashlights	4.00	100.00	400	
Replace Vehicle medical kits	4.00	100.00	400	
Hazmat/Bio kits	11.00	200.00	2,200	
43213 - MILEAGE, TRAINING & MEETINGS				18,750
Mileage for training & other police activities	1.00	2,000.00	2,000	
Personal vehicle use				
Ammunition (duty pistol/duty rifle)	1.00	10,750.00	10,750	
Armorer's training for officers	4.00	1,250.00	5,000	
POSTC class dues	10.00	100.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				3,700
Law Enforcement Council (L.E.C.)	1.00	3,700.00	3,700	
44200 - RESIDENT TROOPER				197,020
Resident Trooper Supervisor	1.00	197,020.00	197,020	
Per letter from State of CT dated 3/5/20 - 85% cost allocated to the Town				
44204 - RESIDENT TROOPER OT				15,000
Trooper (State Police) overtime	1.00	15,000.00	15,000	
44208 - PROFESSIONAL SERVICES				12,650
Uniform allowance - 11 officers, 230 days/officer, \$5/day	2,530.00	5.00	12,650	
44217 - POSTAGE				300
44232 - PRINTING & PUBLICATIONS				600
Legal updates	1.00	600.00	600	
45216 - TELEPHONE				6,060
Mobile Data Terminal Service - 8 cruisers	12.00	425.00	5,100	
Comcast monthly service charges	12.00	80.00	960	
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				26,550
Unleaded gasoline	9,000.00	1.80	16,200	
Estimated gross receipts tax - unleaded gasoline	9,000.00	0.15	1,350	
Repairs/parts	1.00	9,000.00	9,000	
TOTAL POLICE				1,637,859



**Town of Colchester
FY 2020 – 2021
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 (6 full-time) Monday-Friday

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

73 Volunteer Members (Fire-EMS-Fire Police)

2019-2020 Accomplishments

- Responded to 1,986 calls for service (Year 2019)
- 340 scheduled training sessions / 1,149 classroom hours (Year 2019)
- CFD providing Paramedic Service Information to Residents of Colchester (on hold)
- Replaced Self-Contained Breathing Apparatus
- Provided Volunteer Recruitment information to public
- Provided support to Town sponsored events

Measures (January 1 – December 31)

- Total Man Hours: Emergency = 10,937
- Training: = 4,342 training class man hours

	<u>2019</u>	<u>2018</u>	<u>2017</u>
• Fire Marshal Inspections	786	614	572
• FM Violations Issued	327	249	374
• Fire Calls:	44	57	48
• Fire Alarms	136	118	138
• Medical Calls:	1,334	1,455	1,275
• Rescue/MVA	166	98	122
• Hazmat/Elec.	45	78	65
• Other Calls (Service):	261	418	336
• Mutual Aid: (given & received)	340	347	210

2020-2021 Objectives

- Continued focus on volunteer recruitment and retention
- Continued focus on staffing and apparatus replacement
- Continue discussion on 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	525,242	554,239	593,059	578,860	688,769
Overtime	29,868	26,697	32,500	38,014	35,000
Contractual, Temporary, Occasional Payroll	117,841	107,916	120,429	91,260	98,904
Employee Related Insurances	2,870	2,578	3,018	2,786	3,731
FICA & Retirement	81,137	86,816	97,960	94,917	111,378
Copier	2,064	1,773	2,080	2,080	2,080
Office Supplies	2,542	3,303	3,000	3,000	3,000
Safety Equipment	31,515	38,657	47,643	37,975	50,975
Custodial/Maintenance Supplies	3,612	4,161	4,000	4,000	4,000
Operating Supplies	107	170	400	400	400
Technical Reference Materials	326	131	350	350	350
Emergency Medical Supplies	23,849	22,599	31,400	23,400	24,400
Fire Equipment Supplies	25,747	28,502	31,680	33,480	34,905
Firefighting Foam	1,510	1,740	1,700	0	1,700
Mileage, Training & Meetings	25,831	39,665	37,925	38,425	37,925
Professional Memberships	1,886	904	1,800	1,750	1,800
Professional Services	44,448	47,897	18,250	21,950	17,500
Postage	374	704	400	400	400
Service Contracts	82,566	84,162	94,968	90,823	96,195
Advertising	273	1,260	1,250	0	500
Printing & Publications	0	2,120	2,500	1,675	1,500
Fuel Compensation	40,586	45,714	45,000	45,000	45,000
Physicals & Testing	8,605	7,531	8,000	13,000	10,500
Telephone	9,923	10,835	12,437	8,002	13,169
Fuel & Heating	10,622	12,281	14,814	14,814	10,419
Water	799	500	1,000	800	1,000
Electricity	20,112	22,308	24,204	21,500	24,200
Equipment Repairs	5,443	8,661	11,560	13,260	11,560
Building Repairs	14,010	6,256	8,750	8,800	8,750
Other Equipment Repairs	6,380	0	0	0	0
Vehicle Maintenance & Fuel	91,916	102,242	89,896	129,200	101,415
Machinery & Equipment	2,126	0	0	0	0
Building & Grounds Improvements	1,850	1,010	6,000	2,500	2,500
TOTAL	1,215,980	1,273,332	1,347,973	1,322,421	1,443,925

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12202 - FIRE/EMERGENCY MEDICAL SERVICES				
40101 - REGULAR PAYROLL				688,769
Fire Chief	1.00	84,664.00	84,664	
Deputy Chief	1.00	81,343.00	81,343	
Lieutenant Shift Supervisor/Safety Officer	1.00	75,143.00	75,143	
Firefighter/EMT	1.00	65,605.00	65,605	
Firefighter/EMT	1.00	60,343.00	60,343	
Firefighter/EMT	1.00	49,924.00	49,924	
Firefighter/EMT	1.00	46,479.00	46,479	
Assistant to Department Head (8 hrs/day)	1.00	57,900.00	57,900	
Fire Marshal	1.00	71,310.00	71,310	
Longevity	1.00	3,100.00	3,100	
Firefighter/EMT	1.00	46,479.00	46,479	
New position request				
Firefighter/EMT	1.00	46,479.00	46,479	
New position request				
40103 - OVERTIME				35,000
Overtime	1.00	35,000.00	35,000	
40105 - CONTR TEMP OCCAS				98,904
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)	15.00	255.00	3,825	
Fire Police	1.00	1,242.00	1,242	
Per Diem	1.00	32,516.00	32,516	
Ambulance staffing	1.00	46,500.00	46,500	
Shift differential	1.00	1,040.00	1,040	
41210 - EMPLOYEE RELATED INS.				3,731
Life/AD&D Insurance	1.00	1,919.00	1,919	
Long Term Disability Insurance	1.00	1,099.00	1,099	
Life/AD&D Insurance - Firefighter/EMT	1.00	468.00	468	
New position requests (2)				
Long Term Disability Insurance - Firefighter/EMT	1.00	245.00	245	
New position requests (2)				
41230 - FICA & RETIREMENT				111,378
FICA/Medicare	1.00	55,822.00	55,822	
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	5,080.00	5,080	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8%	1.00	4,632.00	4,632	
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	26,519.00	26,519	
Defined Contribution 401(a) Plan @ 8% - Fire Marshal	1.00	5,705.00	5,705	
FICA/Medicare - Firefigher/EMT	1.00	7,112.00	7,112	
New position requests (2)				
Defined Contribution 401(a) Plan @ 7% - Firefighter/EMT	1.00	6,508.00	6,508	
New position requests (2)				

TOWN OF COLCHESTER
FY 2020 - 2021 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				50,975
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	
Turnout gear, helmets, bunker coats, pants, boots	2.00	3,550.00	7,100	
New position requests (2) - Firefighter/EMT				
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				24,400
Emergency food	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits, first responder bags, glucometry readings, Narcan	1.00	15,870.00	15,870	
Dated Medical Supplies - Sterile water, glucose, 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	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42346 - FIRE EQUIP SUPPLIES				34,905
Batteries, Hazmat materials, sealant, fire extinguishers, 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	
Flow testing - SCBA 4500 psi bottles	1.00	3,125.00	3,125	
Hazmat meters, gas meters, module replacement cal materials	1.00	1,600.00	1,600	
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	900.00	900	
Public Fire prevention materials (Fire Marshal)	1.00	3,000.00	3,000	
Mandatory training OSHA, NFPA, etc.	1.00	26,500.00	26,500	
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	
Chief - NFPA membership and ancillary expenses (2 yrs),	1.00	950.00	950	
Fire Marshal - IAAI membership				
44208 - PROFESSIONAL SERVICES				17,500
Comstar payments - 3.5% of revenue from ambulance billings	1.00	17,500.00	17,500	
Estimated revenue of \$500,000 (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 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				96,195
Emergency dispatch services	1.00	27,753.00	27,753	
Paramedic services	1.00	15,936.00	15,936	
Breathing air testing - required	5.00	210.00	1,050	
Annual furnace/hot water maintenance - required	1.00	2,900.00	2,900	
EMS Biohazard waste removal - required (contract thru 2023)	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	1,768.00	1,768	
Annual ground ladder testing & certification - required	1.00	500.00	500	
Annual aerial ladder testing & certification - required (1 aerial)	1.00	600.00	600	
5 year NDT due in 2021				
Annual defibrillator calibration/certification - required (7 units)	1.00	2,772.00	2,772	
Annual hydraulic rescue tool service (base set & additional tools) - required	1.00	1,849.00	1,849	
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 (contract thru 2023)	1.00	4,530.00	4,530	
Annual posi-chek calibration/certification	1.00	750.00	750	
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	2,897.00	2,897	
Building Alarm system testing and monitoring - required	1.00	480.00	480	
Kitchen hood inspections - required	2.00	304.00	608	
Sprinkler system - quarterly inspections - required	4.00	90.00	360	
Mask-fit tester certification/calibration, annual OHD - required	1.00	950.00	950	
ESO Charts software - OEMS Run Forms - ALS & BLS (HDE interface only)	1.00	3,798.00	3,798	
Billing company to pay for mobile fee, fax capability, cardiac interface, and billing interface				
Air-fill station - breathing air compressor service contract	1.00	1,120.00	1,120	
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	
lamResponding 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 5 vehicles	5.00	750.00	3,750	
Annual air conditioning inspection/maintenance - Company 1	1.00	400.00	400	
Chest compression unit - on-site preventative maintenance (2 units)	1.00	2,387.00	2,387	
Boiler inspection - State requirement - Company 1 & 2	1.00	240.00	240	
Annual pump service (5 apparatus)	5.00	550.00	2,750	
44231 - ADVERTISING				500
Recruitment and retention	1.00	500.00	500	
44232 - PRINTING & PUBLICATIONS				1,500
Recruitment and retention	1.00	1,500.00	1,500	
44243 - COMPENSATION				45,000
Fuel compensation for volunteer staff	1.00	45,000.00	45,000	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44286 - PHYSICALS & TESTING				10,500
Physicals & Testing - required physicals	1.00	7,500.00	7,500	
Annual OSHA Pulmonary Function Tests - required	1.00	1,000.00	1,000	
TB screening, random drug testing - required	1.00	2,000.00	2,000	
45216 - TELEPHONE				13,169
Headquarters telephones, fax, internet	12.00	267.00	3,204	
Cell phone service - Fire Chief	12.00	25.00	300	
Modems/aircards for laptops on ER vehicles	12.00	192.00	2,304	
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	
Ipad/cell phone for ambulances electronic patient care reporting	2.00	800.00	1,600	
Verizon modem for Deputy Chief Officer's vehicle	12.00	20.00	240	
Telephone & alarm circuits - Company 2	12.00	48.00	576	
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				10,419
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	3,700.00	1.95	7,215	
Propane - stove - Company 1	400.00	1.60	640	
Heating oil - Company 2	1,200.00	1.95	2,340	
Propane - Company 2	140.00	1.60	224	
45350 - WATER				1,000
Static & dry hydrants.	1.00	1,000.00	1,000	
45622 - ELECTRIC				24,200
Electricity - Company 1	1.00	20,000.00	20,000	
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- continuous - 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 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46390 - VEHICLE MAINTENANCE & FUEL				101,415
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline	3,700.00	1.80	6,660	
Estimated gross receipts tax - unleaded gasoline	3,700.00	0.15	555	
Truck repairs & parts	1.00	51,000.00	51,000	
Diesel gasoline	9,000.00	2.00	18,000	
Unanticipated truck repairs & parts	1.00	25,000.00	25,000	
48417 - BLDG & GROUNDS IMPROVEMENTS				2,500
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				
TOTAL FIRE/EMERGENCY MEDICAL SERVICES				1,443,925



**Town of Colchester
FY 2020 - 2021
Adopted Budget**

Department: Emergency Management

Mission

The mission of the Colchester Office of Emergency Management is to ensure that the Town of Colchester is prepared for, able to respond to and successfully recover from any emergency or natural/manmade disaster that affects the Town of Colchester.

