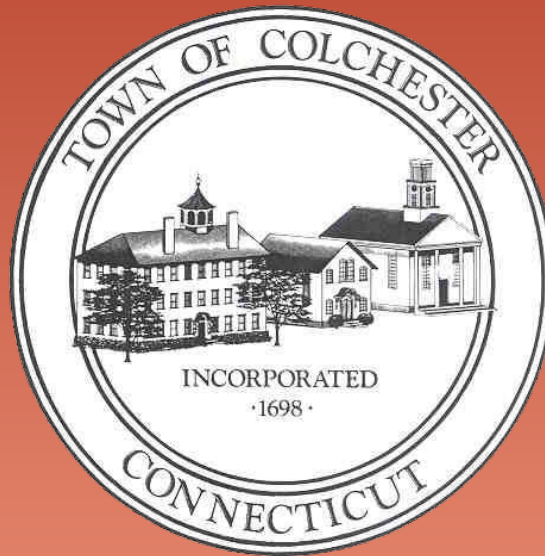


# Town of Colchester



## FY 2022 – 2023 PROPOSED BUDGET



Town Website



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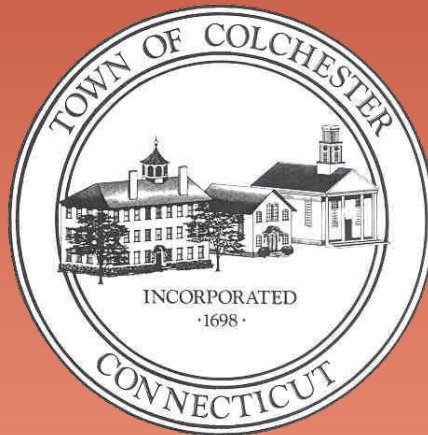
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# SECTION ONE

## Introduction





**TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET**

## **Section One – Introduction**

**Item**

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- GFOA Budget Award FY beginning 7-1-20
- Town Description
- Government Description (Form of Government)
- Organizational Chart
- Principal Municipal Officials
- Town Profile





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Colchester  
Connecticut**

For the Fiscal Year Beginning

**July 01, 2020**

*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, 2020.

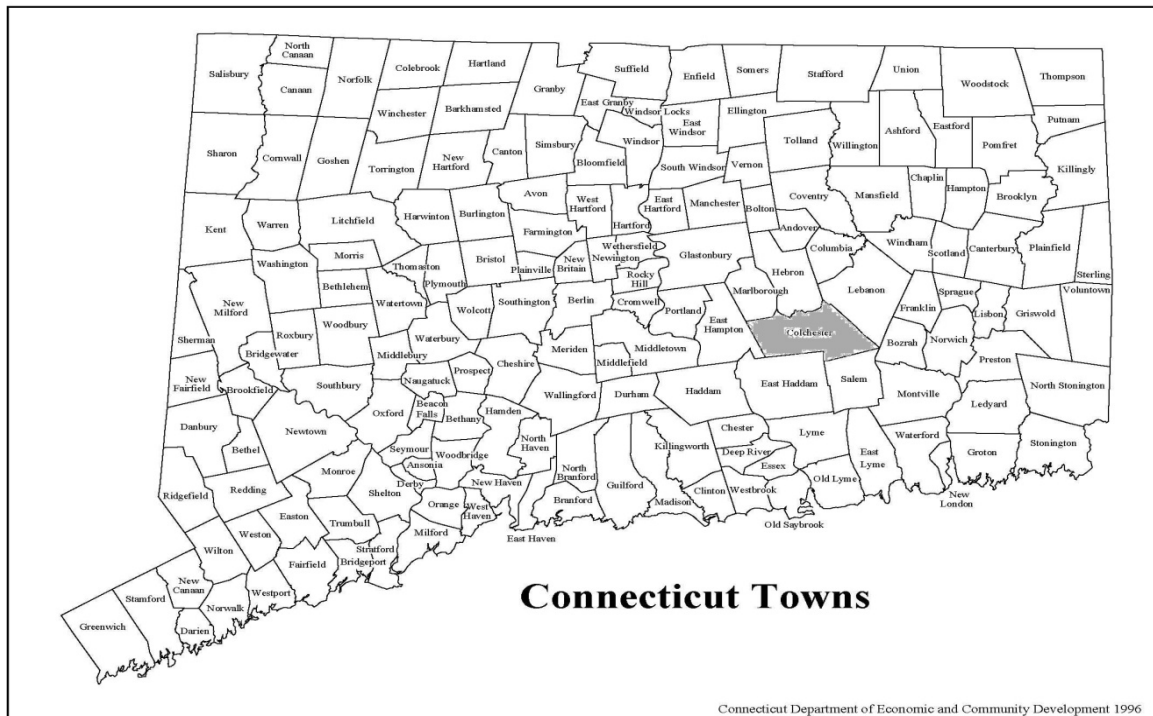
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our budget for the fiscal year beginning July 1, 2021 continues to conform to program requirements, and we will be submitting the adopted budget document to GFOA to determine its eligibility for another award.



**TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED 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 15,548 by the Connecticut Department of Public Health as of July 1, 2020.

As of July 1, 2019, the Town of Colchester had a population density per square mile of 322.7 or 43.8% of the State average, per capita income of \$45,898 or 103.2% of the State-wide per capita income, and a median household income of \$105,281 or 134.2% of the State-wide median household income. The Town's debt per capita (bonds) was \$1,654 compared to the State average of \$2,639, net pension liability per capita was \$30 compared to the State average of \$1,529 and the net other post-employment benefits per capita was \$431 compared to the State average of \$2,199; the Town's tax collection rate of 98.9% as compared to the State average of 98.7%; and the unemployment rate as of December 2020 of 6.0% was 2.1 percent lower than the State average of 8.1%. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 74<sup>th</sup> in population, 108<sup>th</sup> in population density, 94<sup>th</sup> in bonded debt per capita, 126<sup>th</sup> in net pension liability per capita, 73<sup>rd</sup> in net other postemployment benefits per capita, 49<sup>th</sup> in median household income, and 114<sup>th</sup> in unemployment for calendar year 2019. (*Municipal Fiscal Indicators*, CT Office of Policy & Management, April 2021 – latest document available).

**TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED 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.

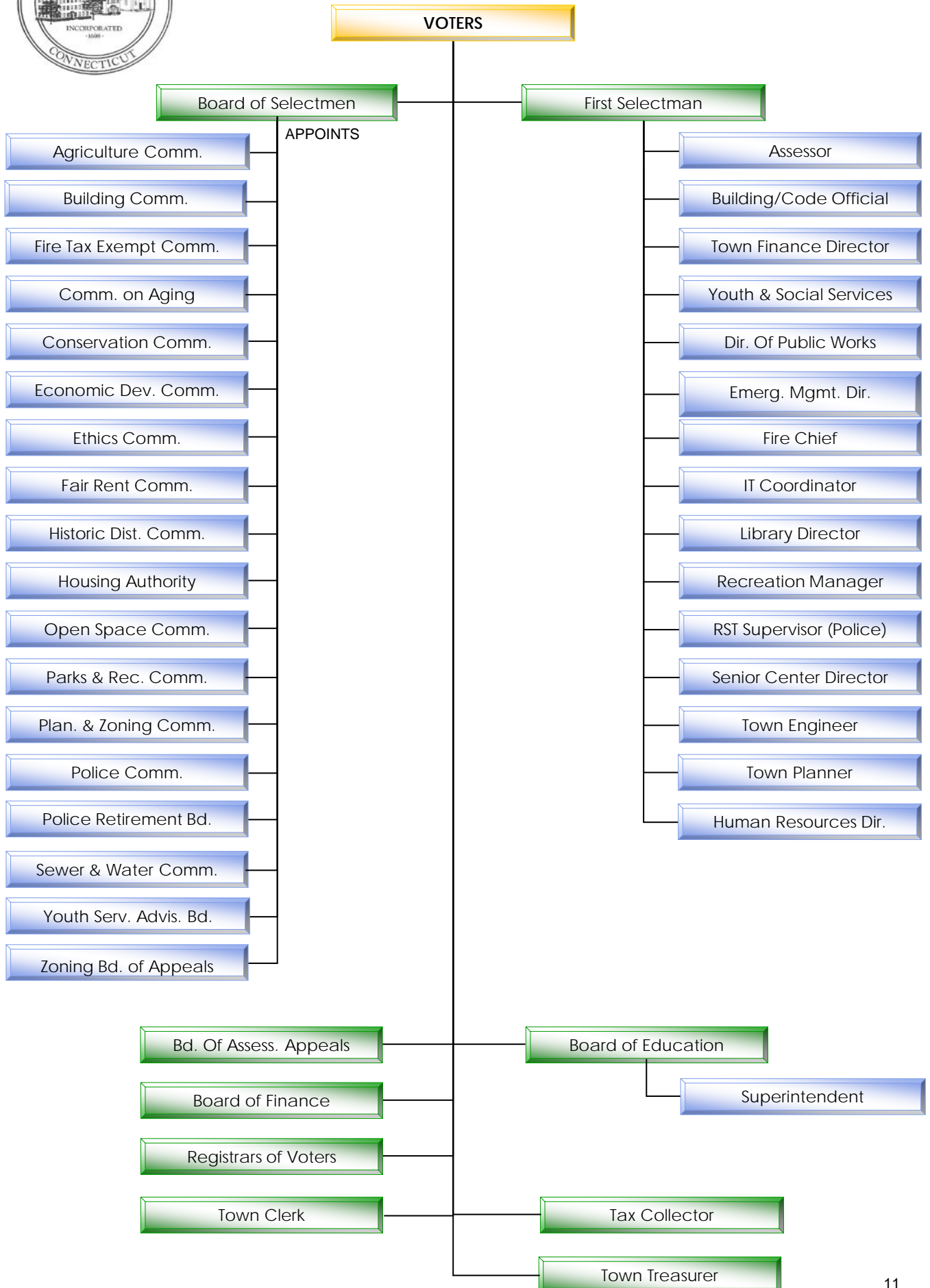
The Board of Education is responsible for maintaining all public elementary and secondary schools in the Town, and implements the educational interests of the State, as defined in the General Statutes, and has all of the powers and performs all of the duties conferred or imposed upon Boards of Education 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**

**Andreas Bisbikos, First Selectman  
Deborah Bates  
Rosemary Coyle**

**Jason LaChapelle  
Denise Turner**

### **Board of Finance**

**Andrea Migliaccio, Chair  
John Thomas, Vice Chair  
Michael Egan**

**Michael Hayes  
Art Shilosky  
Timothy Vaillancourt**

### **Board of Education**

**Alexander Oliphant, Chair  
Mary Tomasi, Vice Chair  
Jessica Morozowich, Secretary  
Donna Antonacci**

**Marguerite Gignac  
Rosemary Gignac  
Christopher Rivers**

### **Administration**

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

**N. Maggie Cosgrove  
Vacant  
Gayle Furman  
John Ringo  
Michele Wyatt  
Jeffrey Burt**

## General

ACS, 2015–2019	Colchester	State
Land Area <i>mi<sup>2</sup></i>	49	4,842
Population Density <i>people per mi<sup>2</sup></i>	324	738
Number of Households	5,985	1,370,746
Median Age	42.5	41.0
Median Household Income	\$105,281	\$78,444
Poverty Rate	7%	10%

## Economy

### Top Industries

CT Department of Labor, 2019	Employment	Employers	Av. Wages
1 Health Care & Social Assistance	667	48	\$39,851
2 Retail Trade	550	48	\$33,537
3 Local Government	545	13	\$60,591
4 Accommodation & Food Services	448	34	\$18,765
5 Manufacturing	284	13	\$58,031
All Industries	3,918	428	\$49,481

### SOTS Business Registrations

Secretary of the State, June 2021

Total Active Businesses 1,297

#### New Business Registrations by Year

2001	62	2006	90	2011	55	2016	71
2002	64	2007	95	2012	73	2017	78
2003	86	2008	96	2013	61	2018	93
2004	75	2009	85	2014	73	2019	75
2005	98	2010	65	2015	60	2020	90