Description

Emergency Management incorporates 'All Hazards Planning' when developing emergency plans for the town and its residents. All Hazards refers to all types of disaster events:

- Weather: Hurricane, Tornado, Extreme Heat & Cold, Snow, Flooding, Drought, etc
- Transportation Accidents:, Aviation, Highway
- Large Scale Destruction/Displacement of residents due to a fire, chemical release, etc.
- Terrorism
- Wide spread long-term public health emergencies i.e. COVID-19 Pandemic
- Any other circumstance deemed necessary by the Incident Commander and/or the First Selectman

The Town of Colchester encompasses 49 square miles in upper New London County. Our population is approaching 17,000 yearly residents.

Route 2 divides the town in half, from east to west. The town is prone to all types of weather emergencies and transportation accidents throughout the year.

Emergency Management works closely with the Colchester Police & Fire Departments, and other town departments during a disaster to provide them with resources at their request.

Emergency Management provides emergency notification to the public on disaster information and updates them as needed. This is accomplished via news media, social media and reverse notifications via telephone, cellular and electronic devices.

If needed, Emergency Management is ready to respond with disaster sheltering including pre-storm and post storm services. Our department is equipped to open temporary centers for charging electronic equipment and other various equipment.

Emergency Management meets throughout the year with town and agency leaders to ensure emergency plans and resources are current to meet our goals and responsibilities. In addition, we maintain partnerships with Business, Non-Government, State and Federal agencies to ensure our residents are provided with all applicable opportunities after a disaster.

Staffing

Emergency Management Director (Stipend)

Deputy Emergency Management Director (Stipend)

2019 – 2020 Accomplishments

- Applied for EMPG FY 18 grant funding
- Conducted a table top exercise to include town and school administration
- Maintained and operated Town wide Emergency siren program.
- Continued coordination throughout Town and School to enhance response to critical events.
- Continued to educate and raise awareness toward the use of Incident Command System and related forms.

2020 - 2021 Objectives

- Apply for EMPG FY 19 grant funding
- Update EOC IT infrastructure
- Implement lifesaving “Stop the Bleed” community training program.
- Form Emergency Management Advisory Committee (EMAC) to work with our community partners to improve the town’s resiliency to natural and manmade disasters.
- Explore moving the town’s emergency shelter from Bacon Academy to William J. Johnston Middle School and reclassifying the shelter as a multi-jurisdictional shelter (DEMHS & Red Cross).
- Re-establish an active Community Emergency Response Team (CERT) program.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

EMERGENCY MANAGEMENT

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	3,199	2,617	4,967	4,512	5,071
FICA	245	200	380	345	388
Office Supplies	141	177	200	200	200
Other Purchased Supplies	2,475	3,291	3,500	3,500	3,500
Emergency Medical Supplies	250	243	250	250	250
Mileage, Training and Meetings	138	0	250	250	250
Postage	0	33	25	25	25
Service Contracts	425	1,606	1,500	990	1,500
Printing & Publications	35	0	250	250	250
Telephone	4,371	3,946	4,536	4,545	4,554
Equipment Repairs	3,916	2,836	3,000	3,000	3,000
TOTAL	15,195	14,949	18,858	17,867	18,988

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12301 - EMERGENCY MANAGEMENT				
40101 - REGULAR PAYROLL				5,071
Emergency Management Director - stipend	1.00	2,737.00	2,737	
Deputy Emergency Management Director - stipend	1.00	2,334.00	2,334	
41230 - FICA				388
FICA/Medicare	1.00	388.00	388	
42301 - OFFICE SUPPLIES				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	1.00	480.00	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				4,554
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	149.50	1,794	
46224 - EQUIPMENT REPAIRS				3,000
Antenna replacement, sirens and other equipment repairs - as needed	1.00	3,000.00	3,000	
TOTAL EMERGENCY MANAGEMENT				18,988

Public Works



TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET

Public Works

Departments

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



**Town of Colchester
FY 2020 – 2021
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 (Town and BOE), engineering, waste management, and snow removal.

Staffing

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

2019 – 2020 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.
- Identified aging steel pipe drainage system data for eventual cost data for replacement due to failure.
- Coordinated Town reviews/direction for Bloom Energy Fuel Cell project. Including Easements for Water Main, Gas Mains and Structures Bloom Energy and Eversource.
- Prepare documents for property acquisition 129 Westchester Road.
- Contract preparation & administration Replacement of Town Fuel Station at DPW Garage.

2020 – 2021 Objectives

- Estimate steel pipe drainage system cost data for replacement due to failure at time of pavement maintenance work.
- Prepare Contacts and Bids for Capital Projects and on-going operational expenses, 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.
- Other duties as requested.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PUBLIC WORKS ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	144,566	147,374	151,387	151,342	154,671
Employee Related Insurances	564	564	593	565	593
FICA & Retirement	21,054	21,584	22,730	22,728	23,225
Copier	225	223	254	254	254
Office Supplies	52	235	300	300	300
Safety Equipment	0	241	605	605	625
Professional Memberships	255	285	500	500	500
Postage	0	0	100	100	100
Advertising	80	0	100	100	100
Telephone	747	685	720	895	960
TOTAL	167,543	171,191	177,289	177,389	181,328

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13200 - PUBLIC WORKS ADMINISTRATION				
40101 - REGULAR PAYROLL				154,671
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water)	1.00	47,200.00	47,200	
Director of Operations	1.00	78,046.00	78,046	
Assistant to Department Head - 8 hrs/day (50% Town & 50% S/W)	1.00	28,950.00	28,950	
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				23,225
FICA/Medicare	1.00	11,833.00	11,833	
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,832.00	2,832	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	6,244.00	6,244	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8% (50% Town, 50% S&W)	1.00	2,316.00	2,316	
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				625
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	40.00	40	
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
Postage, citations, warning letters	1.00	100.00	100	
44231 - ADVERTISING				100
Advertising for bids, project data	1.00	100.00	100	
45216 - TELEPHONE				960
Cell phone - 50% for Public Works Director	12.00	10.00	120	
Cell phone - Director of Operations & PW Supervisor	12.00	70.00	840	
TOTAL PUBLIC WORKS ADMINISTRATION				181,328

**Town of Colchester
FY 2020 – 2021
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

2019 – 2020 Accomplishments

- Altered Daily Work Protocols in response to COVID-19 to maintain continuity of operations.
- Cold in place Asphalt recycling with Cap: Portion West Road, Portion Lake Hayward Road.
- Pavement Overlay – South Road, Bush Rock Road, Fedus Road
- Road widening for Vehicular Safety – McDonald Road.
- Completed Bridge Inspection Repairs – Comstock Bridge Road, Cato Corner, Cirillo Drive.
- Conducted Site Prep work and conduit trenching to maintain budget for Fuel Tank/System CIP Project.
- Road Side Tree Trimming - Town Wide & two storm tree damage events town wide

- Conducted Town Wide Distressed/Damaged Street Tree Survey
- 1500 feet of Bituminous Curbing replaced.
- Re-Construct 100 Driveway Aprons in conjunction with Road Improvement or Drainage work.
- Drainage swale cleaning, Homonick 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 75 Catch Basins.
- Completed Town Wide Road Sweeping per MS4 DEEP requirements.
- Replacement of Damaged Guard Rail and Street signs. Installed Right to Farm signs, Town wide.
- Completed annual catch basin cleaning in 15 days. (1/3 of Town annually)
- Conducted scheduled crack sealing of roads called for under the Road Improvement Plan.
- Assisted Grounds Crew to Repair R-7 Irrigation System
- 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.

Measures (January 1 – December 31 Paved)	<u>2019</u>	<u>2018</u>	<u>2017</u>
• % Roads – Grade A:	15%	17%	19%
• % Roads – Grade B:	47%	47%	46%
• % Roads – Grade C:	37%	34%	33%
• % Roads – Grade D:	01%	02%	02%
• % Roads – Grade F:	00%	00%	00%

2020 – 2021 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	384,312	356,511	437,641	369,137	436,964
Overtime	13,736	12,479	15,000	5,049	15,000
Contractual, Temporary, Occasional Payroll	100	100	100	100	100
Employee Related Insurances	1,685	1,793	1,913	1,528	1,913
FICA & Retirement	49,862	48,681	64,993	54,237	64,892
Safety Equipment	3,760	3,897	4,254	4,254	4,254
Other Purchased Supplies	79,981	145,381	156,030	152,100	158,280
Mileage, Training & Meetings	1,050	170	1,500	1,500	1,500
Professional Services	51,945	47,230	45,470	65,480	46,315
Equipment Rental	10,213	3,626	10,350	10,500	10,500
Uniform Rental	2,664	3,159	4,602	2,500	3,380
Traffic Control	65,056	53,463	63,000	54,000	63,000
Equipment Repairs	210	231	200	200	200
Vehicle Maintenance & Fuel	142,418	134,242	150,201	133,518	139,700
Road Improvements	541,716	600,000	650,000	650,000	600,000
TOTAL	1,348,708	1,410,963	1,605,254	1,504,103	1,545,998

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13201 - HIGHWAY				
40101 - REGULAR PAYROLL				436,964
Public Works Supervisor	1.00	64,707.00	64,707	
Union contract in negotiation				
Maintainer III	1.00	57,149.00	57,149	
Union contract in negotiation				
Maintainer III	1.00	57,149.00	57,149	
Union contract in negotiation				
Maintainer III	1.00	57,149.00	57,149	
Union contract in negotiation				
Maintainer II	1.00	52,805.00	52,805	
Union contract in negotiation				
Maintainer II	1.00	52,805.00	52,805	
Union contract in negotiation				
Maintainer II	1.00	42,533.00	42,533	
Union contract in negotiation				
Maintainer II	1.00	48,817.00	48,817	
Union contract in negotiation				
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				64,892
FICA/Medicare	1.00	34,574.00	34,574	
Defined Contribution 401(a) Plan - Road Crew @ 7% (8 employees)	1.00	30,318.00	30,318	
42323 - PROT CLOTHING& SAFETY EQUIP				4,254
Safety Shoes	8.00	200.00	1,600	
Rain gear - OSHA reflective	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 - OSHA compliant reflectivity	8.00	31.00	248	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				158,280
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, truck 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 bars & crosswalks painting & paints	450.00	15.00	6,750	
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 emergency repairs	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				46,315
Tree removal services bucket truck. Blasting & other contracted services	1.00	25,000.00	25,000	
Average year				
Catch basin Vacuum truck contractor services	12.00	1,500.00	18,000	
PHYSICALS:				
DOT - CDL annual physicals	8.00	110.00	880	
2 staff pulmonary testing (respirator monitoring)	2.00	140.00	280	
CDL random drug testing	6.00	85.00	510	
CDL random alcohol testing	3.00	40.00	120	
Combined drug & alcohol test for post accident/reasonable cause	2.00	100.00	200	
Pre-employment physicals	5.00	185.00	925	
Hearing tests per OSHA regulations	8.00	50.00	400	
44237 - EQUIPMENT RENTAL				10,500
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	3,500.00	3,500	
44238 - UNIFORM RENTALS				3,380
Uniform rental - 8 employees	52.00	65.00	3,380	

TOWN OF COLCHESTER
FY 2020 - 2021 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				139,700
Unleaded Gas	6,000.00	1.80	10,800	
Estimated gross receipts tax - unleaded gasoline	6,000.00	0.15	900	
Diesel gasoline	14,000.00	2.00	28,000	
Vehicle Repair Parts	1.00	100,000.00	100,000	
48439 - ROAD IMPROVEMENT				600,000
Road Improvement/Paving projects and Maintenance	1.00	600,000.00	600,000	
TOTAL HIGHWAY				1,545,998

**Town of Colchester
FY 2020 – 2021
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 building & grounds 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).

2019 – 2020 Accomplishments

- Assist in design & layout of new convault fueling system.
- Installed new heater in Highway work area.
- Outsourcing for Public Works OSHA required audiograms.
- Assist in obtaining police car computers and related equipment at a reduced cost.
- Oversaw and recommended cost reductions of ET-128 repairs.
- Created specifications and verified delivery of four new units;
 - Public Works plow truck, \$164,100.00.
 - FD 1st Response/Brush truck, \$70,000.00.
 - Police K9 unit, \$66,000.00.
 - Director of Operations pickup, \$42,000.00.

- Continuation of chemical rust prevention program on all vehicles.
- Input historical fleet data into RTA (fleet maintenance software).
- Continuation of undercarriage washing on senior buses, youth vans and police vehicles.
- 100% of spring equipment serviced and ready to go by March 15th.
- Completed 100% 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.
- 100% of all snow removal equipment was fully operational by November 15.
- Continue to obtain necessary tools & equipment to stay current with new technology.

Measures (1/1/2019 – 12/31/2019)	2019	2018	<u>2017</u>
• Work Orders Completed	1276	1267	1410

2020 – 2021 Objectives

- Continue on-line training courses to meet OSHA requirements.
- Continue with CONN OSHA's Consultation Services.
- Strive for a safe working environment.
- Continue small building repairs in-house, contract out based upon efficiencies and CIP funding.
- Continue training of staff for direct input of repair data into Fleet Maintenance software.
- Transition to a paperless shop.
- Continue on upgrading maintenance for our fire apparatus.
- Become more involved with fire apparatus pump testing and repair.
- 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	223,378	232,134	260,474	259,468	264,212
Overtime	4,729	12,579	4,000	0	4,000
Contractual, Temporary, Occasional Payroll	1,550	1,550	1,800	1,800	1,800
Employee Related Insurances	876	874	1,074	1,029	1,074
FICA & Retirement	29,856	32,123	39,389	38,965	39,987
Office Supplies	930	447	450	450	450
Safety Equipment	1,230	1,425	1,400	1,400	1,400
Custodial/Maintenance Supplies	1,292	1,330	1,300	1,300	1,300
Fleet Repair & Maintenance Supplies	24,999	25,933	25,000	25,000	25,000
Mileage, Training & Meetings	325	150	270	270	270
Professional Memberships	200	200	200	200	200
Professional Services	352	692	580	647	728
Service Contracts	17,906	14,994	19,211	19,615	17,436
Uniform Rental	1,543	2,070	2,184	2,184	2,000
Fuel & Heating	4,609	3,874	5,440	5,920	6,400
Electricity	11,769	12,764	11,000	12,745	13,000
Equipment Repairs	2,072	1,471	1,500	100	500
Building Repairs	8,392	9,050	6,000	6,000	6,000
Vehicle Maintenance & Fuel	8,368	9,033	9,229	8,982	8,050
TOTAL	344,376	362,693	390,501	386,075	393,807

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13202 - FLEET SERVICES				
40101 - REGULAR PAYROLL				264,212
Fleet Maintenance Supervisor	1.00	92,025.00	92,025	
Mechanic III	1.00	61,784.00	61,784	
Union contract in negotiation				
Mechanic III	1.00	58,172.00	58,172	
Union contract in negotiation				
Mechanic II	1.00	51,031.00	51,031	
Union contract in negotiation				
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				39,987
FICA/Medicare	1.00	20,656.00	20,656	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	7,362.00	7,362	
Defined Contribution 401(a) Plan - Mechanics @ 7%	1.00	11,969.00	11,969	
42301 - OFFICE SUPPLIES				450
Copy/Printer Paper	3.00	25.00	75	
General Office Supplies	1.00	75.00	75	
Printer Supplies	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 2020 - 2021 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				728
OSHA required audiograms	4.00	67.00	268	
Random Drug Testing	2.00	65.00	130	
CDL physicals	3.00	110.00	330	
44223 - SERVICE CONTRACTS				17,436
Annual monitoring fee for security system	1.00	180.00	180	
Annual monitoring fee for fire alarm	1.00	300.00	300	
Annual service of fire alarm	1.00	150.00	150	
Annual service & repair of four propane heating units	1.00	500.00	500	
Annual Pressure washer service	1.00	600.00	600	
Annual Overhead hoist inspection	3.00	215.00	645	
Annual fire extinguisher inspection - OSHA required	70.00	6.00	420	
Internet	12.00	202.00	2,424	
Oxygen & acetylene bottle lease	1.00	475.00	475	
Oil filter removal	2.00	130.00	260	
Parts washer service	4.00	440.00	1,760	
Service/repair of overhead doors (15) & one opener scheduled for replacement	1.00	2,200.00	2,200	
Annual RTA software maintenance fee	1.00	1,500.00	1,500	
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	720.00	720	
Boiler inspection	1.00	100.00	100	
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				2,000
Uniforms and cloth wipers	1.00	2,000.00	2,000	
45221 - FUEL/HEATING				6,400
Propane for Town Garage	3,000.00	1.60	4,800	
Propane for Wash Bay	1,000.00	1.60	1,600	
45622 - ELECTRIC				13,000
Electricity for Town Garage complex	1.00	13,000.00	13,000	

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46224 - EQUIPMENT REPAIRS				500
Maintenance, testing and repairs - Fuel monitor & delivery systems	1.00	500.00	500	
46226 - BUILDING REPAIRS				6,000
Maintain Interior/Exterior of Town Garage	1.00	6,000.00	6,000	
46390 - VEHICLE MAINTENANCE & FUEL				8,050
Unleaded gasoline - Water Department	1,600.00	1.80	2,880	
Estimated gross receipts tax - unleaded gasoline	1,600.00	0.15	240	
Unleaded gasoline - Fleet	200.00	1.80	360	
Estimated gross receipts tax - unleaded gasoline	200.00	0.15	30	
Diesel gasoline - Water Department	50.00	2.00	100	
Diesel gasoline - Fleet	100.00	2.00	200	
Propane for forklift	8.00	30.00	240	
Vehicle & Equipment Repairs for Fleet	1.00	4,000.00	4,000	
TOTAL FLEET SERVICES				393,807

**Town of Colchester
FY 2020 – 2021
Adopted Budget**

Department: Public Works – Division of Grounds Maintenance

Mission

Properly maintain community parks, open spaces, governmental, and school grounds for public and recreational use and scholastic 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 – 4)

2019 – 2020 Accomplishments

- Maintained over 360 acres of town and school grounds, including weekend coverage for restrooms and special events.
- Over seeded/fertilized/core aerate all RecPlex Fields, Bacon Baseball, Softball fields and Cody Camp baseball fields. Followed recommended Turf maintenance program per Henderson report on Recreation Fields.
- Resodded Bacon Academy Football field following fall of 2018 destruction of field due to continued use during rain and field saturation.
- Re-seeded R-8 Football Field following fall of 2018 destruction of field due to continued use during rain and field saturation.
- Eastern Equine Encephalitis spraying and mosquito control within standing water and catch basins conducted.
- Increased use of Ruby Cohen Park by public (StoryWalk, Picnic Area) requiring 3 times more mowing than former traditional passive use. Ancient Burying Grounds also required bi-weekly care, private/public partnership continued to limit Town care to once a month.
- Successfully conducted all work on school grounds prior to school opening without use of overtime and maintained such during school year.
- Conducted deferred tree/brush work, invasive species removal schools, RecPlex and Ruby Cohen.
- Repainted Parking Lines JJIS, Bacon Academy, CES, and Town Maintained crosswalks.
- Conducted Facilities Work Orders completion, Youth Center, Senior Center, Town Hall.
- Replace Roof on Recreation Maintenance Building Bathroom Building.
- Replacement/Leveling of Rec-Plex playground mulch for the first time in over ten years.

Measures (January 1 – December 31)	<u>2019</u>	<u>2018</u>	<u>2017</u>
• Hours of Mowing	3850	4250	2800
• Hours of Snow Removal	784	931	650
• Hours of Field Maintenance/Prep	1230	1560	1290
• Hours of Trash Removal	600	600	560

2020 – 2021 Objectives

- Dependent upon funding: Coordinate/Assist with installation of Irrigation System Components as required.
- 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.
- Assist with installation of donated playground equipment.
- Continue implementing Turf Maintenance recommendations included within the Henderson Report. Due to COVID-19, recommendations validation shall be self-evident with limited use of fields in Spring of 2020. (Field proof of over use and lack of irrigation).

**TOWN OF COLCHESTER
ADOPTED BUDGET**

GROUNDS MAINTENANCE

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	206,681	262,469	317,676	299,527	320,735
Overtime	9,221	19,961	7,500	7,672	7,500
Employee Related Insurances	838	1,123	1,607	1,321	1,665
FICA & Retirement	26,913	36,417	46,369	44,380	47,474
Safety Equipment	1,446	1,847	2,500	2,500	2,500
Custodial/Maintenance Supplies	2,573	2,994	3,000	3,000	3,000
Grounds Maintenance Supplies	15,470	14,736	31,000	31,000	31,000
Other Purchased Supplies	5,022	3,870	5,000	5,895	5,000
Mileage, Training & Meetings	0	0	525	525	525
Professional Services	5,796	17,115	5,700	9,635	6,150
Service Contracts	4,090	3,901	4,880	4,870	5,180
Equipment Rental	331	0	500	500	500
Uniform Rental	1,575	2,250	2,800	2,800	2,800
Telephone	303	515	340	300	300
Fuel & Heating	692	965	1,760	1,100	1,600
Electricity	29,016	29,056	30,000	25,000	30,000
Equipment Repairs	1,132	755	1,200	1,200	1,200
Building Repairs	2,455	3,765	1,800	1,800	1,800
Other Repairs	1,272	472	2,000	2,000	2,000
Vehicle Maintenance & Fuel	36,537	35,206	38,774	26,250	36,750
TOTAL	351,363	437,417	504,931	471,275	507,679

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13203 - GROUNDS MAINTENANCE				
40101 - REGULAR PAYROLL				320,735
Public Works Supervisor	1.00	64,707.00	64,707	
Union contract in negotiation				
Maintainer II	1.00	44,266.00	44,266	
Union contract in negotiation				
Maintainer II	1.00	45,184.00	45,184	
Union contract in negotiation				
Maintainer I	1.00	42,324.00	42,324	
Union contract in negotiation				
Maintainer I	1.00	45,685.00	45,685	
Union contract in negotiation				
Maintainer I	1.00	39,025.00	39,025	
Union contract in negotiation				
Maintainer I	1.00	38,294.00	38,294	
Union contract in negotiation				
Longevity	1.00	1,250.00	1,250	
40103 - OVERTIME				7,500
Overtime	1.00	7,500.00	7,500	
41210 - EMPLOYEE RELATED INS.				1,665
Life/AD&D insurance	1.00	819.00	819	
Long Term Disability insurance	1.00	846.00	846	
41230 - FICA & RETIREMENT				47,474
FICA/Medicare	1.00	25,110.00	25,110	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 7%	1.00	22,364.00	22,364	
42323 - PROT CLOTHING& SAFETY EQUIP				2,500
Safety shoes	7.00	200.00	1,400	
Gloves - work, latex & winter, eye protection, hardhats, etc.	1.00	700.00	700	
Replace chaps - 2 per year	2.00	200.00	400	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				3,000
Custodial supplies for restrooms at Park & Garage	1.00	3,000.00	3,000	
42334 - GROUNDS MAINTENANCE SUPPLIES				31,000
Paint, Infield clay mix, 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	7.00	75.00	525	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				6,150
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	1,500.00	1,500	
CDL drug/alcohol testing, pre-employment physicals	1.00	500.00	500	
Aerial lift for sports lighting bulb replacement	1.00	1,500.00	1,500	
44223 - SERVICE CONTRACTS				5,180
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	1,200.00	1,200	
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	7.00	400.00	2,800	
45216 - TELEPHONE				300
Cell Phone - PW Supervisor - monthly charges	12.00	25.00	300	
45221 - FUEL/HEATING				1,600
Parks Garage - Propane	1,000.00	1.60	1,600	
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				36,750
Unleaded gasoline for vehicles and equipment	5,000.00	1.80	9,000	
Estimated gross receipts tax - unleaded gasoline	5,000.00	0.15	750	
Diesel gasoline	1,000.00	2.00	2,000	
Vehicle and large equipment repairs	1.00	25,000.00	25,000	
TOTAL GROUNDS MAINTENANCE				507,679



**Town of Colchester
FY 2020 – 2021
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.

2019 – 2020 Accomplishments

- Responded to 14 Snow-Icing Events (through 3/31/2020), the majority were sleet/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 85%
- Re-marked and identified all sidewalk clearing responsibilities of Town (i.e. adjacent to open space properties of Town within new subdivisions).

2020 – 2021 Objectives

- Continue to identify route specific issues that enhance public satisfaction level.
- Re-Bid Road and School Parking Lot Contracted Services.
- Existing treated Salt vendor has been displaced from State of Connecticut Pier in New London by State of Connecticut/Eversource/Orsted Wind Project, relocated existing vendor or other source of treated salt will be required to be secured. It is probable that the previous year's price per ton cannot be maintained at the same rate.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SNOW REMOVAL

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Overtime	128,951	106,593	110,000	70,085	110,000
FICA	9,499	7,800	8,415	5,362	8,415
Sand & Salt Supplies	163,881	162,998	161,700	99,000	161,700
Other Purchased Supplies	18,284	20,244	25,050	15,412	25,050
Professional Services	168,550	185,530	190,000	182,475	190,000
TOTAL	489,165	483,165	495,165	372,334	495,165

TOWN OF COLCHESTER
FY 2020 - 2021 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
Sand - 300 tons	300.00	31.00	9,300	
Treated Salt - 1,800 tons	1,670.00	90.00	150,300	
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	
Contract to be bid FY 2020-2021				
School parking lots	1.00	94,000.00	94,000	
Contract to be bid FY 2020-2021				
TOTAL SNOW REMOVAL				495,165

**Town of Colchester
FY 2020 – 2021
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

2019-2020 Accomplishments

- Increase Disinfectant Procedures in response to COVID-19
- Replace Carpet Town Hall (Second Floor)
- Paint/Repair Town Hall (Entry Way, Land Use Office for Staff Reconfiguration) Conference Room Ceiling and Duct Cleaning,
- 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 #3 Rec. Dept. First Floor Janitor Closet Leak and Wall Repair.
- Design Repair Senior Center Bathroom Area Flat Roof.
- Recreation Complex Maintenance Building Roof and Floor.
- 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.