### Key Employers

Data from municipalities, 2021

- 1 S&S Arts And Crafts Factory
- 2 Caring Community
- 3 Incord
- 4 Carefree Building Co
- 5 Alpha Q

## Demographics

ACS, 2015–2019

### Age Distribution

		State
Under 10	1,564 10%	11%
10 to 19	2,492 16%	13%
20 to 29	1,523 10%	13%
30 to 39	1,934 12%	12%
40 to 49	2,256 14%	13%
50 to 59	2,725 17%	15%
60 to 69	1,931 12%	12%
70 to 79	966 6%	7%
80 and over	469 3%	5%

### Race and Ethnicity

		State
Asian <i>Non-Hispanic (NH)</i>	2%	4%
Black <i>NH</i>	2%	10%
Hispanic or Latino/a <i>Of any race</i>	4%	16%
White <i>NH</i>	90%	67%
Other <i>NH, incl. American Indian, Alaska Native, Native Hawaiian or Pacific Islander</i>	2%	3%

### Language Spoken at Home

	Colchester	State
English	78	93%
Spanish	2	12%

### Educational Attainment

	Colchester	State
High School Diploma Only	24	27%
Associate Degree	8	9%
Bachelor's Degree	22	25%
Master's Degree or Higher	16	17%

## Housing

ACS, 2015–2019

	Colchester	State
Median Home Value	\$255,500	\$275,400
Median Rent	\$1,263	\$1,180
Housing Units	6,454	1,516,629

Owner-Occupied  
Detached or Semi-Detached  
Vacant

	Colchester	State
Owner-Occupied	66	77%
Detached or Semi-Detached	64	80%
Vacant	7	10%

## Schools

CT Department of Education, 2020-21

### School Districts

	Available Grades	Total Enrollment	Pre-K Enrollment	4-Year Grad Rate (2018-19)
Colchester School District	PK-12	2,193	81	90%
Statewide	-	513,079	15,300	88%

### Smarter Balanced Assessments

Met or exceeded expectations, 2018/19

	Math	ELA
Colchester School District	70%	70%
Statewide	48%	56%

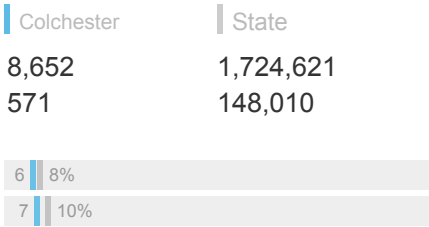
Labor Force

CT Department of Labor, 2020

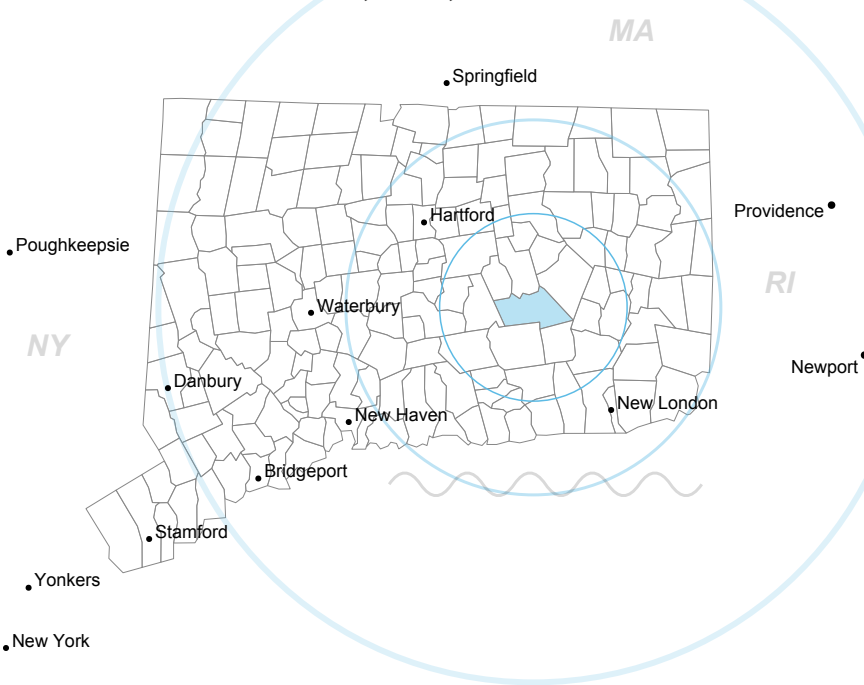
Employed	8,652	1,724,621
Unemployed	571	148,010

Unemployment Rate  
Self-Employment Rate\*

\*ACS, 2015–2019



Catchment Areas of 15mi, 30mi, and 60mi



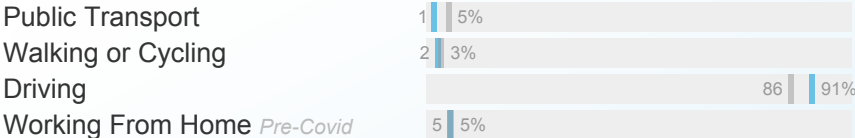
Access

ACS, 2015–2019

Mean Commute Time <i>Pre-Covid</i>	32 min	26 min
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Commute Mode



Public Transit

CTtransit Service	Express
Other Public Bus Operations	-
Train Service	-

Fiscal Indicators

CT Office of Policy and Management, SFY 2017-18

Municipal Revenue

Total Revenue	\$62,636,786
Property Tax Revenue	\$39,539,056
per capita	\$2,463
per capita, as % of state av.	81%
Intergovernmental Revenue	\$21,032,544
Revenue to Expenditure Ratio	105%

Boston\*

Municipal Expenditure

Total Expenditure	\$59,632,042
Educational	\$47,020,602
Other	\$12,611,440

Grand List

Equalized Net Grand List	\$1,718,352,556
per capita	\$107,828
per capita, as % of state av.	70%
Comm./Indust. Share of Net Grand List	9%

Actual Mill Rate	32.37
Equalized Mill Rate	22.84

Municipal Debt

Moody's Rating	Aa3
Total Indebtness	\$20,927,467
per capita	\$1,313
per capita, as % of state av.	51%
as percent of expenditures	35%

Annual Debt Service	\$2,236,095
as % of expenditures	4%

Search AdvanceCT's **SiteFinder**, Connecticut's most comprehensive online database of available commercial properties.  
[ctdata.org/sitefinder](https://ctdata.org/sitefinder)

About Town Profiles

The Connecticut Town Profiles are two-page reports of demographic and economic information for each of Connecticut's 169 municipalities. Reports for 2016-2019 are available from [profiles.ctdata.org](https://profiles.ctdata.org).

Feedback is welcome, and should be directed to [info@ctdata.org](mailto:info@ctdata.org).

These Profiles can be used free of charge by external organizations, as long as *AdvanceCT* and *CTData Collaborative* are cited. No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

## SECTION TWO

# Budget Summary & Overview





TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

## 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 - May**

Budget hearings and workshops 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, FY 2022-2023 budget workshops and public hearings may be held virtually using Zoom. The Town Meeting and Referendum vote are expected to be held in-person.*

**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  
FY 2022-2023 PROPOSED BUDGET**

**BUDGET CALENDAR\***

**FEBRUARY**

<b>9 – Budget Forum</b>	6:30 PM	Zoom
<b>23 – Budget Forum</b>	6:30 PM	Town Hall – Room 1

**MARCH**

<b>8 – Board of Education Regular Meeting</b> (Presentation of Superintendent's Budget)	6:00 PM	Zoom
<b>15 – Board of Education Budget Workshop</b> (Discussion of Superintendent's Budget)	6:00 PM	Zoom
<b>22 – Board of Education Budget Workshop</b> (Discussion of Superintendent's Budget)	6:00 PM	Zoom
<b>29 – Board of Education Regular Meeting</b>	6:00 PM	Zoom

**APRIL**

<b>5 – Budget Public Hearing</b> (Town & BOE Budget Presentations)	6:30 PM	Town Hall – Room 1
<b>11 – Board of Finance Budget Workshop</b>	6:30 PM	Town Hall – Room 1
<b>12 – Board of Finance Budget Workshop</b>	6:30 PM	Town Hall – Room 1
<b>13 – Board of Finance Budget Workshop</b>	6:30 PM	Town Hall – Room 1
<b>18 – Board of Finance Budget Workshop</b>	6:30 PM	Town Hall – Room 1
<b>19 – Board of Finance Budget Workshop</b>	6:30 PM	Town Hall – Room 1
<b>20 – Board of Finance Special Meeting</b>	6:30 PM	Town Hall – Room 1
<b>21 – Board of Selectmen Regular Meeting</b> (Set Town Meeting date)	7:00 PM	Zoom
<b>27 – Budget Public Hearing</b> (Town & BOE Budget Presentations)	6:30 PM	Town Hall – Room 1

**MAY**

<b>12 – Annual Town Budget Meeting</b>	6:30 PM	Town Hall – Room 1
<b>24 – Budget Referendum</b>	6:00 AM – 8:00 PM	Town Hall
<b>31 – Board of Finance Special Meeting</b> (Approve and Send Town budget to Town Meeting)	6:00 PM	Zoom
<b>31 – Board of Selectmen Special Meeting</b> (Set Town Meeting date for Town budget)	7:30 PM	Zoom

**JUNE**

<b>8 – Annual Town Budget Meeting</b> (Town budget only – Education budget approved on 5/24/2022)	6:30 PM	Town Hall – Room 1
<b>15 – Budget Referendum</b> (Town budget only – Education budget approved on 5/24/2022)	6:00 AM – 8:00 PM	Town Hall

\*Meeting dates and locations (including in-person or Zoom) subject to change



## **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 equipment financing notes issuances.

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

The Town reports the following major proprietary fund:

The *Water Fund* accounts for the operating activity of the water operations.

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 restricted, committed or assigned to expenditures for specified purposes other than debt service or capital projects. The Town has the following non-major Special Revenue Funds: Town Aid Road, Small Cities Grants, Sewer Operating, Recreation Activities, Miscellaneous Grants, Special Gifts, Police Special Duty, School Cafeteria, Educational Grants, Out of District Tuition, Pay to Play, Bacon Academy Summer School, and School Activity.

*Capital Projects Funds* are used to account for and report resources and expenditures that are restricted, committed or assigned for the acquisition and construction of capital facilities, including those that are financed through special assessments. 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 to account for and report resources and expenditures that are assigned for the payment of debt.

### **Proprietary Fund Types:**

The *Internal Service Fund* is used to account for risk financing activities for medical insurance benefits.

**Fiduciary Fund Types:**

The *Pension Trust Fund* is used to account for the activities of the Town of Colchester Police Retirement Plan which accumulates resources for pension benefit payments to qualified employees.

The *Permanent Fund* is used to account for the receipt of private donations to be used for cemetery maintenance.