2020 -2021 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	9,264	9,292	13,283	12,767	14,566
FICA & Retirement	0	0	1,016	977	1,114
Safety Equipment	0	36	100	100	100
Custodial/Maintenance Supplies	5,300	4,782	5,300	5,300	5,300
Paint & Paint Supplies	315	827	1,000	800	1,000
Service Contracts	11,913	9,232	18,040	12,270	17,690
Advertising	6	0	0	0	0
Telephone	10,632	15,990	8,250	13,693	10,140
Fuel & Heating	3,852	7,550	8,550	7,875	7,410
Electricity	51,133	50,403	45,000	47,500	47,500
Building Repairs	31,135	20,699	25,000	25,000	25,000
TOTAL	123,550	118,811	125,539	126,282	129,820

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13205 - FACILITIES				
40101 - REGULAR PAYROLL				14,566
Part-time Custodian - Senior Center & Youth Services Center (19.5 hrs/week)	1.00	12,087.00	12,087	
Part-time Custodian - Fire Department - (4 hrs/week)	1.00	2,479.00	2,479	
41230 - FICA & RETIREMENT				1,114
FICA/Medicare	1.00	1,114.00	1,114	
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				17,690
Security System Service and Monitoring - Town Hall	12.00	40.00	480	
Elevator inspection and service - Town Hall	4.00	220.00	880	
Emergency Generator annual 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	4.00	180.00	720	
Annual Fire Extinguisher maintenance - Town Hall	1.00	200.00	200	
Fire Alarm Service and Monitoring - Town Hall	12.00	30.00	360	
Estimate of additional calls at contract rates - repairs - Town Hall	1.00	10,000.00	10,000	
45216 - TELEPHONE				10,140
Emergency phone - Elevator and VoIP redundancy backup line for alarms	12.00	45.00	540	
Continuing Comcast VoIP and fax lines	6.00	600.00	3,600	
Waiting to be converted to CEN Network - work to be conducted by IT Department - originally scheduled FY 2019-2020				
CEN Internet/New VoIP	4.00	1,500.00	6,000	
45221 - FUEL/HEATING				7,410
Heating oil - Town Hall	3,800.00	1.95	7,410	
45622 - ELECTRICITY				47,500
Electricity - Town Hall	1.00	47,500.00	47,500	
46226 - BUILDING REPAIRS				25,000
General building repairs - contracted services - Town Hall	1.00	25,000.00	25,000	
TOTAL FACILITIES				129,820

**Town of Colchester
FY 2020-2021
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)

Administrative Assistant (for Planning & Code Administration department)

2019 - 2020 Accomplishments

- Coordinated the 2019 household hazardous waste collection.
- Updated both Mail-a-map and TAR town road maps.
- Issued 8 roadwork permits and 16 driveway permits in 2019.
- Performed construction inspection for new residential subdivision road "Broad Meadow Rd" located off Lebanon Ave/Rte 16; for Incord site expansion at 181 Upton Road; for New Dunkin Donuts site at Rte 16 and Rte 149; for Four Seasons Apartments Lebanon Ave/Rte 16 and for Commercial site development at 71-79 Linwood Ave/Rte 16.
- Worked with Nature Conservancy and DEEP to complete scour protection improvements/repairs at the Paper Mill Road Bridge abutments.
- Worked with town consultant to revise final plans and bid documents for Paper Mill Road bridge reconstruction under the State Local Bridge grant Program. Secured partial grant of \$150,000. Bridge reconstruction is anticipated to take place during summer/fall of 2020.

- Completed review of State DOT biennial bridge reports for local structures in The Town of Colchester and summarized results/recommendations for Colchester PWD.
- Submitted requests to DOT Traffic Division to review several traffic safety issues along Rte. 16. Received approval and encroachment permit to install new crosswalk at Lebanon Ave/Rte 16 in area of Rail Trail Spur (To be completed by PWD during spring/summer 2020).
- Worked with town staff, SCCOG and town consultant to secure \$831,000 LOTCIP grant for the Reconstruction of Halls Hill Road which includes milling and paving of the roadway along with pedestrian and cyclist improvements. Also assisted consultant with final plan and bid document preparation. Construction is anticipated to occur during July/August of 2020.
- Performed plan reviews for proposed GH Trailer site development on Old Hartford Road; for Mini storage facility on Old Hartford Road; for North Pond 37 lot Residential Subdivision off of Windham Ave; for Willow Land LLC Subdivisions off of Stanavage Road and Mahoney Road and for Commercial site development at 715 Middletown Road/Rte 16.
- As the town's Legal Traffic Authority representative, reviewed and approved requests for various running, cycling and motorcycling events with planned routes traversing Colchester.

2020 - 2021 Objectives

- Update State TAR map and town's Mail-A-Map.
- Coordinate and supervise the 2020 household hazardous waste collection.
- Perform construction inspection and or project administration for: Halls Hill Road Rehabilitation project; Paper Mill Road Bridge Reconstruction project; GH Trailers Site Development Old Hartford Road; North Pond Subdivision Road Construction off of Windham Ave; Willow Land LLC Subdivision drainage improvements on Mahoney Road and Stanavage Road; Mini Storage facility site development Old Hartford Road and Commercial site development at 715 Middletown Road/Rte16.
- 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. Also prepare project scoping and preliminary cost estimates for any new/modified grant applications.
- Perform plan reviews for new development proposals as they are submitted.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ENGINEERING

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	96,047	98,191	100,384	100,384	102,626
Employee Related Insurances	328	338	357	339	357
FICA & Retirement	14,249	14,783	15,650	15,650	16,001
Copier	754	660	810	810	0
Office Supplies	0	0	445	0	445
Mileage, Training & Meetings	367	206	500	250	500
Professional Memberships	610	610	650	610	650
TOTAL	112,355	114,788	118,796	118,043	120,579

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13301 - ENGINEERING				
40101 - REGULAR PAYROLL				102,626
Town Engineer	1.00	101,876.00	101,876	
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				16,001
FICA/Medicare	1.00	7,851.00	7,851	
Defined Contribution 401(a) Plan @ 8%	1.00	8,150.00	8,150	
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				120,579

**Town of Colchester
FY 2020 – 2021
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. The Division also funds the Household Hazardous Waste Collection events for Colchester residents in coordination with SCRRRA annually.

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)

2019 - 2020 Accomplishments

- Adjust operation to comply with COVID-19 Social Distancing protocols. Maintained operation of Transfer Station throughout emergency declaration
- Due to Trade issues at national level, recyclables are no longer a marketable commodity and hence vast amounts are being landfilled or incinerated throughout the country. As such, disposal of single stream recycling products are no longer free and the Town is presently being charged a \$60.00/ton fee by processors. No change in rates were proposed during the FY 19-20.
- Survey conducted on incoming users of the Station regarding the compliance with the State's recycling laws if there was a fee associated with the disposal of Recyclable materials. The overall results indicated that 33% of the residents using the transfer station would not comply with the separation of Recyclables from MSW materials and were adverse to fees being charged for Recyclable materials.
- 255 Colchester households served at the Colchester Household Hazardous Waste Collection event.

Measures (January 1 – December 31)	<u>2017</u>	<u>2018</u>	<u>2019</u>
• Waste Handled (tons):	1348.30	1452.96	1495.28

2020 – 2021 Objectives

- Continue to market materials to the most advantageous financial provider/vendor
- Address policy issue regarding cost recovery for Recycled materials

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFER STATION

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	89,212	90,942	96,304	87,778	84,230
Overtime	7,538	5,103	5,500	12,850	5,500
Employee Related Insurances	460	440	479	355	479
FICA & Retirement	12,136	11,588	14,488	13,642	12,761
Office Supplies	118	29	250	250	250
Safety Equipment	346	424	600	400	400
Other Purchased Supplies	16	685	1,146	1,146	1,146
Transportation	112,717	121,886	138,000	139,500	146,000
Mileage, Training & Meetings	378	541	630	630	630
Professional Services	22,629	34,261	27,640	32,207	33,340
Service Contracts	804	786	1,266	1,308	1,410
Uniform Rental	554	670	780	780	780
Landfill Operation	800	0	1,000	1,000	1,000
Telephone	449	686	1,020	1,020	1,020
Electricity	1,885	1,688	1,800	1,200	1,800
Building Repairs	250	0	1,000	1,000	1,000
Household Hazardous Waste Disposal	12,599	15,266	15,000	15,000	15,000
Vehicle Maintenance & Fuel	5,354	4,024	5,680	5,500	5,500
TOTAL	268,245	289,019	312,583	315,566	312,246

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13601- TRANSFER STATION				
40101 - REGULAR PAYROLL				84,230
Transfer Station Operator (current vacant position)	1.00	41,697.00	41,697	
Union contract in negotiation				
Equipment Operator (current vacant position)	1.00	42,533.00	42,533	
Union contract in negotiation				
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				12,761
FICA/Medicare	1.00	6,865.00	6,865	
Defined Contribution 401(a) Plan @ 7%	1.00	5,896.00	5,896	
42301 - OFFICE SUPPLIES				250
Cash register supplies, wasp spray, garbage bags, rags, etc.	1.00	250.00	250	
42323 - PROT CLOTHING& SAFETY EQUIP				400
Safety boot allowance	2.00	200.00	400	
Gloves, dust mask, eye/ear protection, etc.			0	
42340 - OTHER PURCHASED SUPPLIES				1,146
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, speedy 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				146,000
Monthly fee - Town Facilities - disposal and haul municipal solid waste (MSW), recycling, bulky, C&D, tires, waste oil & PCB test	1.00	146,000.00	146,000	
Note - recycling no longer a free commodity				
43213 - MILEAGE, TRAINING & MEETINGS				630
2 training courses @ \$75 per course	2.00	75.00	150	
Mileage	12.00	40.00	480	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				33,340
Quarterly ground water monitoring	4.00	3,500.00	14,000	
Annual report/hydrogeologic study	1.00	1,500.00	1,500	
Contracted grinding services	1.00	15,000.00	15,000	
Staff physicals	2.00	85.00	170	
Drug/alcohol random testing	2.00	35.00	70	
General discharge permit - water quality monitoring	1.00	800.00	800	
Landfill contracted hillside mowing	1.00	1,800.00	1,800	
44223 - SERVICE CONTRACTS				1,410
Portable restroom	12.00	80.00	960	
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 & DSL for credit card processing	12.00	85.00	1,020	
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 collection program	1.00	15,000.00	15,000	
46390 - VEHICLE MAINTENANCE & FUEL				5,500
Diesel gasoline	750.00	2.00	1,500	
Equipment Repairs	1.00	4,000.00	4,000	
TOTAL TRANSFER STATION				312,246



Community & Human Services



Community & Human Services

Departments

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



**Town of Colchester
FY 2020 – 2021
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

The Youth Service Bureau (YSB) provides programs to school aged youth during and after school. Some of the programs we offer include drop-in Youth Center, support groups, community service programs, leadership training, social and life skill development, parenting classes, substance abuse education, youth employment programs and a Juvenile Review Board. Throughout the year (summer and school vacations) we offer a variety of cultural and recreational activities that provide our young people with opportunities to participate in safe and supervised outings, try out new experiences, and meet new people. Many of our programs are offered after-school, but we also provide programs during school on topics such as: managing stress, divorce support group and friendship skills.

Our YSB programs are based on the *Positive Youth Development* model, which assumes that when young people develop a sense of attachment and commitment to their families, schools, peers and communities they will be less likely to engage in unhealthy behaviors. The philosophy supporting a positive youth development model places value on young people regardless of their situations and emphasizes their strengths and potential.

Our Social Service programs are designed to improve the well-being of individuals, families, and the community. We assist individuals and families in meeting their basic needs 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 (4 - part time)
Substance Abuse Counseling (contracted, 18 hrs/week)

FY 2019 – 2020 Accomplishments

- In year two of a two-year \$20,000 Suicide Prevention and Mental Health Promotion Grant from the United Way, we are in the process of developing suicide postvention procedures for the Town and School district. While all students in grade 2 and two classes in grade 4 participated in the Gizmo's Guide to Mental Health program. All students in grades 7 & 9 received the *Signs of Suicide* program.
- Through fundraising efforts, including the Election day Bake sale, New Year's Day Resolution run, Summer Kick-Off Party, Youth Services brought in \$5,340 to support resource development initiatives, the Youth Leadership Award, and more.
- To date, offered two 'Community Conversations' to youth and families:

Oct 17, 2019: Clearing the Air About Vaping – 140 kids and parents

Jan. 29, 2020: Screenagers 2 – 80 kids and parents

Measures (January 1 – December 31, 2019) *duplicated

	<u>2019</u>	<u>2018</u>	<u>2017</u>
• Families Served by Food Bank*	1,519	1,454	1,647
• Pounds of food distributed	73,045	60,393	66,124
• Families served by Mobile Food Truck*	1,119	1,087	1,107
• Households Served by Fuel Bank	44	42	49
• Energy Assistance Applications (all sources)	~	337	304
• Number of Programs	333	273	290
• Program Participants*	7,596	6,725	6,048
• Volunteer Hours	1,049	1,566	1,860

FY 2020 – 2021 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 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	236,024	253,009	274,727	265,055	275,791
Contractual, Temporary, Occasional Payroll	10,893	9,092	13,010	9,333	15,952
Employee Related Insurances	957	1,072	1,343	1,104	1,372
FICA & Retirement	32,865	35,816	43,930	41,243	45,035
Copier	1,771	1,833	2,140	1,840	2,340
Office Supplies	942	1,542	1,500	1,200	1,500
Custodial/Maintenance Supplies	750	750	750	750	750
Mileage, Training & Meetings	1,438	703	2,000	1,600	1,600
Professional Memberships	655	655	680	655	680
Professional Services	15,521	18,016	20,460	17,475	20,650
Postage	691	327	600	600	600
Service Contracts	748	1,276	1,626	1,410	1,575
Printing & Publications	185	300	150	200	150
Telephone	2,006	1,978	2,028	3,029	3,900
Fuel & Heating	1,677	2,636	2,475	2,500	2,145
Electricity	2,008	2,390	2,300	3,200	2,880
Building Repairs	475	2,120	2,000	2,000	2,000
Vehicle Maintenance & Fuel	2,420	3,637	3,230	2,963	2,963
Programs	7,308	11,224	14,000	14,000	12,500
TOTAL	319,334	348,376	388,949	370,157	394,383

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14102 - YOUTH & SOCIAL SERVICES				
40101 - REGULAR PAYROLL				275,791
Youth & Social Services Director	1.00	84,493.00	84,493	
Program Coordinator I (7 hrs/day)	1.00	50,809.00	50,809	
Program Coordinator I (7 hrs/day)	1.00	46,021.00	46,021	
Current vacant position - delay in hiring				
Administrative Assistant & Program Coordinator (7 hrs/day)	1.00	47,593.00	47,593	
Social Services Coordinator - (35 hrs/week)	1.00	45,675.00	45,675	
Longevity	1.00	1,200.00	1,200	
40105 - CONTR TEMP OCCAS				15,952
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,285.00	2,285	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,134.00	2,134	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,285.00	2,285	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	4,248.00	4,248	
Social Services - Fuel Assistance & Renters Rebate applications (estimated 200 hrs)	200.00	25.00	5,000	
Additional hours				
41210 - EMPLOYEE RELATED INS.				1,372
Life/AD&D insurance	1.00	761.00	761	
Long Term Disability insurance	1.00	611.00	611	
41230 - FICA & RETIREMENT				45,035
FICA/Medicare	1.00	22,302.00	22,302	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	6,759.00	6,759	
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant/Program Coordinator @ 8%	1.00	15,591.00	15,591	
FICA/Medicare - SocialServices - Fuel Assistance & Renters Rebate applications (estimated 200 hrs)	1.00	383.00	383	
Additional hours				
42233 - COPIER				2,340
Copier lease - Youth Services office	12.00	95.00	1,140	
Per image charges	1.00	1,200.00	1,200	
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 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43213 - MILEAGE, TRAINING & MEETINGS				1,600
Registration fees - training & professional development - all staff	1.00	1,000.00	1,000	
Mileage reimbursement - all staff	1.00	600.00	600	
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				20,650
Substance Abuse counseling program	1.00	20,350.00	20,350	
Fees For Public Passenger Endorsement (DMV, physicals, background checks)	1.00	300.00	300	
44217 - POSTAGE				600
44223 - SERVICE CONTRACTS				1,575
Fire alarm testing - Youth Center	1.00	150.00	150	
Fire alarm monitoring - Youth Center	1.00	300.00	300	
Boiler & Hot Water Heater inspection and maintenance - Youth Center	1.00	480.00	480	
Water cooler rental - Youth Center	12.00	10.00	120	
Fire extinguisher inspection	1.00	65.00	65	
On-line registration/credit card payment processing	12.00	30.00	360	
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				3,900
Youth Center phone line for alarm monitoring	12.00	35.00	420	
Youth Center phone & internet	12.00	290.00	3,480	
45221 - FUEL/HEATING				2,145
Heating oil - Youth Center	1,100.00	1.95	2,145	
45622 - ELECTRIC				2,880
Electricity - Youth Center	12.00	240.00	2,880	
46226 - BUILDING REPAIRS				2,000
Youth Center - plumbing, HVAC, general repairs	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				2,963
Unleaded gasoline	750.00	1.80	1,350	
Estimated gross receipts tax - unleaded gasoline	1.00	113.00	113	
Repairs and maintenance	1.00	1,500.00	1,500	
47282 - PROGRAMS				12,500
Program supplies (speakers, curriculums, materials, refreshments, etc)	1.00	12,500.00	12,500	
TOTAL YOUTH & SOCIAL SERVICES				394,383



**Town of Colchester
FY 2020 – 2021
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 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ACTUAL <u>EXPENDITURES</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>	FY 2019-2020 PROJECTED <u>ACTUALS</u>	FY 2020-2021 ADOPTED <u>BUDGET</u>
Chatham Health District	173,720	179,204	189,944	189,944	199,882
TOTAL	173,720	179,204	189,944	189,944	199,882

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14201 - HEALTH				
47260 - CHATHAM HEALTH DISTRICT				199,882
Per capita fees	1.00	198,882.00	198,882	
Based on Department of Public Health 2018 population estimate of 15,936				
Everbridge System cost share	1.00	1,000.00	1,000	
TOTAL HEALTH				199,882



**Town of Colchester
FY 2020 - 2021
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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 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 2020 - 2021 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 2020-2021
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 73,619 physical 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)

2019-2020 Accomplishments

- Library Use is Up!
 - Library Items Loaned increased 3%
 - Library program attendance increased 20%
 - Library Building Visits increased 6%
- Introduced new streaming services: Method Test Prep, LearnIT Live, Indie Flix, and Stingray Qello Concerts.
- Created new collection for emerging readers in the Children's Department.
- Outreach programming at the Colchester Senior Center, William J. Johnston Middle School, CASTLE, and other locations.
- Census preparations and programming.
- Outreach programming at Colchester Recreation Day Camp.

2019 Measures (January – December)

	<u>2019</u>	<u>2018</u>	<u>2017</u>
Total Items Borrowed:	142,875	138,846	103,536
Inter-Library Loan Items Borrowed:	6,688	6,626	4,551
Inter-Library Loan Items Loaned:	8,237	8,034	5,441
Computer Uses:	8,681	9,430	11,407
Reference Questions:	8,570	8,309	8,118
Total Programs:	759	640	648
Total Program Attendance:	15,889	13,222	11,962
Meeting Room Uses:	577	638	615
Meeting Room Attendance:	4,895	5,104	4,589

2020-2021 Goals

- Implement Family Place Library program.
- Update Library website design.
- Update and streamline internal processing procedures for new materials.
- Begin 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 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	365,877	376,627	387,761	382,340	391,000
Employee Related Insurances	1,457	1,463	1,531	1,468	1,531
FICA & Retirement	47,492	49,014	51,015	50,601	51,378
Copier	2,751	2,778	4,968	2,728	4,210
Office Supplies	3,126	3,215	3,900	3,795	3,900
Custodial/Maintenance Supplies	3,717	3,682	5,000	4,925	5,000
Books, Magazines, & Periodicals	46,490	55,106	53,000	53,000	53,000
Library Media Supplies	4,859	2,985	4,000	3,935	4,000
Mileage, Training & Meetings	545	1,060	1,000	945	1,000
Professional Memberships	1,403	1,330	1,588	1,355	1,510
Data Processing	32,056	32,056	32,457	32,457	32,619
Postage	69	22	100	100	100
Service Contracts	8,510	8,196	9,300	9,773	9,977
Printing & Publications	1,112	640	1,000	1,000	0
Telephone	3,282	3,847	3,756	3,708	3,708
Fuel & Heating	6,306	9,615	9,000	7,800	7,800
Water & Sewer	3,011	3,070	3,070	3,166	3,186
Electricity	33,679	34,035	34,000	32,586	33,150
Equipment Repairs	650	358	600	468	600
Building Repairs	840	2,676	2,000	1,942	2,000
Programs	374	337	750	735	750
Machinery & Equipment	0	0	0	0	0
TOTAL	567,606	592,112	609,796	598,827	610,419

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15101 - CRAGIN MEMORIAL LIBRARY				
40101 - REGULAR PAYROLL				391,000
Director	1.00	93,819.00	93,819	
Adult Services Librarian (7 hrs/day)	1.00	58,208.00	58,208	
Union contract in negotiation				
Children's Librarian (7 hrs/day)	1.00	59,213.00	59,213	
Union contract in negotiation				
Cataloger (7 hrs/day)	1.00	41,491.00	41,491	
Union contract in negotiation				
Circulation Supervisor (7 hrs/day)	1.00	40,560.00	40,560	
Union contract in negotiation				
Assistant to Children's Librarian (7 hrs/day)	1.00	33,178.00	33,178	
Union contract in negotiation				
Programming Assistant (13 hrs/week)	1.00	14,468.00	14,468	
Part-time Library Assistant (17.25 hrs/week) - includes Saturday hours	1.00	13,930.00	13,930	
Part-time Library Assistant (3 hrs/week) - includes Saturday hours	1.00	2,092.00	2,092	
Part-time Library Assistant (17 hrs/week) - includes Saturday hours	1.00	11,643.00	11,643	
Part-time Library Assistant (8.5 hrs/week) - includes Saturday hours	1.00	6,101.00	6,101	
Part-time Shelver (1.5 hrs/day)	1.00	4,649.00	4,649	
Part-time Shelver (1.5 hrs/day)	1.00	4,649.00	4,649	
Part-time Shelver (1.5 hrs/day)	1.00	4,649.00	4,649	
Longevity	1.00	2,350.00	2,350	
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				51,378
FICA/Medicare	1.00	29,913.00	29,913	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	7,506.00	7,506	
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	13,959.00	13,959	
42233 - COPIER				4,210
Annual lease payments - public copier/printer	12.00	149.00	1,788	
Per image charges - public copier/printer	1.00	330.00	330	
Annual lease payments -staff copier/printer	12.00	84.00	1,008	
Per image charges - staff copier/printer	1.00	1,084.00	1,084	
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, lightbulbs and ballasts, ceiling tiles	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 2020 - 2021 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				1,510
American Library Association (ALA) - Library Director	1.00	148.00	148	
Professional journal, continuing education and discounted purchases, conference attendance				
Connecticut Library Consortium (CLC) - Institutional membership	1.00	950.00	950	
Statewide Library discount program & continuing education				
Connecticut Library Association (CLA) - Library Director	1.00	120.00	120	
Continuing Education and discounts.				
Public Library Association (PLA) - Library Director	1.00	77.00	77	
Professional journal, continuing education and discounted purchases				
Friends of Connecticut Libraries - newsletter, fundraising and volunteer development	1.00	25.00	25	
Connecticut Library Association (CLA) - Adult Services Librarian and Children's and Young Adult Services Librarian	2.00	95.00	190	
Continuing Education and discounts.				
44205 - DATA PROCESSING				32,619
Library Connection Inc. (LCI) - consortium membership	1.00	32,619.00	32,619	
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				9,977
CEN Fiber internet connection - annual maintenance & monitoring	1.00	1,800.00	1,800	
Annual Cataloging Fee	1.00	600.00	600	
Movie licensing fees (MPLC & MLUSA)	1.00	465.00	465	
Historical Hartford Courant	1.00	482.00	482	
Software contracts - desktop & workstation security, public computer session & print management	1.00	875.00	875	
HVAC system service & repair	1.00	1,450.00	1,450	
Elevator service	1.00	100.00	100	
Elevator inspections	1.00	700.00	700	
Sprinkler system	1.00	300.00	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	1.00	1,800.00	1,800	
45216 - TELEPHONE				3,708
Monthly telephone charges	12.00	73.00	876	
Monthly VOIP service	12.00	236.00	2,832	