### **Basis of Accounting**

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

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

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

### **Basis of Budgeting**

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

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

**General Fund Revenues and Expenditures**

	<u>Actual 2020-2021</u>	<u>Actual 2019-2020</u>	<u>Actual 2018-2019</u>	<u>Actual 2017-2018</u>	<u>Actual 2016-2017</u>
<b>Revenues</b>					
Property taxes	\$41,165,635	\$40,759,158	\$40,028,244	\$39,539,056	\$38,500,512
Intergovernmental revenues	19,045,300	19,391,531	16,585,701	21,032,544	21,992,787
Revenues from use of money	31,381	269,519	348,258	272,088	88,500
Charges for services	1,594,455	1,486,816	1,472,691	1,359,276	1,418,099
Other	445,022	593,302	530,869	447,926	134,404
<b>Total revenues</b>	<b>62,281,793</b>	<b>62,500,326</b>	<b>58,965,763</b>	<b>62,650,890</b>	<b>62,134,302</b>
<b>Expenditures</b>					
Current:					
General government	3,685,824	3,567,600	3,516,196	3,413,682	3,534,368
Public safety	3,067,974	2,928,968	2,933,018	2,824,694	2,742,341
Public works	3,457,413	3,325,588	3,447,196	3,153,130	3,312,050
Community & Human Services	1,549,759	1,569,794	1,534,894	1,491,049	1,534,864
Education	46,211,815	46,584,807	43,249,066	47,020,602	46,630,541
Debt service	2,075,164	2,075,164	1,710,415	1,791,665	1,842,265
<b>Total expenditures</b>	<b>60,047,949</b>	<b>60,051,921</b>	<b>56,390,785</b>	<b>59,694,822</b>	<b>59,596,429</b>
Excess (deficiency) of revenues over expenditures	2,233,844	2,448,405	2,574,978	2,956,068	2,537,873
Other financing sources (uses):					
Operating transfers in	7,974	--	--	--	8,240
Operating transfers out	(1,669,623)	(1,869,317)	(2,115,164)	(1,740,378)	(2,038,722)
<b>Total other financing sources (uses)</b>	<b>(1,661,649)</b>	<b>(1,869,317)</b>	<b>(2,115,164)</b>	<b>(1,740,378)</b>	<b>(2,030,482)</b>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses	572,195	579,088	459,814	1,215,690	507,391
Fund balance, beginning of year	9,462,892	8,883,804	8,423,990	7,208,300	6,700,909
Fund balance, end of year	\$10,035,087	\$9,462,892	\$8,883,804	\$8,423,990	\$7,208,300

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

Prior years restated to reflect inclusion of Animal Control Fund previously reported as a Special Revenue Fund

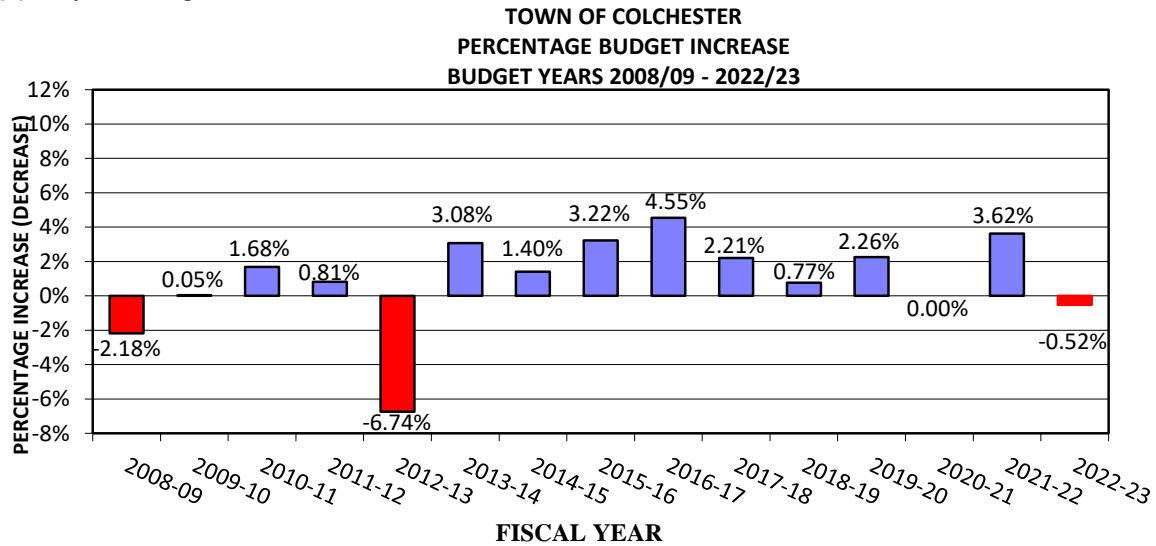
TOWN OF COLCHESTER  
FY2022-2023 PROPOSED BUDGET

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

FISCAL YEAR	ADOPTED BUDGET	DOLLAR INCREASE	PERCENT INCREASE	MILL RATE	
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	
2021-22	15,704,962	549,097	3.62%	33.05	
2022-23	15,622,901 (2)	(82,061)	-0.52%	27.08	(1)

(1) Revaluation Year

(2) Proposed Budget



**TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET**

**MUNICIPAL EMPLOYEE HISTORY\***

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
General Government	98	98	99	100	100	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 2022-23 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/24	2.25%
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/24	2.25%
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/24	2.25%
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/24	2.25%
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/24	2.50%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/23	2.25%

**EMPLOYEE COMPENSATION**

<u>Employees</u>	<u>No. of Employees<sup>1</sup></u>	<u>Salaries &amp; Wages<sup>1</sup></u>
Public Works	20	\$1,083,520
Town Clerical	16	\$793,116
Fire/Ambulance	8	\$513,791
Administrators	12	\$1,015,499
Police <sup>2</sup>	11	\$970,189
Library	5	\$248,910
Non-Union	11	\$635,312
Elected	3	\$225,872
<b>TOTAL</b>	<b>86</b>	<b>\$5,486,209</b>

**EMPLOYEE BENEFITS**

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Health Insurance Cost	\$860,562	\$874,951	\$916,343	\$1,045,603	\$1,118,393	\$1,096,201

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

<sup>2</sup> Includes School Resource Officer

# **REVENUE SUMMARY**





**TOWN OF COLCHESTER  
FY2022-2023 PROPOSED BUDGET**

	<b>FY 2019-2020 Actual Revenues</b>	<b>FY 2020-2021 Actual Revenues</b>	<b>FY 2021-2022 Adopted Budget</b>	<b>FY 2021-2022 Actual Revenues</b>	<b>FY 2022-2023 Proposed Budget</b>
<b>REVENUES:</b>					
<b>Property Taxes:</b>					
Current taxes	40,182,494	40,489,380	41,751,042	41,885,302	41,386,722
Delinquent taxes	300,629	395,132	400,000	440,988	450,000
Interest & lien fees	276,035	281,123	275,000	277,060	300,000
Tax Stabilization Payments	0	0	0	0	455,535
Total property taxes	40,759,158	41,165,635	42,426,042	42,603,350	42,592,257
<b>Intergovernmental:</b>					
In lieu of taxes - PILOT	74,928	74,928	127,245	127,245	128,058
Mashantucket Pequot/Mohegan Fund	23,167	23,167	23,167	23,167	23,167
Municipal Stabilization Grant	134,167	134,167	134,167	134,167	134,167
Distribution to Towns	6,790	2,625	5,000	5,570	5,000
Disability Exemptions	1,610	1,499	1,855	1,511	1,500
Additional Veterans Exemptions	7,357	4,349	5,679	5,789	4,400
Local Capital Improvement	115,954	114,912	115,954	115,651	114,912
Youth Services Grant	17,732	17,921	17,500	17,918	17,500
Emergency Management	0	0	0	7,486	0
CARES Act DOL Unemployment	35,668	71,939	15,000	10,583	0
Total	417,373	445,507	445,567	449,087	428,704
<b>Intergovernmental - Education:</b>					
ECS	12,299,883	12,184,854	12,040,218	11,974,619	12,040,218
Special Education - Excess Costs	369,346	523,729	450,000	323,458	500,000
Total	12,669,229	12,708,583	12,490,218	12,298,077	12,540,218
Total intergovernmental	13,086,602	13,154,090	12,935,785	12,747,164	12,968,922

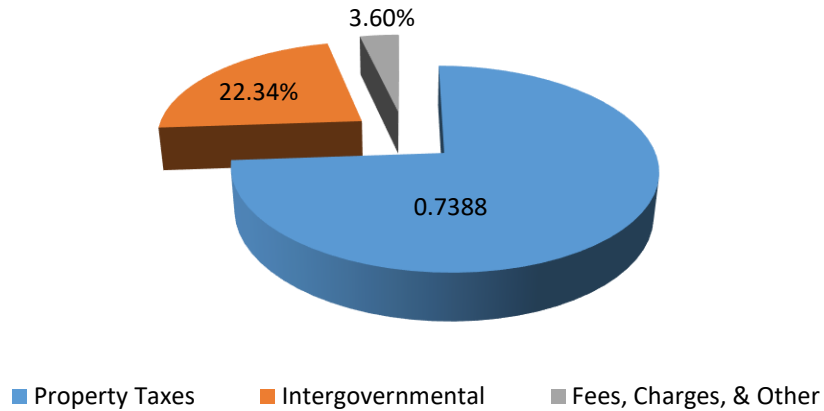
**TOWN OF COLCHESTER**  
**FY2022-2023 PROPOSED BUDGET**

	<b>FY 2019-2020 Actual Revenues</b>	<b>FY 2020-2021 Actual Revenues</b>	<b>FY 2021-2022 Adopted Budget</b>	<b>FY 2021-2022 Actual Revenues</b>	<b>FY 2022-2023 Proposed Budget</b>
<b>Charges for Services:</b>					
Ambulance Fees	490,915	501,165	500,000	648,010	560,000
Recreation Fees	3,734	3,091	12,000	3,975	12,000
Total charges for services	494,649	504,256	512,000	651,985	572,000
<b>Revenues from use of money:</b>					
Investment interest earnings	269,519	31,381	34,920	59,591	31,980
<b>Licenses/permits/fees:</b>					
Vendor permits	1,340	635	1,200	800	1,200
Copier fees	16,953	19,560	14,550	20,062	18,120
ZBA fees	1,350	350	700	0	350
Conservation Commission fees	6,570	7,349	5,500	3,667	4,000
Zoning and Planning fees	13,250	17,501	13,000	11,009	8,000
Building fees	470,120	423,158	300,000	460,664	375,000
Fire marshal inspection fees	60	60	100	230	120
Conveyance tax	189,006	278,153	240,000	291,706	250,000
Town Clerk fees	107,450	155,755	128,000	142,252	141,000
Sports licenses	240	251	160	229	250
Land Records - Town	1,751	2,073	1,800	2,299	2,000
Pistol permits	4,480	15,470	8,000	7,000	8,843
Road inspection fees	31,968	4,055	4,800	51,284	5,000
Transfer Station fees	138,071	156,669	138,000	165,694	138,000
Library fines & fees	4,312	2,738	4,500	2,782	3,000
Dial-A-Ride	2,225	830	2,500	1,815	2,500
Total licenses/permits/fees	989,146	1,084,607	862,810	1,161,493	957,383

**TOWN OF COLCHESTER  
FY2022-2023 PROPOSED BUDGET**

	<b>FY 2019-2020 Actual Revenues</b>	<b>FY 2020-2021 Actual Revenues</b>	<b>FY 2021-2022 Adopted Budget</b>	<b>FY 2021-2022 Actual Revenues</b>	<b>FY 2022-2023 Proposed Budget</b>
<b>Other revenues:</b>					
Tuition	487,501	387,767	333,060	502,582	394,060
Telecommunication property tax	27,341	28,915	28,000	24,400	24,500
Elderly Housing/Dublin Village	15,774	15,619	15,000	15,578	15,000
Miscellaneous	4,659	8,395	2,500	4,858	2,500
Insurance Reimbursement	125	0	0	9,467	0
Recovery	57,902	0	0	0	0
State Fund for Building Inspection fees	0	0	900	1,261	0
CCM/CIRMA Member Equity Distribution	0	4,326	0	0	0
	<b>593,302</b>	<b>445,022</b>	<b>379,460</b>	<b>558,146</b>	<b>436,060</b>
<b>Other financing sources:</b>					
Use of Fund Balance	414,089	777,565	381,000	555,217	90,000
Transfers from Other Funds	0	7,974	0	0	0
Total other financing sources	<b>414,089</b>	<b>785,539</b>	<b>381,000</b>	<b>555,217</b>	<b>90,000</b>
 Total revenues	 <b>56,606,465</b>	 <b>57,170,530</b>	 <b>57,532,017</b>	 <b>58,336,946</b>	 <b>57,648,602</b>