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				7,800
Heating oil - Library	4,000.00	1.95	7,800	
45222 - WATER & SEWER				3,186
Water - quarterly billing	4.00	188.00	752	
Sewer - quarterly billing	4.00	162.00	648	
Fire protection - quarterly billing	4.00	399.00	1,596	
Backflow inspection	1.00	80.00	80	
Backflow test	1.00	110.00	110	
45622 - ELECTRIC				33,150
Cragin Library	1.00	33,150.00	33,150	
46224 - EQUIPMENT REPAIRS				600
Minor office equipment and furnishing repairs	1.00	600.00	600	
46226 - BUILDING REPAIRS				2,000
Painting and minor building 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				610,419

**Town of Colchester
FY 2020-21
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)

2019-20 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 quarterly Colchester Connection town brochure.
- Attended local events to connect with parents and their children.
- Hosted several fundraisers to financially support the “Campership” program.
- Continue to offer sponsorship opportunities.
- Endorsed 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 professional skill, 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 implemented 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>2019</u>	<u>2018</u>	<u>2017</u>
• Programs:	221	218*	199*
• Program Participants:	2661	1364	3054*
• Event Participants (estimate)	8368	8300	N/A
• Large Events:	25	29	26

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

2020-2021 Objectives:

- Implement new software to improve registration and reservations
- Work with school and Board of Education staff to improve public use of facilities
- Research and implement new funding options for community events
- 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
- 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
- Involve a High School student on the Recreation Commission
- Research and revise endorsement and field use policies
- Use technology to provide access to our programs and activities

**TOWN OF COLCHESTER
ADOPTED BUDGET**

RECREATION

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	122,891	121,624	124,361	124,363	127,159
Overtime	1,012	716	977	0	0
Contractual, Temporary, Occasional Payroll	0	0	0	7,200	840
Employee Related Insurances	398	503	526	505	526
FICA & Retirement	15,059	16,462	18,241	18,717	18,650
Copier	2,841	2,731	3,046	3,720	3,746
Office Supplies	693	1,993	1,900	1,800	1,900
Mileage, Training & Meetings	1,780	1,565	2,800	2,800	2,800
Professional Memberships	520	600	850	650	650
Professional Services	0	175	350	120	120
Postage	675	264	700	690	700
Telephone	1,239	622	1,260	1,510	1,680
TOTAL	147,108	147,255	155,011	162,075	158,771

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15201 - RECREATION				
40101 - REGULAR PAYROLL				127,159
Recreation Director	1.00	66,280.00	66,280	
Recreation Supervisor	1.00	60,879.00	60,879	
40105 - CONTR TEMP OCCAS				840
Meeting Clerk - Parks & Recreation Commission	12.00	70.00	840	
Reallocation from Overtime				
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				18,650
FICA/Medicare	1.00	9,803.00	9,803	
Defined Contribution 401(a) Plan - Recreation Director @ 6%	1.00	3,977.00	3,977	
Defined Contribution 401(a) Plan - Recreation Supervisor @ 8%	1.00	4,870.00	4,870	
42233 - COPIER				3,746
Monthly lease payments	12.00	120.50	1,446	
Copier paper	1.00	300.00	300	
Per image charges	1.00	2,000.00	2,000	
42301 - OFFICE SUPPLIES				1,900
43213 - MILEAGE, TRAINING & MEETINGS				2,800
Mileage	1.00	1,000.00	1,000	
CT Recreation & Parks Association - training/conference	1.00	1,110.00	1,110	
National Recreation & Parks Association - training/conference	1.00	350.00	350	
Staff training	1.00	340.00	340	
43258 - PROFESSIONAL MEMBERSHIPS				650
Professional certification renewal (CEUs)	1.00	200.00	200	
National Recreation & Parks Association	1.00	175.00	175	
CT Recreation & Parks Association	1.00	275.00	275	
44208 - PROFESSIONAL SERVICES				120
Canva (program to create marketing/brochure/flyer)	1.00	120.00	120	
44217 - POSTAGE				700
45216 - TELEPHONE				1,680
Cell phone (shared by staff for camps/programs)	12.00	25.00	300	
RecPlex internet (increased for camera needs)	12.00	115.00	1,380	
TOTAL RECREATION				158,771

**Town of Colchester
FY 2020-2021
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)

2019-2020 Accomplishments

- The Colchester Senior Center continued its pattern of growth; ending the year with 1,352 registered members. This represents over 143% membership growth rate since July, 2013.
- In collaboration with the Director of Youth and Social Services, proposed the creation of an expanded full-time role for the Social Service Coordinator in order to expand access for seniors to beneficial programs such as Energy Assistance (effective September 2019) and Renters Rebate (effective April 2020).
- Successfully navigated staffing transitions for the Program Coordinator and Nutrition Site Server positions.
- Secured grant awards totaling \$48,785; including CTDOT Municipal Grant Program for medical transportation and Title III funding for the Making Memories Program.
- Fundraising efforts totaling \$12,009.61 raised for programs and supplies.
- Exceeded annual goals for service units and outcome measures for the Making Memories Program.
- Increased Information and Referral services by over 81%.
- Increased number of Home Delivered Meals (Meal on Wheels) and Meals Served On-Site, including monthly Special Meal Events with entertainment by 14.18%.
- Increased senior/younger disabled transportation services by 6.50%.
- Administered Renter's Rebate Program, submitting 125 applications throughout the season, April-October, 2019.
- Hosted AARP Tax Aide services for free tax preparation for 237 community members.
- Began a new and successful collaboration with the Transitions Program for special needs graduates seeking opportunities to serve in the community, effective August, 2019.

- Senior Center Building Committee formed by the Board of Selectmen in November, 2019.
- Supported TRIAD Committee, promoting senior safety, advocacy and awareness.
- Active participation in CASC, CAMAE and SECT professional organizations.

Measures (January 1 – December 31)

	2019	2018	2017
Membership Totals	1,352	1,213	1,089
Unduplicated Annual Count	714	726	673
Total Clients Served (duplicated)	24,778	28,356	28,759
Total Programs Sessions Offered	1,749	1,924	2,051
Transportation, non-medical (total # of rides)	7,616	7,349	7,252
Transportation, medical (total # of rides)	2,016	1,695	1,833
Information and Referrals	8,494	4,689	4,232
Social Service Clients (total served)	*125	267	266
Making Memories Program (total units of service)	3,613.50	3,432	3,069
Volunteer Hours (total hours)	4,220.5	4,546.75	5,870.75
Senior Center sponsored Travel Opportunities (attendees)	341	619	617
Meals-on-Wheels Deliveries	3,557	3,433	5,322
Meals Served Onsite (Community Café/Specials)	2,312	1,707	2,139

*Energy Assistance Clients now served through Youth & Social Service Department, with Renters Rebate migrating to YSS, effective April, 2020.

2020-2021 Objectives

- Continue to meet the needs of the senior population through innovative programs and efficient and professional services.
- Continue to attend Senior Center Building Committee meetings in an advisory role.
- Create a Policy Review Committee to review and update CSC Policies & Procedures Manual for 2020, to be reviewed and approved by Board of Selectmen.
- Apply for a Section 5310 grant to replace the oldest bus in our Senior Transportation fleet of wheelchair lift-equipped buses.
- Implement a new application process for recipients of Holiday Boxes, a long-standing collaboration with Jack Jackter Intermediate School, to be introduced in September, 2020.
- Develop an Annual Membership Satisfaction Survey to be distributed in September, 2020.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SENIOR SERVICES

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Regular Payroll	193,673	184,349	202,074	198,950	206,255
Contractual, Temporary, Occasional Payroll	5,854	1,833	3,000	3,000	3,000
Employee Related Insurances	1,065	903	1,116	1,002	1,118
FICA & Retirement	26,944	23,787	28,755	28,339	29,353
Copier	2,766	2,622	2,928	3,428	2,928
Office Supplies	561	743	1,000	1,000	1,000
Custodial/Maintenance Supplies	1,480	1,499	1,600	1,600	1,600
Mileage, Training & Meetings	147	100	250	225	250
Professional Memberships	150	100	295	225	295
Professional Services	16,116	16,318	18,250	14,170	18,997
Postage	200	0	500	500	500
Service Contracts	3,542	2,818	3,370	3,490	3,490
Printing & Publications	757	401	800	900	500
Telephone	3,545	3,280	3,600	3,851	3,960
Fuel & Heating	7,278	7,285	7,875	7,875	6,825
Electricity	5,763	4,964	6,000	6,000	6,000
Equipment Repairs	0	0	500	250	500
Building Repairs	670	3,138	1,500	4,000	1,500
Vehicle Maintenance & Fuel	13,217	13,360	16,457	16,457	14,530
TOTAL	283,728	267,500	299,870	295,262	302,601

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15401 - SENIOR SERVICES				
40101 - REGULAR PAYROLL				206,255
Senior Services Director	1.00	62,130.00	62,130	
Program Coordinator (7.5 hrs/day)	1.00	44,819.00	44,819	
Administrative Assistant (7.5 hrs/day)	1.00	47,607.00	47,607	
Bus Driver (7 hrs/day)	1.00	31,260.00	31,260	
Part-time bus driver (5 hrs/day)	1.00	20,439.00	20,439	
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.				1,118
Life/AD&D Insurance	1.00	656.00	656	
Long Term Disability insurance	1.00	462.00	462	
41230 - FICA & RETIREMENT				29,353
FICA/Medicare	1.00	16,009.00	16,009	
Defined Contribution 401(a) Plan - Senior Services Director @ 8%	1.00	4,970.00	4,970	
Defined Contribution 401(a) Plan - Program Coordinator & FT Bus driver @ 6%	1.00	4,565.00	4,565	
Defined Contribution 401(a) Plan - Administrative Assistant @ 8%	1.00	3,809.00	3,809	
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 meetings, training and conferences	1.00	100.00	100	
Local CASC & 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 (CASC)	2.00	50.00	100	
Connecticut Association of Municipal Agents for the Elderly	1.00	50.00	50	

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				18,997
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	18,372.00	18,372	
Coordinate Senior nutrition program and Meals on Wheels deliveries				
Medical physicals for drivers to ensure health/fitness to drive	1.00	125.00	125	
44217 - POSTAGE				500
Mailings to clients, agencies, service providers, and funders	1.00	500.00	500	
44223 - SERVICE CONTRACTS				3,490
Annual inspection of fire equipment	1.00	150.00	150	
Pest control services	12.00	85.00	1,020	
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				500
Outreach information, marketing materials & business cards, bus inspection books	1.00	500.00	500	
45216 - TELEPHONE				3,960
Monthly VOIP phone service	12.00	235.00	2,820	
Monthly cell phone service for senior transportation drivers	12.00	95.00	1,140	
45221 - FUEL/HEATING				6,825
Heating oil	3,500.00	1.95	6,825	
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				14,530
Equipment repairs/parts	1.00	4,000.00	4,000	
Unleaded gasoline - Senior Center fleet	5,400.00	1.80	9,720	
Estimated gross receipts tax - unleaded gasoline	5,400.00	0.15	810	
TOTAL SENIOR SERVICES				302,601



Debt Service



**TOWN OF COLCHESTER
ADOPTED BUDGET**

DEBT SERVICE

<u>ACCOUNT</u>	FY 2017-2018 ACTUAL <u>EXPENDITURES</u>	FY 2018-2019 ACTUAL <u>EXPENDITURES</u>	FY 2019-2020 ADOPTED <u>BUDGET</u>	FY 2019-2020 PROJECTED <u>ACTUALS</u>	FY 2020-2021 ADOPTED <u>BUDGET</u>
Bond Principal	1,525,000	1,495,000	1,490,000	1,490,000	1,550,000
Bond Interest	266,665	215,415	585,164	585,164	525,164
TOTAL	1,791,665	1,710,415	2,075,164	2,075,164	2,075,164

**TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18101 - DEBT SERVICE				
49245 - BOND PRINCIPAL				1,550,000
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	810,000.00	810,000	
Bond Issue 10/3/18 - William J. Johnston Middle School (WJJMS) Project	1.00	350,000.00	350,000	
49246 - BOND INTEREST				525,164
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	13,650.00	13,650	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	85,415.00	85,415	
Bond Issue 10/3/18 - William J. Johnston Middle School (WJJMS) Project	1.00	447,063.00	447,063	
Bond Issue 10/8/19 - William J. Johnston Middle School (WJJMS) Project	1.00	278,056.00	278,056	
Available funding - Debt Service Fund	1.00	(299,020.00)	(299,020)	
TOTAL DEBT SERVICE				2,075,164