### Revenue Sources by Type





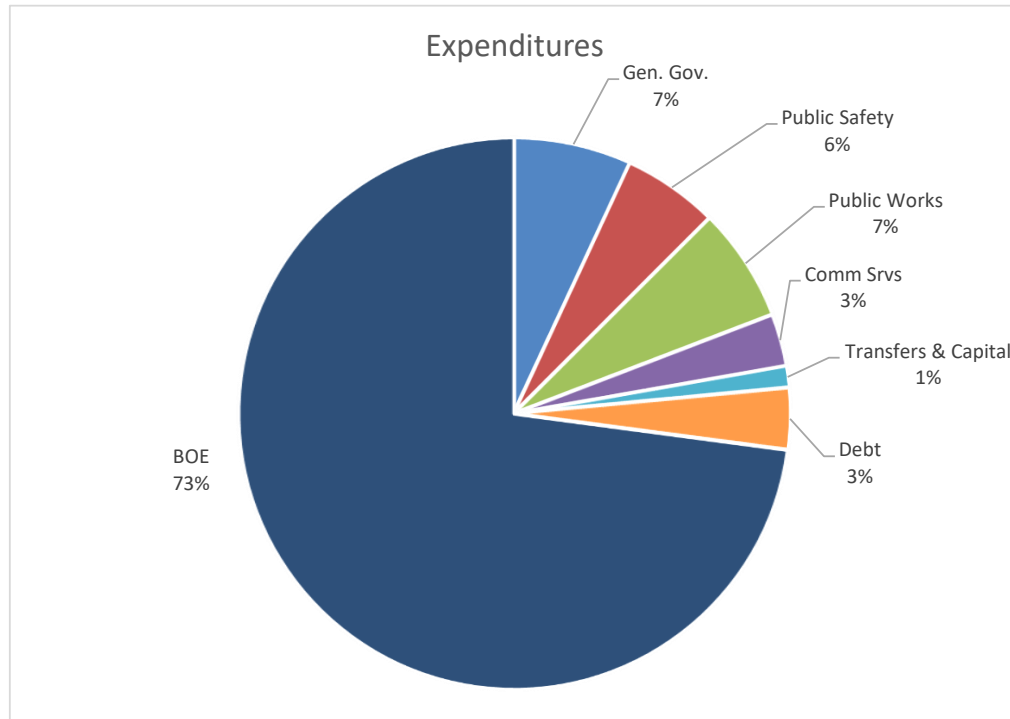
# **EXPENDITURE SUMMARY**



TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**TOWN OF COLCHESTER  
BUDGET SUMMARY BY FUNCTION**

	<b>ACTUAL EXPENDITURES FY 2019-2020</b>	<b>ACTUAL EXPENDITURES FY 2020-2021</b>	<b>ADOPTED BUDGET FY 2021-2022</b>	<b>ACTUAL EXPENDITURES FY 2021-2022</b>	<b>PROPOSED BUDGET FY 2022-2023</b>
GENERAL GOVERNMENT	3,567,600	3,694,128	4,033,351	3,842,175	3,966,055
PUBLIC SAFETY	2,874,674	3,021,658	3,201,050	3,373,332	3,234,496
PUBLIC WORKS	3,325,588	3,470,668	3,814,521	3,979,833	3,847,767
COMMUNITY & HUMAN SERVICES	1,594,794	1,578,302	1,698,057	1,707,365	1,781,198
DEBT	2,075,164	2,075,164	2,075,164	2,075,164	2,075,164
TRANSFERS	1,178,650	1,240,747	882,819	901,180	718,221
<b>TOTAL TOWN</b>	<b>14,616,470</b>	<b>15,080,667</b>	<b>15,704,962</b>	<b>15,879,049</b>	<b>15,622,901</b>
<b>BOARD OF EDUCATION</b>	<b>41,262,496</b>	<b>40,960,986</b>	<b>41,827,055</b>	<b>41,827,055</b>	<b>42,025,701</b>
<b>TOTAL BUDGET</b>	<b>55,878,966</b>	<b>56,041,653</b>	<b>57,532,017</b>	<b>57,706,104</b>	<b>57,648,602</b>



TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**SUMMARY - GENERAL GOVERNMENT**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2021-2022</u></b>	<b>PROPOSED BUDGET <u>FY 2022-2023</u></b>
<b>LEGISLATIVE</b>					
BOARDS AND COMMISSIONS	21,830	30,101	26,076	23,317	29,180
<b>CONTINGENCY</b>					
CONTINGENCY	0	0	63,766	0	63,828
<b>MUNICIPAL MANAGEMENT</b>					
FIRST SELECTMAN	274,339	237,949	240,358	263,889	236,043
HUMAN RESOURCES	74,957	46,137	198,640	58,168	71,188
<b>FINANCE</b>					
FINANCE	267,547	295,099	309,008	331,619	356,311
TAX OFFICE	160,919	173,647	177,616	175,609	185,913
ASSESSOR'S OFFICE	302,926	287,902	303,731	303,488	316,589
<b>DEVELOPMENT AND PLANNING</b>					
PLANNING/BUILDING CODE ADMIN.	430,275	471,368	489,042	486,301	498,275
<b>TOWN CLERK</b>					
TOWN CLERK	164,373	166,920	167,752	173,478	176,778



TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**SUMMARY - GENERAL GOVERNMENT (CONTINUED)**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2021-2022</u></b>	<b>PROPOSED BUDGET <u>FY 2022-2023</u></b>
<b>REGISTRARS OF VOTERS</b>					
REGISTRARS OF VOTERS	61,865	59,988	81,582	80,631	77,476
<b>INSURANCES &amp; PROBATE</b>					
INSURANCES	1,672,753	1,822,426	1,863,938	1,845,685	1,842,053
PROBATE	5,271	5,347	5,342	5,342	5,916
<b>INFORMATION TECHNOLOGY</b>					
INFORMATION TECHNOLOGY	130,545	97,244	106,500	94,648	106,505
<b>TOTAL GENERAL GOVERNMENT</b>	<b>3,567,600</b>	<b>3,694,128</b>	<b>4,033,351</b>	<b>3,842,175</b>	<b>3,966,055</b>

TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**SUMMARY - PUBLIC SAFETY**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2021-2022</u></b>	<b>PROPOSED BUDGET <u>FY 2022-2023</u></b>
<b>POLICE PROTECTION</b>					
POLICE/RESIDENT TROOPER'S OFFICE	1,575,189	1,654,253	1,730,541	1,804,936	1,738,670
<b>FIRE/EMERGENCY PROTECTION</b>					
FIRE/EMERGENCY MEDICAL SERVICES	1,282,789	1,349,772	1,451,776	1,550,295	1,476,733
<b>EMERGENCY MANAGEMENT</b>					
EMERGENCY MANAGEMENT	16,696	17,633	18,733	18,101	19,093
<b>TOTAL PUBLIC SAFETY</b>	<b>2,874,674</b>	<b>3,021,658</b>	<b>3,201,050</b>	<b>3,373,332</b>	<b>3,234,496</b>

TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**SUMMARY - PUBLIC WORKS**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2021-2022</u></b>	<b>PROPOSED BUDGET <u>FY 2022-2023</u></b>
<b>PUBLIC WORKS</b>					
PUBLIC WORKS ADMINISTRATION	175,791	180,661	191,676	181,263	197,342
HIGHWAY	1,454,528	1,449,265	1,557,179	1,720,757	1,506,871
FLEET SERVICES	380,727	400,066	406,754	413,751	435,901
GROUNDS MAINTENANCE	473,450	459,804	527,111	539,366	576,022
SNOW REMOVAL	341,537	456,985	556,565	538,201	537,215
FACILITIES	107,054	109,705	134,188	143,764	140,657
<b>ENGINEERING</b>					
ENGINEERING	117,300	119,078	120,134	121,577	125,495
<b>TRANSFER STATION</b>					
TRANSFER STATION	275,201	295,104	320,914	321,154	328,264
<b>TOTAL PUBLIC WORKS</b>	<b>3,325,588</b>	<b>3,470,668</b>	<b>3,814,521</b>	<b>3,979,833</b>	<b>3,847,767</b>

TOWN OF COLCHESTER  
FY 2022-2023  
PROPOSED BUDGET

**SUMMARY - COMMUNITY & HUMAN SERVICES**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2021-2022</u></b>	<b>PROPOSED BUDGET <u>FY 2022-2023</u></b>
<b>YOUTH &amp; SOCIAL SERVICES</b>					
YOUTH & SOCIAL SERVICES	340,982	359,872	397,181	410,132	418,197
<b>HEALTH</b>					
CHATHAM HEALTH DISTRICT	189,944	198,881	206,624	206,624	208,344
<b>COMMUNITY AGENCIES</b>					
COLCHESTER C3	25,000	25,000	25,000	25,000	25,000
<b>LIBRARY</b>					
CRAGIN MEMORIAL LIBRARY	593,716	604,956	630,500	626,756	663,964
<b>RECREATION</b>					
RECREATION	153,629	108,427	137,299	143,840	141,935
<b>SENIOR SERVICES</b>					
SENIOR SERVICES	291,523	281,166	301,453	295,013	323,758
<b>TOTAL COMMUNITY &amp; HUMAN SERVICES</b>	<b>1,594,794</b>	<b>1,578,302</b>	<b>1,698,057</b>	<b>1,707,365</b>	<b>1,781,198</b>

TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**SUMMARY - DEBT & TRANSFERS**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2021-2022</u></b>	<b>PROPOSED BUDGET <u>FY 2022-2023</u></b>
<b>DEBT</b>					
DEBT SERVICE	2,075,164	2,075,164	2,075,164	2,075,164	2,075,164
<b>TRANSFERS</b>					
OTHER FINANCING USES	1,178,650	1,240,747	882,819	901,180	718,221
<b>TOTAL DEBT &amp; TRANSFERS</b>	<b>3,253,814</b>	<b>3,315,911</b>	<b>2,957,983</b>	<b>2,976,344</b>	<b>2,793,385</b>

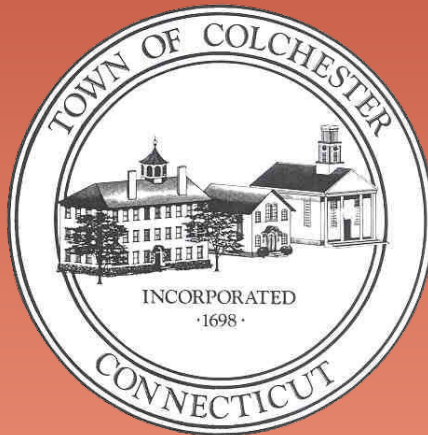
TOWN OF COLCHESTER  
FY2022-2023  
PROPOSED BUDGET

**SUMMARY - EDUCATION**

	<b>ACTUAL EXPENDITURES <u>FY 2019-2020</u></b>	<b>ACTUAL EXPENDITURES <u>FY 2020-2021</u></b>	<b>ADOPTED BUDGET <u>FY 2021-2022</u></b>	<b>PROJECTED ACTUAL <u>FY 2021-2022</u></b>	<b>ADOPTED BUDGET <u>FY 2022-2023</u></b>
<b>EDUCATION</b>	<b>41,262,496</b>	<b>40,960,986</b>	<b>41,827,055</b>	<b>41,827,055</b>	<b>42,025,701</b>

## SECTION THREE

# Taxation & Collections







TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

## Section Three – Taxation & Collections

Item

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



**Town of Colchester  
FY 2022-2023 Proposed Budget  
Budget Summary & Mill Rate Calculation**

**BUDGET SUMMARY**

	<b>EDUCATION</b>	<b>TOWN</b>	<b>DEBT SERVICE</b>	<b>TRANSFERS/ CAPITAL</b>	<b>TOTAL</b>
Appropriations	42,025,701	12,829,516	2,075,164	718,221	57,648,602
Estimated Revenue	12,934,278	3,237,602	0	90,000	16,261,880
Amount to be Raised by Taxation	29,091,423	9,591,914	2,075,164	628,221	41,386,722
MILLS	18.65	6.15	1.33	0.40	26.53

**MILL RATE CALCULATION**

	<b>DOLLARS</b>	<b>MILLS</b>
Amount to be Raised by Taxation	41,386,722	26.53
Reserve for Uncollected Revenue (estimated 98.9% collection rate)	455,254	0.29
<b>TOTAL TAX WARRANT</b>	<b>41,841,976</b>	<b>26.82</b>

Grand List	1,543,354,000	2022-23 Proposed Mill Rate	26.82
Estimated Prorates	1,500,000	2021-22 Mill Rate	33.05
M. V. Supplement	19,500,000	Decrease in Mill Rate	-6.23
Less Estimated BAA and adjustments	<u>(4,500,000)</u>		
List Net	1,559,854,000		

Dated: May 31, 2022

## Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2020	Percent of Net Taxable Grand List <sup>1</sup>
Connecticut Light & Power Company	Utility	\$21,651,180	1.40
Country Place of Colchester LTD Partners	Housing Development	11,084,890	0.72
Yankee Gas Services Co	Utility	10,487,420	0.68
SS1 Colchester, LLC	Retail Shopping Center	10,083,000	0.65
343 Lebanon Avenue LLC	Apartment Complex	9,411,600	0.61
Colchester Estate Ventures LLC	Apartment Complex	8,677,300	0.56
Alpha Q Inc	Manufacturing	8,083,210	0.52
Norwich, City of	Utility	4,835,900	0.31
Agree Eastern LLC	Retail Shopping Center	4,177,180	0.27
Harrington Court Realty LLC	Nursing Home	4,144,700	0.27
<b>TOTAL</b>		<b>\$92,636,380</b>	<b>6.00</b>

<sup>1</sup> Based on 2021 Net Taxable Grand List of \$1,544,354,077.

## 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 6/30/21
<b>2021</b>	\$1,240,100	32.84	\$41,016,034	98.79	1.21	1.21
<b>2020</b>	1,223,067	32.84	40,643,427	98.87	1.13	0.51
<b>2019</b>	1,213,315	32.28	39,552,832	98.88	1.12	0.27
<b>2018</b>	1,201,704	32.37	39,244,661	98.90	1.10	0.12
<b>2017</b>	1,216,010	30.91	38,112,513	99.03	0.97	0.11
<b>2016</b>	1,201,874	30.76	37,393,155	98.81	1.19	0.10
<b>2015</b>	1,195,815	30.57	36,891,618	98.49	1.51	0.08
<b>2014</b>	1,191,172	30.28	36,156,049	98.37	1.63	0.08
<b>2013</b>	1,176,520	28.80	34,157,365	98.39	1.61	0.08
<b>2012</b>	1,297,281	25.85	33,774,748	98.45	1.55	0.06

## SECTION FOUR

# Department Operating Budgets





TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

**Section Four – FY 2022-2023 Proposed 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  
FY 2022-2023 PROPOSED 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 2022 - 2023  
Proposed 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
- Norton Park Committee
- American Rescue Plan Act (ARPA) Committee

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**BOARDS & COMMISSIONS**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Overtime	1,650	0	0	0	0
Contractual, Temporary, Occassional Payroll	3,631	9,093	7,478	6,138	6,747
FICA	88	139	209	31	115
Office Supplies	0	0	50	0	50
Mileage, Training & Meetings	100	0	350	195	350
Financial & Accounting	12,586	13,340	13,659	13,659	13,978
Professional Services	2,600	6,820	3,000	2,995	6,800
Legal Notices	0	70	30	0	40
Printing & Publications	1,175	639	1,300	299	1,100
<b>TOTAL</b>	<b>21,830</b>	<b>30,101</b>	<b>26,076</b>	<b>23,317</b>	<b>29,180</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11105 - BOARDS AND COMMISSIONS</b>						
<b>40105 - CONTR TEMP OCCAS</b>				<b>6,747</b>		<b>6,747</b>
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 - Board of Assessment Appeals	10.00	70.00	700			
Meeting Clerk - Board of Finance	1.00	1,365.00	1,365			
Meeting Clerk - Norton Park Committee	12.00	70.00	840			
Meeting Clerk - Historic District Commission	1.00	142.00	142			
Meeting Clerk - ARPA Committee	24.00	70.00	1,680			
Board member stipend - Board of Assessment Appeals	3.00	300.00	900			
<b>41230 - FICA</b>				<b>115</b>		<b>115</b>
FICA/Medicare for Meeting Clerk's wages	1.00	115.00	115			
<b>42301 - OFFICE SUPPLIES</b>				<b>50</b>		<b>50</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>350</b>		<b>350</b>
Board of Assessment Appeals - Training seminars	1.00	150.00	150			
Commission on Aging - Health Fair	1.00	200.00	200			
<b>44202 - FINANCIAL &amp; ACCOUNTING</b>				<b>13,978</b>		<b>13,978</b>
Independent audit (Town share)	1.00	13,978.00	13,978			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>6,800</b>		<b>6,800</b>
Police Retirement Plan - actuarial services (every other year valuations)	1.00	3,750.00	3,750			
Police Retirement Plan - disclosure information/accounting reports required for financial statements	1.00	2,750.00	2,750			
Pension calculation for retirees	1.00	300.00	300			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44230 - LEGAL NOTICES</b>				<b>40</b>		<b>40</b>
Board of Assessment Appeals	1.00	40.00	40			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>1,100</b>		<b>1,100</b>
Commission on Aging - Senior Resource guide	1.00	300.00	300			
Printing of adopted budget	1.00	800.00	800			
<b>TOTAL BOARDS AND COMMISSIONS</b>				<b>29,180</b>	<b>0</b>	<b>29,180</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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  
PROPOSED BUDGET**

**CONTINGENCY**

<b><u>ACCOUNT</u></b>	<b>FY 2019-2020 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2020-2021 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2021-2022 ADOPTED <u>BUDGET</u></b>	<b>FY 2021-2022 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2022-2023 PROPOSED <u>BUDGET</u></b>
Contingency	0	0	63,766	0	63,828
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>63,766</b>	<b>0</b>	<b>63,828</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11110 - CONTINGENCY</b>						
<b>50900 - CONTINGENCY</b>				<b>66,594</b>		<b>63,828</b>
Reserve for unanticipated expenditures	1.00	66,594.00	66,594		(2,766)	
<b>TOTAL CONTINGENCY</b>				<b>66,594</b>	<b>(2,766)</b>	<b>63,828</b>



**Town of Colchester  
FY 2022-2023  
Proposed 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 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.

The First Selectman entered office November 15, 2021.

**Staffing**

First Selectman (full-time)

Executive Assistant to the First Selectman (full-time)

Department Assistant (part-time)

**2021-2022 Accomplishments:**

- Reduced the salary of the First Selectman to \$80,000 and froze it for two consecutive budgets
- Officially entered the town into the National Opioid Settlement
- Expedited the Fire Chief process and hired an excellent Fire Chief
- Economic Expansion: C-TIP applications for InCord & ARK Distillery approved; Successful conversations with new developers to bring businesses to Colchester
- Achieved consensus on Code Revisions to Chapter 92 – The Open Space Preservation Fund.
- Entered a partnership with Goodwin University Magnet School to bolster career pathways and apprenticeships for our youth.
- Air quality tests and clean-ups (Youth Center, Town Hall, Senior Center)
- Secured UHY as an ARPA consulting firm to ensure that there is a strategy, continuous monitoring, and transparency planning when it comes to distributing ARPA dollars

- Worked with Eversource to invest \$20 million into a significant gas project. The project could generate up to \$650K in additional revenue for next year's Grand List. Natural gas will become available in the coming years as a result.
- ARPA Initiative Completed: The Board of Selectmen unanimously approved of the utilization of ARPA funds to establish a state-of-the-art Hybrid Meeting Room. With a state-of-the-art Hybrid Meeting Room, the community will have unparalleled access to town meetings while simultaneously meeting all FOI standards
- Successfully secured over nearly 500K in sewer & water costs owed to Colchester while avoiding a potentially expensive legal engagement
- Conducted a department review of Human Resources and Finance to offer staffing modifications that would facilitate greater efficiencies

### **2022-2023 Objectives:**

- Will aim for a zero tax increase each year in office through strategic spending
- Will strategically and responsibly use our ARPA funding, new revenue, and our unassigned fund balance to ease the tax burden on the citizens
- Continue to review departments to identify areas to facilitate greater efficiencies
- Will utilize and invest in the latest technology to reduce cost while modernizing efficiency in Town Hall
- Completely integrate the Government Transparency Software so the public and the Board of Finance have complete access to all the numbers in real-time
- ARPA: Invest \$1 million of ARPA funds directly into our local businesses
- ARPA Phase A Initiatives – Parks & Recreation (Playgrounds, Field Irrigation, Tennis Courts, Pickleball Courts, Strategic Planner) the community gift cards, police station renovation & expansion, and a new Youth Center location. Tentative Phase B Initiatives – Town Hall review, current Youth Center review (potential museum and home for our veterans' groups), and a fire department review.
- Reestablish the Memorial Day Parade tradition
- Establish the Public Safety Committee
- Continue to work with new developers and community stakeholders to expand economic development and secure new revenue
- Hire new department heads including: a Public Works Director, a Town Finance Director, and a Town Planner

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**FIRST SELECTMAN**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	159,524	160,802	165,819	159,255	154,758
Overtime	102	0	0	0	0
Contractual, Temporary, Occassional Payroll	881	0	0	0	0
Employee Related Insurances	450	503	681	540	526
FICA & Retirement	19,043	21,036	22,074	15,737	19,937
Copier	3,938	3,239	2,203	1,559	2,203
Office Supplies	2,845	1,594	1,500	1,180	1,500
Mileage, Training & Meetings	79	0	200	0	200
Professional Memberships	18,605	18,855	18,855	19,355	19,355
Legal	62,394	26,247	22,500	59,875	30,000
Professional Services	1,653	1,248	1,305	1,176	1,345
Postage	3,723	3,489	2,596	2,673	2,594
Printing & Publications	123	0	0	0	0
Property Tax	165	162	175	162	175
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	814	774	2,300	2,377	3,300
<b>TOTAL</b>	<b>274,339</b>	<b>237,949</b>	<b>240,358</b>	<b>263,889</b>	<b>236,043</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11201 - FIRST SELECTMAN</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>154,758</b>		<b>154,758</b>
First Selectman	1.00	80,000.00	80,000			
Executive Assistant to the First Selectman	1.00	54,964.00	54,964			
Department Clerk (20 hrs/week)	1.00	19,794.00	19,794			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>526</b>		<b>526</b>
Life/AD&D Insurance	1.00	297.00	297			
Long Term Disability	1.00	305.00	305			
Life/AD&D Insurance - Department Clerk	1.00	(16.00)	(16)			
Elimination of shared position with HR						
Long Term Disability - Department Clerk	1.00	(60.00)	(60)			
Elimination of shared position with HR						
<b>41230 - FICA &amp; RETIREMENT</b>				<b>19,937</b>		<b>19,937</b>
FICA/Medicare	1.00	11,839.00	11,839			
Defined Contribution 401(a) Plan @ 6%	1.00	8,098.00	8,098			
Defined Contribution 401(a) Plan @ 3% - Department Clerk (shared position with Human Resources)	1.00	594.00	594			
Defined Contribution 401(a) Plan @ 3% - Department Clerk	1.00	(594.00)	(594)			
Elimination of shared position with HR						
<b>42233 - COPIER</b>				<b>2,203</b>		<b>2,203</b>
Monthly lease payments	12.00	94.00	1,128			
Per image charges	1.00	750.00	750			
Copy paper	1.00	325.00	325			
<b>42301 - OFFICE SUPPLIES</b>				<b>1,500</b>		<b>1,500</b>
General office supplies & postage meter supplies	1.00	1,500.00	1,500			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>200</b>		<b>200</b>
Mileage, workshop & conference fees	1.00	200.00	200			



**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>19,355</b>		<b>19,355</b>
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			
Capital Region Purchasing Council	1.00	500.00	500			
<b>44203 - LEGAL</b>				<b>35,000</b>		<b>30,000</b>
General legal matters	1.00	10,000.00	10,000			
Assessment appeals	1.00	25,000.00	25,000		(5,000)	
<b>44208 - PROFESSIONAL SERVICES</b>				<b>14,905</b>		<b>1,345</b>
Constant contact - communication with citizens	1.00	600.00	600			
GFOA Budget award application fees	1.00	345.00	345			
Survey Monkey - BOF budget survey to citizens	1.00	400.00	400			
Transparency software	1.00	13,560.00	13,560		(13,560)	
<b>44217 - POSTAGE</b>				<b>2,594</b>		<b>2,594</b>
Postage	1.00	500.00	500			
Postage meter - quarterly lease payments	4.00	523.50	2,094			
<b>45250 - PROPERTY TAXES</b>				<b>175</b>		<b>175</b>
Property taxes paid to Town of Hebron	1.00	175.00	175			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>150</b>		<b>150</b>
Office Equipment Repairs	1.00	150.00	150			
<b>47242 - PARADES &amp; CELEBRATIONS</b>				<b>2,300</b>		<b>3,300</b>
Memorial Day	1.00	2,000.00	2,000		1,000	
Employee/Elected Official recognition & bereavement	1.00	300.00	300			
<b>TOTAL FIRST SELECTMAN</b>				<b>253,603</b>	<b>(17,560)</b>	<b>236,043</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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 (full-time shared position with BOE - 10% Town/90% BOE)  
Human Resources Coordinator (30 hours per week)  
HR Intern on an episodic basis