Transfers & Capital



**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFERS & CAPITAL

<u>ACCOUNT</u>	<u>FY 2017-2018 ACTUAL EXPENDITURES</u>	<u>FY 2018-2019 ACTUAL EXPENDITURES</u>	<u>FY 2019-2020 ADOPTED BUDGET</u>	<u>FY 2019-2020 PROJECTED ACTUALS</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
Transfer to Capital Reserve	366,100	419,300	471,700	471,700	524,325
Transfer to Snow Reserve	0	0	0	122,831	0
Transfer to Animal Control Fund	30,223	35,830	48,272	48,272	48,399
Transfer to Capital Improvement Fund	573,517	687,715	323,750	370,741	153,000
Transfer to Debt Service Fund	362,230	539,621	134,310	134,310	95,612
Transfer to BOE Capital Reserve	0	0	0	0	0
TOTAL	1,332,070	1,682,466	978,032	1,147,854	821,336

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18501 - TRANSFERS				
50474 - TRANSFER TO CAPITAL RESERVE				524,325
Contribution to Equipment Reserve	1.00	50,000	50,000	
Contribution to Vehicle Replacement Reserve	1.00	384,325	384,325	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	90,000	90,000	
50496 - ACO - TOWN FUNDING				48,399
General Fund contribution to support Animal Control Fund	1.00	48,399	48,399	
50500 - TRANSFER TO CAPITAL				153,000
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	
GIS - Map corrections, GPS location	1.00	10,000	10,000	
Fire - SCBA units/masks/bottles - 15 year funding plan	1.00	18,000	18,000	
Fleet/Highway Garage - Replace roofs - Washbay, Salt Storage Shed and Equipment Storage Shed	1.00	35,000	35,000	
50700 - TRANSFER TO DEBT SERVICE FUND				95,612
Heavy Rescue lease purchase dated 1/20/14 - payment due 4/27/21	1.00	12,900	12,900	
Energy Project lease payment due 1/5/21 (Town share)	1.00	82,712	82,712	
TOTAL TRANSFERS				821,336

Animal Control Fund



TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET

ANIMAL CONTROL FUND

	<u>FY 2017-2018</u>	<u>FY 2018-2019</u>	<u>FY 2019-2020</u>	<u>FY 2019-2020</u>	<u>FY 2020-2021</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:					
OTHER PURCHASED SUPPLIES	120	0	150	0	0
PROFESSIONAL SERVICES	275	685	720	660	660
DUE TO STATE OF CT	6,747	6,072	6,200	0	0
PRINTING	0	72	0	0	0
FUEL/HEATING	786	1,114	1,040	1,040	1,040
ELECTRICITY	619	696	720	720	750
BUILDING REPAIRS	1,810	1,096	750	750	750
REGIONAL ANIMAL CONTROL DISTRICT	52,423	50,592	50,492	50,492	50,199
TOTAL EXPENDITURES	62,780	60,327	60,072	53,662	53,399

	<u>FY 2017-2018</u>	<u>FY 2018-2019</u>	<u>FY 2019-2020</u>	<u>FY 2019-2020</u>	<u>FY 2020-2021</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	11,764	4,910	11,800	5,000	5,000
RENT & ASSISTANT ACO	2,340	1,560	0	4,000	0
TRANSFER FROM GENERAL FUND	30,223	35,830	48,272	48,272	48,399
USE OF FUND BALANCE	15,000	10,000	0	0	0
TOTAL REVENUES	59,327	52,300	60,072	57,272	53,399

TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET

Animal Control Fund - Detail Budget

<u>EXPENDITURES</u>	<u>FY 2020-2021 ADOPTED BUDGET</u>
PROFESSIONAL SERVICES Exterminating services - Dog Pound	660
FUEL/HEATING	1,040
ELECTRICITY	750
BUILDING REPAIRS Minor repairs to the dog pound	750
REGIONAL ANIMAL CONTROL DISTRICT Per capita fees	50,199
TOTAL EXPENDITURES	53,399

SECTION FIVE

Capital Improvement Plan





TOWN OF COLCHESTER
FY 2020 – 2021
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
FY2020-2021 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Facilities & Grounds							
	Replacement of 3 AHUs Town Hall	Facilities		\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750
	HVAC Replacement - Cragin Library	Facilities		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Boiler Replacement - Cragin Library	Facilities		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	Roof Repair/Replacement - Cragin Library	Facilities		\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	Oil Tank Replacement - Senior Center (Buildings/Grounds Reserve)	Facilities	\$ 20,000				
	Carpet Replacement - Company 1 (Buildings/Grounds Reserve)	Facilities	\$ 18,000				
	Basketball Courts (Program Fund)	Grounds Maintenance	\$ 10,000	\$ 12,000	\$ 12,000		
	Concession Stand-Pre-cast (Program Fund)	Grounds Maintenance			\$ 35,000		
	Pavement Overlay & Striping	Grounds Maintenance		\$ 16,000			
	Field Irrigation	Grounds Maintenance	\$ -	\$ 35,000	\$ 40,000	\$ 40,000	
	Field Irrigation (Field Sustainability Fund)	Grounds Maintenance	\$ 45,000				
	Field Irrigation/Reconstruction	Grounds Maintenance				\$ 225,000	\$ 225,000
	RecPlex - Reconstruct Tennis Courts	Grounds Maintenance			\$ 135,000		
	Repair Asphalt Shingles - Town Garage (Buildings/Grounds Reserve)	Fleet/Highway	\$ 6,500				
	Replace Roofs - Wash Bay & Storage Shed areas	Fleet/Highway	\$ 35,000				
	Automatic Transfer Genset 50kw (Buildings & Grounds Reserve)	Fleet/Highway	\$ 35,000				
	Cement Pads - Generator/Propane Tank (Buildings/Grounds Reserve)	Fleet/Highway	\$ 12,000				
	Road Improvements	Public Works	\$ 600,000	\$ 750,000	\$ 800,000	\$ 800,000	\$ 800,000
	Road Improvements (TAR)	Public Works	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
		ANNUAL TOTAL	\$ 881,500	\$ 1,030,750	\$ 1,239,750	\$ 1,282,750	\$ 1,242,750
Equipment							
	Equipment Replacement	Information Technology	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 30,000
	GIS Improvements	Information Technology	\$ 10,000				
	File Storage System	Code Enforcement		\$ 20,747			
	SCBA Units/Masks/Bottles	Fire Department	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
	Thermal Imaging Cameras	Fire Department					
		ANNUAL TOTAL	\$ 53,000	\$ 63,747	\$ 43,000	\$ 43,000	\$ 48,000

TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Vehicles							
	F-150 4x4 Pickup (Vehicle Reserve)	Code Enforcement	\$ 35,000				
	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	\$ 160,000				
	Plow Truck (Vehicle Reserve)	Public Works		\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
	Service 128 (Forestry)	Fire Department					
	Utility 128	Fire Department				\$ 80,000	
	Chief 128 (Command Vehicle) - F-250 Pickup (Vehicle Reserve)	Fire Department	\$ 45,000				
	F-250 4x4 Pickup & Plow (Vehicle Reserve)	Public Works					
	Crack Sealing Machine (Town Aid Road)	Public Works	\$ 75,000				
	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 (Equipment Reserve)	Grounds Maintenance			\$ 10,000		
	Skidsteer	Grounds Maintenance		\$ 30,000			
	Mower Attachment - Compact Tractor (Vehicle Reserve)	Grounds Maintenance	\$ 14,000				
		ANNUAL TOTAL	\$ 399,000	\$ 320,000	\$ 355,000	\$ 305,000	\$ 225,000

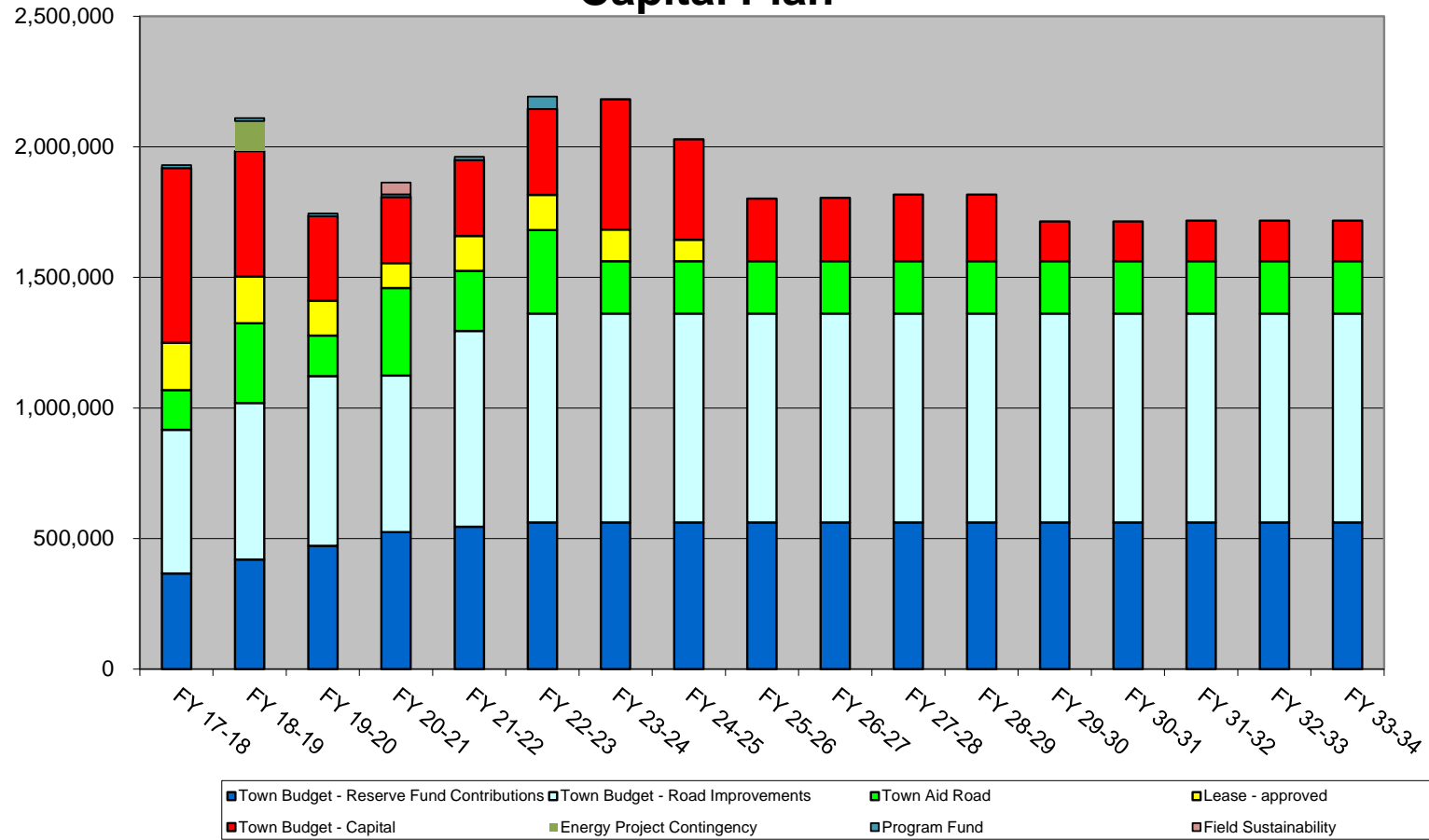
Lease Financing							
	Heavy Rescue 128 lease (January 2014)	Fire Department	\$ 12,900	\$ 51,598	\$ 51,598	\$ 38,698	
	Energy Project lease (March 2013)	Facilities	\$ 82,712	\$ 82,712	\$ 82,712	\$ 82,712	\$ 82,712
		ANNUAL TOTAL	\$ 95,612	\$ 134,310	\$ 134,310	\$ 121,410	\$ 82,712

**TOWN OF COLCHESTER
FY2020-2021 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY**

CATEGORY	ITEM	DEPARTMENT	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	
Reserves								
	Revaluation	Assessor (annual funding)		\$ 28,500	\$ 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	\$ 77,050	\$ 81,050	\$ 81,050	\$ 81,050	\$ 81,050	
	Pick-Up Trucks	Public Works & Grounds	\$ 43,200	\$ 43,200	\$ 43,200	\$ 43,200	\$ 43,200	
	Plow Trucks	Public Works	\$ 150,850	\$ 150,850	\$ 150,850	\$ 150,850	\$ 150,850	
	Specialized Vehicles	Public Works & Grounds	\$ 78,925	\$ 81,925	\$ 98,625	\$ 98,625	\$ 98,625	
	Town Hall/Community Service Vehicles	Various	\$ 34,300	\$ 37,800	\$ 37,800	\$ 37,800	\$ 37,800	
		ANNUAL TOTAL	\$ 529,325	\$ 578,325	\$ 595,025	\$ 595,025	\$ 595,025	
			GRAND TOTAL	\$ 1,958,437	\$ 2,127,132	\$ 2,367,085	\$ 2,347,185	\$ 2,193,487

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 2020 – 2021 ADOPTED BUDGET

Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan



**TOWN OF COLCHESTER
FY 2020-2021 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, 2020 (Unaudited)**

Outstanding Short-term Debt

As of June 30, 2020, the Town has outstanding bond anticipation notes for the William J. Johnston School Project in the amount of \$2,845,000.

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	Refunding	2.25-5.00	4,070,000	390,000
03/01/12	06/15/25	Refunding	2.00-4.00	8,400,000	3,260,000
10/17/18	10/15/45	School project	3.00-5.00	12,000,000	12,000,000
10/16/19.....	10/15/45	School project	2.50-5.00	7,040,000	7,040,000
07/31/09	07/31/28	Drinking Water Fund	2.12	2,496,990	<u>1,126,656</u>
Total					\$23,816,656

¹ Excludes the Refunded Bonds.

**TOWN OF COLCHESTER
FY 2020-2021 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, 2020 (Unaudited)**

Population, 2018 ¹	15,936
Per capita income (2018) ¹	\$44,990
Net taxable grand list, 10/1/19	\$1,240,099,632
Estimated full value @ 70%	\$1,771,570,903
Equalized net grand list (10/1/17) ¹	\$1,818,727,792

	Total Long Term Debt <u>\$23,816,656</u>	Overall Debt <u>\$26,661,656</u>	Overall Net Debt <u>\$26,661,656</u>
Per capita	\$1,494.52	\$1,673.05	\$1,673.05
To net taxable grand list	1.92%	2.15%	2.15%
To estimated full value	1.34%	1.50%	1.50%
To equalized net grand list	1.31%	1.47%	1.47%
Ratio of debt per capita to per capita income	3.32%	3.72%	3.72%

¹ Source: State of Connecticut, Office of Policy and Management, Fiscal Indicators (January 2020)

**TOWN OF COLCHESTER
FY 2020-2021 ADOPTED BUDGET**

**Bonded Debt Maturity Schedule¹
As of June 30, 2020 (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>
2021	1,679,151	846,819	2,525,970	7.05
2022	1,626,916	779,979	2,406,895	13.88
2023	1,324,740	720,030	2,044,770	19.44
2024	1,317,624	673,326	1,990,950	24.98
2025	1,310,571	626,505	1,937,076	30.48
2026	923,580	575,825	1,499,405	34.36
2027	926,654	536,252	1,462,906	38.25
2028	929,793	499,112	1,428,905	42.15
2029	792,627	463,141	1,255,768	45.50
2030	780,000	431,619	1,211,619	48.75
2031	780,000	402,619	1,182,619	52.03
2032	780,000	373,306	1,153,306	55.30
2033	780,000	345,081	1,125,081	58.58
2034	780,000	317,944	1,097,944	61.85
2035	780,000	290,281	1,070,281	65.13
2036	780,000	262,106	1,042,106	68.40
2037	780,000	235,119	1,015,119	71.68
2038	780,000	209,219	989,219	74.95
2039	780,000	183,006	963,006	78.23
2040	780,000	156,481	936,481	81.50
2041	780,000	130,656	910,656	84.78
2042	725,000	106,500	831,500	87.82
2043	725,000	83,312	808,312	90.87
2044	725,000	59,953	784,953	93.91
2045	725,000	36,141	761,141	96.96
2046	<u>725,000</u>	<u>12,047</u>	<u>737,047</u>	100.00
Total	\$23,816,656	\$9,356,379	\$33,173,035	

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 2020-2021 ADOPTED BUDGET**

**Statement of Statutory Debt Limitation
As of June 30, 2020 (Unaudited)**

Debt Limitation Base

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2019 (unaudited)	\$39,796,151
Reimbursement for elderly homeowners tax relief	0
Debt Limitation Base	\$39,796,151

Debt Margin

<u>Debt Limitation by Purpose</u>	<u>General Purpose</u>	<u>Schools</u>	<u>Sewers</u>	<u>Urban Renewal</u>	<u>Pension Deficit Funding</u>
2.25 x base	\$89,541,340				
4.50 x base	-	\$179,082,680			
3.75 x base	-		\$149,235,566		
3.25 x base	-			\$129,337,491	
3.00 x base	-				\$119,388,453
Total debt limitation	89,541,340	179,082,680	149,235,566	129,337,491	119,388,453
Less indebtedness: ¹					
Bonds payable	175,000 ²	22,515,000	-	-	-
Bond anticipation notes		2,845,000	-	-	-
Bonds authorized but unissued	-	5,719,547 ³	-	-	-
Total overall debt	175,000	31,079,547	-	-	-
Less estimated school construction grant progress payments	-	4,567,398 ⁴	-	-	-
Total overall net debt	175,000	26,512,149	-	-	-
Debt limitation in excess of outstanding and authorized debt	\$89,366,340	\$152,570,531	\$149,235,566	\$129,337,491	\$119,388,453

¹ Does not include the Refunded Bonds.

² \$1,126,656 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 6/30/20.

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 \$278,573,057.

**TOWN OF COLCHESTER
FY 2020-2021 ADOPTED BUDGET**

Five-year Debt Statement Summary

	<u>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>
	<u>(Unaudited)</u>				
Population ¹	15,936	16,029	16,029	16,142	16,143
Net taxable grand list	\$1,240,099,632	\$1,223,066,888	\$1,213,314,735	\$1,201,704,429	\$1,216,010,210
Estimated full value	\$1,771,570,903	\$1,747,238,411	\$1,733,306,764	\$1,716,720,613	\$1,737,157,443
Equalized net taxable grand list ²	\$1,818,727,792	\$1,718,352,556	\$1,718,352,556	\$1,686,095,860	\$1,683,452,351
Per capita income ³	\$44,990	\$42,775	\$42,775	\$38,599	\$38,875
Short-term debt	\$2,845,000	\$8,850,000	\$20,850,000	\$9,550,000	\$—
Bonded debt	<u>23,816,656</u>	<u>18,393,101</u>	<u>8,011,896</u>	<u>9,658,096</u>	<u>11,291,756</u>
Overall debt	26,661,656	27,243,101	28,861,896	19,206,096	11,291,756
Overall net debt	\$26,661,656	\$27,243,101	\$28,861,896	\$19,206,096	\$11,291,756

¹ FY 2019-2020, FY 2018-2019 and 2017-18 State of Connecticut, Office of Policy and Management Fiscal Indicators (January 2020 and 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 2019-2020, 2018-2019 and 2017-18 State of Connecticut, Office of Policy and Management Fiscal Indicators (January 2020 and 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>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>
	<u>(Unaudited)</u>				
Overall debt:					
Per capita	\$1,673.05	\$1,699.61	\$1,800.60	\$1,189.95	\$699.48
To net taxable grand list	2.15%	2.23%	2.38%	1.60%	0.93%
To estimated full value	1.50%	1.56%	1.67%	1.12%	0.65%
To equalized net taxable grand list	1.47%	1.59%	1.68%	1.14%	0.67%
Overall debt per capita to per capita income	3.72%	3.97%	4.21%	3.08%	1.80%
Overall net debt:					
Per capita	\$1,673.05	\$1,699.61	\$1,800.60	\$1,189.95	\$699.48
To net taxable grand list	2.15%	2.23%	2.38%	1.60%	0.93%
To estimated full value	1.50%	1.56%	1.67%	1.12%	0.65%
To equalized net taxable grand list	1.47%	1.59%	1.68%	1.14%	0.67%
Overall net debt per capita to per capita income	3.72%	3.97%	4.21%	3.08%	1.80%

**TOWN OF COLCHESTER
FY 2020-2021 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
2020 (unaudited) ¹	\$2,241,233	\$64,159,457	3.49%
2019	1,935,789	58,481,452	3.31%
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%

¹Debt service expenditures for FYE 6/30/20 includes \$166,070 and 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>19,040,000</u>	<u>2,845,000</u>	<u>21,280,741</u>	<u>5,694,259</u>
Total		\$49,710,000	\$19,465,000	\$2,845,000	\$21,680,453	\$5,719,547

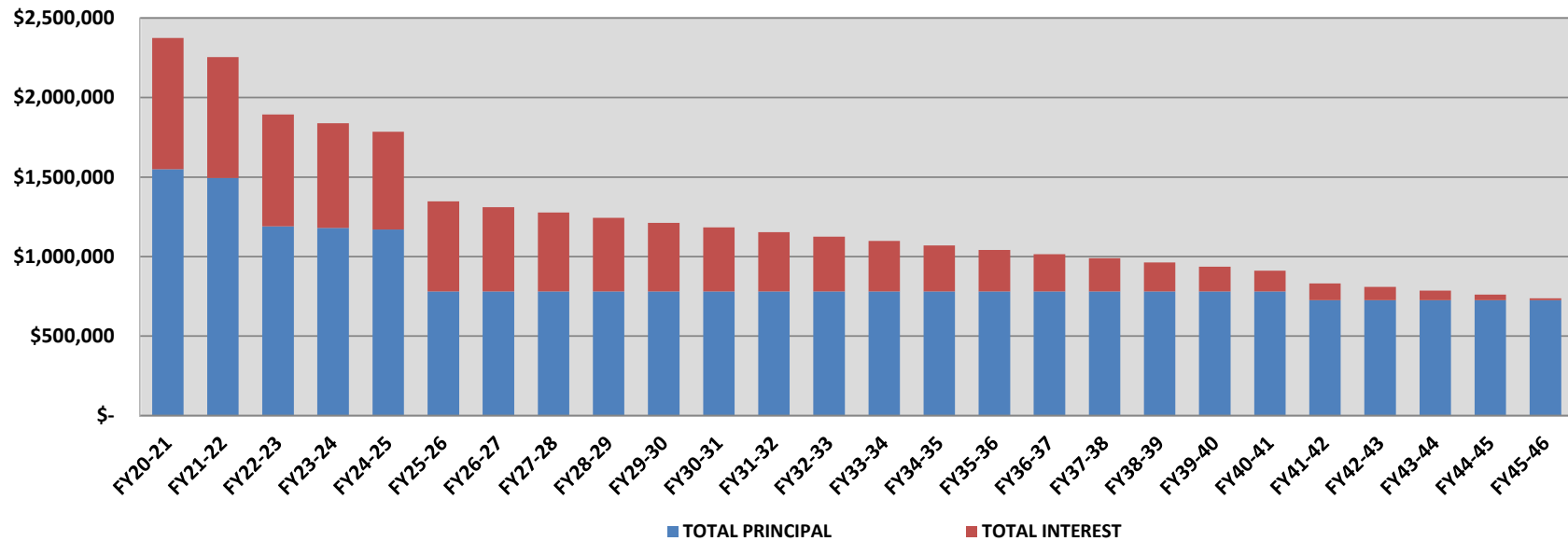
¹ Does not include Refunding Bonds.

² Does not reflect remaining estimated school construction grant payments of \$4,567,398

TOWN OF COLCHESTER
FY 2020 - 2021 ADOPTED BUDGET

	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
FY20-21	\$ 1,550,000	\$ 824,184	\$ 2,374,184
FY21-22	\$ 1,495,000	\$ 760,109	\$ 2,255,109
FY22-23	\$ 1,190,000	\$ 702,984	\$ 1,892,984
FY23-24	\$ 1,180,000	\$ 659,164	\$ 1,839,164
FY24-25	\$ 1,170,000	\$ 615,289	\$ 1,785,289
FY25-26	\$ 780,000	\$ 567,619	\$ 1,347,619
FY26-27	\$ 780,000	\$ 531,119	\$ 1,311,119
FY27-28	\$ 780,000	\$ 497,119	\$ 1,277,119
FY28-29	\$ 780,000	\$ 463,119	\$ 1,243,119
FY29-30	\$ 780,000	\$ 431,619	\$ 1,211,619
FY30-31	\$ 780,000	\$ 402,619	\$ 1,182,619
FY31-32	\$ 780,000	\$ 373,306	\$ 1,153,306
FY32-33	\$ 780,000	\$ 345,081	\$ 1,125,081
FY33-34	\$ 780,000	\$ 317,944	\$ 1,097,944
FY34-35	\$ 780,000	\$ 290,281	\$ 1,070,281
FY35-36	\$ 780,000	\$ 262,106	\$ 1,042,106
FY36-37	\$ 780,000	\$ 235,119	\$ 1,015,119
FY37-38	\$ 780,000	\$ 209,219	\$ 989,219
FY38-39	\$ 780,000	\$ 183,006	\$ 963,006
FY39-40	\$ 780,000	\$ 156,481	\$ 936,481
FY40-41	\$ 780,000	\$ 130,656	\$ 910,656
FY41-42	\$ 725,000	\$ 106,500	\$ 831,500
FY42-43	\$ 725,000	\$ 83,312	\$ 808,312
FY43-44	\$ 725,000	\$ 59,953	\$ 784,953
FY44-45	\$ 725,000	\$ 36,141	\$ 761,141
FY45-46	\$ 725,000	\$ 12,047	\$ 737,047
	\$ 22,690,000	\$ 9,256,096	\$ 31,946,096

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
			Fund			Funds	Fund	Fund	Fund	Fund	Fund	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				

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
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- 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.