## **2021-2022 Accomplishments**

- Oversaw and coordinated the effort to successfully hire a new Fire Department Chief
- Coordinated the hiring of the new Fire Department Assistant to Department Head
- Processed the Hiring of additional Per Diem Fire Fighters
- Instituted legally compliant drug testing regime for CDL drivers
- Co-created Exposure Control Plan for Police Department
- Analyzed all personnel files and created a table showing the performance evaluation status of every employee
- Cross checked payroll records to Town database to personnel files to identify and match all town employees with the most recent job description. Job descriptions have been consolidated into one location by department and await updating
- Onboarded new administration
- Hired Zoning Enforcement Officer/Assistant Town Planner

## **2022-2023 Objectives**

- Reorganize the Human Resource function by:
  - Reduce the HR Director salary allocation from 20% to 10%
  - Eliminate 10 hours/week Department Clerk position, and combined with reduction in HR Director position, reallocate to Human Resources Coordinator at 30 hours/week
  - Move Town personnel files from the First Selectman office to the town vault
- Institute a minority outreach program to attract diverse employees
- Revamp the Town Alcohol & Drug Policy
- Update the Town Exposure Control Plan
- Create Supervisor Handbook of all key Town policies and procedures relating to employment
- Continue to update job descriptions
- Update Employee Handbook and Personnel Policies
- Hire Director of Public Works
- Hire Director of Finance
- Hire Director of Planning
- Reinstitute mandatory performance evaluation review process
- Take the required trainings to become designated as the ADA Coordinator for the Town of Colchester

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**HUMAN RESOURCES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	10,328	33,909	41,753	38,075	46,298
Employee Related Insurances	0	0	58	0	130
FICA & Retirement	0	2,204	4,801	3,350	5,050
Office Supplies	516	0	150	0	150
Mileage, Training & Meetings	219	0	700	48	700
Professional Memberships	0	0	110	0	0
Legal	28,647	5,450	30,000	12,009	15,000
Professional Services	34,460	3,588	1,900	1,880	1,900
Advertising	688	370	1,250	2,211	1,250
Printing & Publications	99	616	710	595	710
Contract Settlements	0	0	117,208	0	0
<b>TOTAL</b>	<b>74,957</b>	<b>46,137</b>	<b>198,640</b>	<b>58,168</b>	<b>71,188</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11205 - HUMAN RESOURCES</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>46,298</b>		<b>46,298</b>
Director of Human Resources - 30% Town & 70% BOE	1.00	35,537.00	35,537			
Department Clerk (10 hrs/week) - shared position with First Selectman's Office (FS)	1.00	9,897.00	9,897			
Director of Human Resources - reduction of 10% Reduction of hours approved in FY 21-22	1.00	(11,845.00)	(11,845)			
Director of Human Resources - reduction of 10% Reallocation to Human Resources Coordinator	1.00	(11,846.00)	(11,846)			
Department Clerk (10 hrs/week) - eliminate position Reallocation to Human Resources Coordinator	1.00	(9,897.00)	(9,897)			
Human Resources Coordinator (30 hrs/week) Reallocation of 10% of Director of Human Resources and elimination of Department Clerk for Human Resources	1.00	34,452.00	34,452			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>130</b>		<b>130</b>
Life/AD&D Insurance - Department Clerk (shared position with FS)	1.00	8.00	8			
Benefit eligibility due to increased hours to support Human Resources						
Long Term Disability - Department Clerk (shared position with FS)	1.00	31.00	31			
Benefit eligibility due to increased hours to support Human Resources						
Life/AD&D Insurance - Department Clerk - eliminate position Reallocation to Human Resources Coordinator	1.00	(8.00)	(8)			
Long Term Disability - Department Clerk - eliminate position Reallocation to Human Resources Coordinator	1.00	(31.00)	(31)			
Life/AD&D Insurance - Human Resources Coordinator Reallocation of 10% of Director of Human Resources and elimination of Department Clerk for Human Resources	1.00	24.00	24			
Long Term Disability - Human Resources Coordinator Reallocation of 10% of Director of Human Resources and elimination of Department Clerk for Human Resources	1.00	106.00	106			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>41230 - FICA &amp; RETIREMENT</b>				<b>5,050</b>		<b>5,050</b>
FICA/Medicare	1.00	3,476.00	3,476			
Defined Contribution 457 Plan @ 4% - Director of Human Resources	1.00	1,421.00	1,421			
Defined Contribution 401(a) Plan @ 3% - Department Clerk (shared position with First Selectman)	1.00	297.00	297			
FICA/Medicare - Director of Human Resources - reduction of 10% Reduction of hours approved in FY 21-22	1.00	(906.00)	(906)			
FICA/Medicare - Director of Human Resources - reduction of 10% Reallocation to Human Resources Coordinator	1.00	(906.00)	(906)			
Defined Contribution 457 Plan @ 4% - Director of Human Resources - reduction of 10% Reduction of hours approved in FY 21-22	1.00	(474.00)	(474)			
Defined Contribution 457 Plan @ 4% - Director of Human Resources - reduction of 10% Reallocation to Human Resources Coordinator	1.00	(474.00)	(474)			
FICA/Medicare - Department Clerk (10 hrs/week) - eliminate position Reallocation to Human Resources Coordinator	1.00	(757.00)	(757)			
Defined Contribution 401(a) Plan @ 3% - Department Clerk - eliminate position Reallocation to Human Resources Coordinator	1.00	(297.00)	(297)			
FICA/Medicare - Human Resources Coordinator Reallocation of 10% of Director of Human Resources and elimination of Department Clerk for Human Resources	1.00	2,636.00	2,636			
Defined Contribution 401(a) Plan @ 3% - Human Resources Coordinator Reallocation of 10% of Director of Human Resources and elimination of Department Clerk for Human Resources	1.00	1,034.00	1,034			
<b>42301 - OFFICE SUPPLIES</b>				<b>150</b>		<b>150</b>
General office supplies	1.00	150.00	150			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>700</b>		<b>700</b>
Training & resources - Human Resources/Personnel	1.00	700.00	700			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44203 - LEGAL</b>				<b>15,000</b>		<b>15,000</b>
Contract negotiations and other labor/personnel related matters						
1 union contract expires on 6/30/2023						
<b>44208 - PROFESSIONAL SERVICES</b>				<b>1,900</b>		<b>1,900</b>
Section 125 Plan Administration fees	12.00	75.00	900			
Third Party Administrator for Heart & Hypertension Claims	1.00	1,000.00	1,000			
<b>44231 - ADVERTISING</b>				<b>1,250</b>		<b>1,250</b>
Position advertising	1.00	1,250.00	1,250			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>710</b>		<b>710</b>
Forms, booklets, and employee notifications	1.00	80.00	80			
Mandated Department of Labor (DOL) posters	7.00	90.00	630			
<b>TOTAL HUMAN RESOURCES</b>				<b>71,188</b>	<b>0</b>	<b>71,188</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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 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**

Town Finance Director	(full time – funded by Town budget)
Accountant	(part time – funded by Town budget)
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)

### **2021 – 2022 Accomplishments**

- Issued audited financial statements for the fiscal year ended June 30, 2021 with unqualified audit opinion.
- Issued State and Federal grant audit reports with no compliance or internal control findings.
- Issued general obligation bond anticipation notes in October 2021 for continued financing of WJJMS School building project in anticipation of final grant funding from State of CT.
- Grants management and reporting for American Rescue Plan Act (ARPA), Coronavirus Relief Fund (CRF), FEMA, and Elementary and Secondary School Emergency Relief Funds (ESSER).
- Implemented on-line payment system for pay to play, chromebook insurance, and preK tuition payments by parents.
- Expanded program of issuing payroll direct deposit to employees as pdf attachments via email.
- Completed submission of required financial information to State of CT Office of Policy and Management Fiscal Health Monitoring System for FYE 6/30/2020.
- Proposed reorganization of Finance department staffing to better serve both the Town and BOE.

### **2022 – 2023 Objectives**

- Issue audited financial statements for the fiscal year ended June 30, 2022 with an unqualified opinion.
- Submission of the FY 2022-2023 Adopted Town budget to the National GFOA for the Distinguished Budget Presentation Award.
- Continue to meet reporting requirements to Fiscal Health Monitoring System as required by the State of CT Office of Policy and Management.
- Work with ARPA Consultant regarding grants management and reporting for American Rescue Plan Act (ARPA) funds for the Town.
- Issue bond anticipation notes in October 2022 for continued financing of WJJMS School building project in anticipation of final grant funding from State of CT.
- Issue bond anticipation notes for preliminary financing of the Senior Center Building Project.
- Issue bonds for financing of the replacement of Fire Apparatus.
- Complete implementation of Tyler Content Management module for Munis.
- Complete upgrade of Tyler Munis financial software from Version 11.3 to Version 2021.3

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**FINANCE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	193,479	218,428	227,063	233,965	274,924
Overtime	0	0	0	238	0
Contractual, Temporary, Occasional Payroll	5,168	5,284	5,403	5,403	4,538
Employee Related Insurances	672	811	852	737	684
FICA & Retirement	24,770	29,517	32,695	31,939	35,290
Copier	1,829	1,452	1,518	1,522	1,418
Office Supplies	1,139	1,839	1,300	814	1,300
Mileage, Training & Meetings	1,297	564	1,850	646	1,600
Professional Memberships	535	608	615	483	255
Data Processing	28,462	31,839	30,986	28,832	30,532
Professional Services	7,987	2,764	4,276	26,156	3,520
Postage	2,209	1,619	2,200	884	2,000
Service Contracts	0	374	250	0	250
<b>TOTAL</b>	<b>267,547</b>	<b>295,099</b>	<b>309,008</b>	<b>331,619</b>	<b>356,311</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11301 - FINANCE</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>299,312</b>		<b>274,924</b>
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	73,806.00	73,806			
Deputy Chief Financial Officer - 50% Town & 50% BOE	1.00	47,163.00	47,163			
Accountant - 50% Town & 50% BOE	1.00	42,971.00	42,971			
Payroll/Employee Benefits & Accounts Payable Manager - 30% Town & 70% BOE	1.00	23,599.00	23,599			
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	24,680.00	24,680			
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	24,680.00	24,680			
Longevity	1.00	400.00	400			
Chief Financial Officer (CFO) - eliminate position	1.00	(73,806.00)	(73,806)			
Reallocation of CFO & Deputy CFO to Town Finance Director						
Deputy Chief Financial Officer - eliminate position	1.00	(47,163.00)	(47,163)			
Reallocation of CFO & Deputy CFO to Town Finance Director						
Town Finance Director	1.00	115,000.00	115,000		5,000	
Reallocation of CFO & Deputy CFO to Town Finance Director						
Accountant	1.00	42,971.00	42,971		(4,377)	
Increase from 50% shared position						
Chief Financial Officer (CFO) - accrued leave severance pay upon retirement per contract - 50% Town & 50% BOE)	1.00	25,011.00	25,011		(25,011)	
Funding to be determined to issue payout in FY 21/22						
<b>40105 - CONTR TEMP OCCAS</b>				<b>5,538</b>		<b>4,538</b>
Treasurer	1.00	5,538.00	5,538		(1,000)	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>815</b>		<b>684</b>
Life/AD&D Insurance	1.00	412.00	412			
Long Term Disability Insurance	1.00	440.00	440			
Life/AD&D Insurance - elimination positions of CFO & Deputy CFO	1.00	(187.00)	(187)			
Reallocation of CFO & Deputy CFO to Town Finance Director						
Life/AD&D Insurance - Town Finance Director	1.00	141.00	141			
Reallocation of CFO & Deputy CFO to Town Finance Director						
Life/AD&D Insurance - Accountant	1.00	70.00	70		(70)	
Increase from 50% shared position						
Long Term Disability Insurance - elimination of positions of CFO & Deputy CFO	1.00	(244.00)	(244)			
Reallocation of CFO & Deputy CFO to Town Finance Director						
Long Term Disability Insurance - Town Finance Director	1.00	122.00	122			
Reallocation of CFO & Deputy CFO to Town Finance Director						
Long Term Disability Insurance - Accountant	1.00	61.00	61		(61)	
Increase from 50% shared position						

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>41230 - FICA &amp; RETIREMENT</b>				<b>42,714</b>		<b>35,290</b>
FICA/Medicare	1.00	18,576.00	18,576			
Defined Contribution 401(a) Plan - CFO, Deputy CFO @ 6% (50% Town & 50% BOE)	1.00	7,258.00	7,258			
Defined Contribution 401(a) Plan - Accountant @ 6% (50% Town & 50% BOE)	1.00	2,578.00	2,578			
Defined Contribution 401(a) Plan - Payroll/Employee Benefits & Accounts Payable Manager @ 8% (30% Town & 70% BOE)	1.00	1,888.00	1,888			
Defined Contribution 401(a) Plan - Payroll & A/P Assistant @ 8% 2 positions (40% Town & 60% BOE)	2.00	1,974.00	3,948			
FICA/Medicare - elimination of positions of CFO & Deputy CFO Reallocation of CFO & Deputy CFO to Town Finance Director	1.00	(9,254.00)	(9,254)			
FICA/Medicare - Town Finance Director Reallocation of CFO & Deputy CFO to Town Finance Director	1.00	8,798.00	8,798		383	
FICA/Medicare - Accountant Increase from 50% shared position	1.00	3,287.00	3,287		(2,630)	
Defined Contribution 401(a) Plan - CFO, Deputy CFO @ 6% - elimination of positions of CFO & Deputy CFO Reallocation of CFO & Deputy CFO to Town Finance Director	1.00	(7,258.00)	(7,258)			
Defined Contribution 401(a) Plan - Town Finance Director @ 6% Reallocation of CFO & Deputy CFO to Town Finance Director	1.00	6,900.00	6,900		300	
Defined Contribution 401(a) Plan - Accountant @ 6% Increase from 50% shared position	1.00	2,578.00	2,578		(2,062)	
FICA/Medicare - Chief Financial Officer - accrued leave severance payout upon retirement per contract - 50% Town & 50 % BOE Funding to be determined to issue payout in FY 21/22	1.00	1,914.00	1,914		(1,914)	
Defined Contribution 401(a) Plan - CFO accrued leave severance payout upon retirement per contract - 50% Town & 50 % BOE Funding to be determined to issue payout in FY 21/22	1.00	1,501.00	1,501		(1,501)	
<b>42233 - COPIER</b>				<b>1,418</b>		<b>1,418</b>
Monthly lease payments (shared with BOE)	12.00	101.50	1,218			
Per image charges	1.00	200.00	200			
<b>42301 - OFFICE SUPPLIES</b>				<b>1,300</b>		<b>1,300</b>
Office supplies	1.00	1,000.00	1,000			
Copy paper	1.00	300.00	300			
Reallocated from copier line item						

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,600</b>		<b>1,600</b>
Mileage for use of personal vehicle - attendance at educational seminars, professional organization and other meetings	1.00	350.00	350			
CCM, GFOA, CTCPA sponsored meetings & seminars	1.00	500.00	500			
Staff Training - Finance, Payroll/Personnel, technology, Munis	1.00	750.00	750			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>255</b>		<b>255</b>
CTGFOA membership	1.00	65.00	65			
National GFOA membership	1.00	190.00	190			
<b>44205 - DATA PROCESSING</b>				<b>30,532</b>		<b>30,532</b>
Munis contract (shared with BOE) - 3 year contract renewal 7/1/22-6/30/25	1.00	26,599.00	26,599			
Check stock, Direct deposit paystubs, tax forms	1.00	1,500.00	1,500			
Modifications to forms (check signers) and/or updates to secure signature hardware/software	1.00	875.00	875			
Munis - Tyler Content Manager (shared cost with BOE)	1.00	1,558.00	1,558			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>3,520</b>		<b>3,520</b>
Banking services fees	1.00	3,000.00	3,000			
Small Cities grant reporting	1.00	250.00	250			
Document shredding per record retention requirements	1.00	270.00	270			
Shared cost with BOE						
<b>44217 - POSTAGE</b>				<b>2,000</b>		<b>2,000</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>250</b>		<b>250</b>
Folder Sealer - Hot Swap Program annual service contract	1.00	250.00	250			
Shared cost with BOE						
<b>TOTAL FINANCE</b>				<b>389,254</b>	<b>(32,943)</b>	<b>356,311</b>

**Town of Colchester  
FY 2022-2023  
Proposed 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)

## 2021-2022 Accomplishments

- Achieved 99.01% tax collection rate
- Successfully kept high collection rate using a variety of enforcement tools
- Delinquent Tax Collections continues to be done in house saving the Tax Payers additional collections fees
- Worked with taxpayers to pay down their bills
- Maintained CCMO certification through Connecticut Conference of Municipalities
- Attended continuing education programs and tax collection software training for tax collector
- Elected to be president of the New London Tax Collector's Association.
- Worked with Junior Achievements and the Boy Scouts in Colchester in educating the youth about the function and rolls of the tax office and money management

Measures (January 1-December 31)	2021	2020	2019	2018
Bill sent	21,100	24,529	28,104	27,600
Delinquent statements & demands	8942	10,951	6,411	5,717
Liens recorded	90	115	140	113
Accounts with attorney	3	6	6	26

## 2022-2023 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 President
- Achieve at least a 98.9% 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  
PROPOSED BUDGET**

**TAX OFFICE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	108,426	114,145	115,291	119,598	122,687
Overtime	18	0	0	0	0
Contractual, Temporary, Occasional Payroll	4,688	4,856	3,000	2,610	1,500
Employee Related Insurances	440	503	526	503	526
FICA & Retirement	14,398	16,135	16,879	16,724	17,855
Office Supplies	1,730	2,569	2,500	1,588	2,500
Mileage, Training & Meetings	1,980	2,102	3,000	2,948	3,500
Professional Memberships	95	115	190	95	115
Data Processing	13,226	14,342	16,000	15,617	17,000
Postage	14,270	16,497	17,500	14,115	18,000
Service Contracts	1,028	1,333	1,650	1,231	1,450
Legal Notices	620	1,050	1,080	580	780
<b>TOTAL</b>	<b>160,919</b>	<b>173,647</b>	<b>177,616</b>	<b>175,609</b>	<b>185,913</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11303 - TAX OFFICE</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>122,687</b>		<b>122,687</b>
Tax Collector	1.00	73,025.00	73,025			
Assistant Tax Collector - Non Certified (7.5 hrs/day)	1.00	49,662.00	49,662			
<b>40105 - CONTR TEMP OCCAS</b>				<b>5,000</b>		<b>1,500</b>
Temporary staff for office coverage	1.00	5,000.00	5,000		(3,500)	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>526</b>		<b>526</b>
Life/AD&D Insurance	1.00	281.00	281			
Long Term Disability Insurance	1.00	245.00	245			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>18,123</b>		<b>17,855</b>
FICA/Medicare	1.00	9,768.00	9,768		(268)	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	4,382.00	4,382			
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 8%	1.00	3,973.00	3,973			
<b>42301 - OFFICE SUPPLIES</b>				<b>2,500</b>		<b>2,500</b>
General office supplies	1.00	2,500.00	2,500			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>3,500</b>		<b>3,500</b>
Annual workshops, training, professional organizations meetings, certification classes fees, and mileage	1.00	3,500.00	3,500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>115</b>		<b>115</b>
CT Tax Collectors Association - annual membership dues	1.00	75.00	75			
New London County Collectors Association - annual membership dues	1.00	40.00	40			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44205 - DATA PROCESSING</b>				<b>17,000</b>		<b>17,000</b>
Annual software support fees; annual hardware maintenance plan including DRaas (disaster recovery); annual subscription fee for web hosting service of tax records; printing and processing of all tax bills, final posted rate book	1.00	17,000.00	17,000			
<b>44217 - POSTAGE</b>				<b>18,000</b>		<b>18,000</b>
Tax bills, delinquent notices, demand letters, balance bills, and correspondence	1.00	18,000.00	18,000			
<b>44223 - SERVICE CONTRACTS</b>				<b>1,450</b>		<b>1,450</b>
DMV Civils web program	1.00	250.00	250			
Locksmith - required by CT General Statutes	1.00	250.00	250			
Lexis Nexis People Finder Search Engine	1.00	950.00	950			
<b>44230 - LEGAL NOTICES</b>				<b>780</b>		<b>780</b>
Legal notices required by CT General Statutes	6.00	130.00	780			
<b>TOTAL TAX OFFICE</b>				<b>189,681</b>	<b>(3,768)</b>	<b>185,913</b>



**Town of Colchester  
FY 2022-2023  
Proposed 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 to Assessor

## 2021-2022 Accomplishments

- Inspected & reviewed residential properties in the field for accuracy in comparison to our town data/property record card.
- Conducted over 350 revaluation property inspections to comply with statutory requirements for property owners that did not return property questionnaires mailed in the spring of 2021.
- Maintained & updated a special revaluation section of the town websites as part of our on-going public relations program.
- Mailed 434 Personal Property Increase assessment notices.
- Successful implementation of a town-wide revaluation of all taxable and exempt real property within the corporate limits of the town of Colchester and certified the Grand List.
- Filed all State reports for reimbursement and to meet requirements in a timely manner.
- Continued training of newest hired employee to proficiency on CT state assessment laws, local ordinances, and use of our three computer systems.
- 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, via Zoom and in person, for litigation arising from the assessment process; negotiated settlements when warranted and testified as an expert witness during trials.
- Monitored proposed changes to existing assessment/exemption legislation, determine effects/impact to the town, worked collaboratively with the Office of Policy and Management and State Government

## Measurements (January 1-December 31) \*Full inspections limited due to COVID 19

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
• Properties field reviewed for Revaluation:	5,475	192*	495	525
• Real Estate Appraisals:	6,483	590	605	610
• Motor Vehicles Valued:	19,076	18,352	19,824	19,475
• Personal Property Accounts Processed:	895	875	944	1,226

## 2022-2023 Objectives

- Maintain public awareness & relations program in regard to recently completed town-wide revaluation, provide updates on the revaluation page on the town website.
- Defend the town in superior court from litigation arising out of the revaluation / assessment process.
- Continue scanning existing and historical documents for preservation, eliminate need for additional storage, and reduce cost to town.
- Continue training / educating newest employee in all aspects of CT state laws regarding the assessment process.
- Support and assist in all exemption and tax relief programs in compliance with the return to normal procedures following the expiration of Governor's executive orders during Covid 19.
- Maintain the Assessor's page on the town website so as to increase awareness of any exemption programs and news that may be helpful to eligible taxpayers and increase participation.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**ASSESSOR'S OFFICE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	225,742	226,749	229,303	234,308	239,368
Overtime	413	340	1,528	1,423	1,120
Employee Related Insurances	799	841	882	831	882
FICA & Retirement	33,762	34,435	35,906	35,153	37,451
Copier	2,357	2,220	2,452	2,184	2,452
Office Supplies	879	845	2,200	2,033	2,200
Other Purchased Supplies	0	89	50	0	50
Technical Reference Materials	560	573	560	1,303	980
Mileage, Training & Meetings	4,374	2,065	7,500	2,595	7,500
Professional Memberships	380	380	440	350	465
Data Processing	33,020	17,910	18,960	21,848	20,171
Professional Services	0	0	2,000	0	2,000
Postage	640	1,455	1,950	1,460	1,950
<b>TOTAL</b>	<b>302,926</b>	<b>287,902</b>	<b>303,731</b>	<b>303,488</b>	<b>316,589</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11304 - ASSESSOR'S OFFICE</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>239,368</b>		<b>239,368</b>
Assessor	1.00	104,845.00	104,845			
Deputy Assessor	1.00	80,350.00	80,350			
Assistant Assessor - Non Certified (8 hrs/day)	1.00	52,973.00	52,973			
Longevity	1.00	1,200.00	1,200			
<b>40103 - OVERTIME</b>				<b>1,120</b>		<b>1,120</b>
Overtime	1.00	1,120.00	1,120			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>882</b>		<b>882</b>
Life/AD&D Insurance	1.00	515.00	515			
Long term Disability Insurance	1.00	367.00	367			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>37,451</b>		<b>37,451</b>
FICA/Medicare	1.00	18,397.00	18,397			
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	8,388.00	8,388			
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 8%	1.00	10,666.00	10,666			
<b>42233 - COPIER</b>				<b>2,452</b>		<b>2,452</b>
Monthly lease payments	12.00	138.50	1,662			
Per image charges	1.00	580.00	580			
Copy paper	1.00	210.00	210			
<b>42301 - OFFICE SUPPLIES</b>				<b>2,200</b>		<b>2,200</b>
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>50</b>		<b>50</b>
Data storage	1.00	50.00	50			



**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>980</b>		<b>980</b>
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	980.00	980			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>7,500</b>		<b>7,500</b>
Mileage - use of personal vehicles to perform fieldwork, attend court hearings. Registration and mileage for State meetings & OPM training	1.00	7,500.00	7,500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>465</b>		<b>465</b>
CAAO - CT Association of Assessing Officers	2.00	75.00	150			
IAAO - International Association of Assessing Officers	1.00	230.00	230			
SPA - Society of Professional Assessors	1.00	25.00	25			
GNLAAA - Greater New London Area Assessors Association	1.00	15.00	15			
NRAAO - Northeastern Regional Association of Assessing Officers	1.00	45.00	45			
<b>44205 - DATA PROCESSING</b>				<b>20,171</b>		<b>20,171</b>
Quality Data Service Contract, including disaster recovery	1.00	11,597.00	11,597			
Vision CAMA - maintenance contract	1.00	7,261.00	7,261			
DMV service contract	1.00	275.00	275			
LEXISNEXIS Service contract	12.00	86.50	1,038			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>2,000</b>		<b>2,000</b>
Personal property audits	1.00	2,000.00	2,000			
<b>44217 - POSTAGE</b>				<b>1,950</b>		<b>1,950</b>
<b>TOTAL ASSESSOR'S OFFICE</b>				<b>316,589</b>	<b>0</b>	<b>316,589</b>



**Town of Colchester  
FY 2022-2023  
Proposed 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 needed.

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, contractors 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 Land Use Permit Applicants:**

- Pre-application meetings to identifying applicant needs / expectations
- Ensure 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)

### **2021-2022 Accomplishments**

- Work with Planning and Zoning Commission to review and amend zoning regulations
- Work with Economic Development Commission to facilitate award of C-TIP to businesses
- Grant administration of Norton Mill remediation, Lebanon Ave Streetscape, Town Green Improvements and the development of an Affordable Housing Plan
- Assist First Selectman's Office and Public Works Department develop strategies for future facility needs
- Continue to administer code and blight enforcement regulations with professionalism and tact

<b>Measures (January 1-December 31)</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Applications Processed:	1195	1306	1887	795
Residential Applications Approved (Houses):	42	18	17	23
Residential Applications Approved (Other):	899	704	1663	709
Commercial Applications Approved:	51	80	73	63
Building Inspections:	181	843	1137	823
Fees Collected:	439,706	494,453	390,253	274,036
Total Cost of Construction (\$):	18,531,793	22,249,099	19,306,930	15,645,144

### **2022-2023 Objectives**

- Complete revision of Zoning Regulations to incorporate past amendments
- Update Subdivision Regulations
- Implement online permitting system and promote its use
- Complete Affordable Housing Plan and develop an approach to implementation
- Complete remediation of Norton Mill site and facilitate park improvements
- Complete outstanding Town Green and Lebanon Ave pedestrian projects
- Assist Economic Development Commission in development of a Town-wide branding and marketing strategy

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**PLANNING/BUILDING CODE ADMINISTRATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	329,865	356,941	365,056	369,997	373,299
Overtime	2,197	2,371	3,494	1,909	3,297
Contractual, Temporary, Occasional Payroll	8,198	1,017	1,200	10,288	3,000
Employee Related Insurances	1,358	1,517	1,594	1,313	1,594
FICA & Retirement	47,769	52,415	55,322	52,727	56,975
Copier	3,189	3,865	4,690	4,001	4,690
Office Supplies	1,495	1,442	1,800	2,196	1,800
Technical Reference Materials	319	145	350	0	350
Mileage, Training & Meetings	268	192	2,850	280	2,850
Professional Memberships	7,070	10,889	11,705	10,833	11,500
Legal	4,828	9,401	10,000	503	10,000
Professional Services	7,308	12,373	10,000	16,703	10,000
Postage	366	545	1,500	423	500
Service Contracts	9,940	12,350	11,000	11,630	11,000
Legal Notices	1,957	2,724	3,000	1,690	3,000
Printing & Publications	159	743	1,000	45	500
Telephone	156	0	0	0	0
Vehicle Maintenance & Fuel	3,833	2,438	4,481	1,763	3,920
<b>TOTAL</b>	<b>430,275</b>	<b>471,368</b>	<b>489,042</b>	<b>486,301</b>	<b>498,275</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11411 - PLANNING/BUILDING CODE ADMINISTRATION</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>392,864</b>		<b>373,299</b>
Town Planner	1.00	91,090.00	91,090			
Building Official	1.00	84,833.00	84,833			
Zoning Enforcement Officer/Assistant Planner	1.00	70,284.00	70,284			
Wetlands Enforcement Officer	1.00	65,357.00	65,357			
Land Use Assistant (8 hrs/day)	1.00	60,385.00	60,385			
Department Clerk - 10 hrs/week	1.00	19,565.00	19,565		(19,565)	
Longevity	1.00	1,350.00	1,350			
<b>40103 - OVERTIME</b>				<b>3,297</b>		<b>3,297</b>
Meeting Clerk - Planning & Zoning Commission	1.00	1,909.00	1,909			
Meeting Clerk - Zoning Board of Appeals	1.00	347.00	347			
Meeting Clerk - Wetlands Conservation Commission	1.00	1,041.00	1,041			
<b>40105 - CONTR TEMP OCCAS</b>				<b>5,000</b>		<b>3,000</b>
Coverage for Building Official	1.00	5,000.00	5,000		(2,000)	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,594</b>		<b>1,594</b>
Life/AD&D Insurance	1.00	983.00	983			
Long Term Disability Insurance	1.00	611.00	611			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>58,625</b>		<b>56,975</b>
FICA/Medicare	1.00	30,690.00	30,690		(1,650)	
Defined Contribution 401(a) Plan - Town Planner @ 6%	1.00	5,465.00	5,465			
Defined Contribution 401(a) Plan - ZEO, Building Official and Wetlands Officer @ 8%	1.00	17,639.00	17,639			
Defined Contribution 401(a) Plan - Land Use Assistant @ 8%	1.00	4,831.00	4,831			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42233 - COPIER</b>				<b>4,690</b>		<b>4,690</b>
Per image charges	1.00	1,200.00	1,200			
Copy supplies	1.00	250.00	250			
Monthly lease payments	12.00	270.00	3,240			
<b>42301 - OFFICE SUPPLIES</b>				<b>1,800</b>		<b>1,800</b>
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>350</b>		<b>350</b>
Building code amendments	1.00	350.00	350			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>2,850</b>		<b>2,850</b>
Mileage for use of personal vehicles	1.00	2,850.00	2,850			
Classes, seminars, conferences attended by staff, Board & Commission members						
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>11,500</b>		<b>11,500</b>
Professional Organization fees/membership dues	1.00	1,000.00	1,000			
Staff and Board & Commission members						
Salmon River Watershed & Conservation Compact	1.00	5,000.00	5,000			
Southeastern CT Enterprise Region (SECTER)	1.00	5,500.00	5,500			
<b>44203 - LEGAL</b>				<b>10,000</b>		<b>10,000</b>
<b>44208 - PROFESSIONAL SERVICES</b>				<b>10,000</b>		<b>10,000</b>
Grant administration and design consulting fees	1.00	10,000.00	10,000			
<b>44217 - POSTAGE</b>				<b>500</b>		<b>500</b>
Code enforcement letters						
<b>44223 - SERVICE CONTRACTS</b>				<b>11,000</b>		<b>11,000</b>
Electronic Permitting software	1.00	11,000.00	11,000			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44230 - LEGAL NOTICES</b>				<b>3,000</b>		<b>3,000</b>
Public Hearing and Decision notices	1.00	3,000.00	3,000			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>500</b>		<b>500</b>
Print updates to department documents	1.00	500.00	500			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>3,920</b>		<b>3,920</b>
Vehicle maintenance/repairs	1.00	1,500.00	1,500			
Unleaded gasoline	800.00	2.78	2,224			
Estimated gross receipts tax - unleaded gasoline	1.00	196.00	196			
<b>TOTAL PLANNING/BUILDING CODE ADMINISTRATION</b>				<b>521,490</b>	<b>(23,215)</b>	<b>498,275</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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 recordings, notary public, 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)

## 2021-2022 Accomplishments

- Scanned vital records onto software system for printing to preserve originals
- Back scanned map images into our software system for public searching
- Attended 2 classes toward earning the Certified Municipal Clerk Certification
- Acted as a beta town for the Department of Health on-line Death Record System
- Implemented an on-line vital record request system
- Ran #1 Dog Contest
- Served as Treasurer for the New London County Town Clerk's Association
- Served as Vice President of New London County Town Clerk's Association

<b>Measures (January 1 – December 31)</b>	<b><u>2021</u></b>	<b><u>2020</u></b>	<b><u>2019</u></b>
• Land Record Recordings:	3,766	2,800	2,657
• Absentee Ballots Issued:	1,381	5,371	294
• Dog Licenses Issued:	1,264	1,276	1,291
• Marriage Licenses Issued:	63	65	47
• Birth, Marriage, & Death Cert. Issued:	498	427	483
• Burial/Cremation Certificates issued:	156	116	(Not Recorded)
• Sporting Licenses Issued:	102	170	578
• Documents Notarized:	1,261	944	1,243
• Revenue Collected	\$402,512	\$315,873	\$283,096

## 2022-2023 Objectives

- Continue back-scanning maps for our on-line system
- Continue education toward the Certified Municipal Clerk Certification
- Serve as Vice President for our New London County Town Clerk's Association
- Implement a Boards and Commissions tracking software
- Continue Restoring older books for preservation
- Continue scanning vital records to Land Record System
- Run #1 Dog Contest and attend Bark for the Park to initiate dog registration

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**TOWN CLERK**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	110,411	113,939	115,138	119,678	122,509
Overtime	48	796	500	576	700
Contractual, Temporary, Occasional Payroll	6,035	1,099	500	120	300
Employee Related Insurances	398	503	526	503	526
FICA & Retirement	15,063	16,049	16,703	16,406	17,793
Copier	3,134	2,963	3,400	2,935	3,100
Office Supplies	2,658	2,538	2,000	1,550	2,000
Technical Reference Materials	1,195	1,195	1,195	1,195	1,195
Mileage, Training & Meetings	423	677	1,000	1,109	1,000
Professional Memberships	467	225	490	225	455
Indexing & Recording	18,740	19,000	19,000	18,847	20,000
Postage	1,741	2,150	2,000	2,212	2,250
Legal Notices	847	1,520	1,700	4,203	1,500
Printing & Publications	2,034	2,560	1,800	2,462	1,600
Micro Filming	1,179	1,598	1,500	1,119	1,500
Equipment Repairs	0	108	300	338	350
<b>TOTAL</b>	<b>164,373</b>	<b>166,920</b>	<b>167,752</b>	<b>173,478</b>	<b>176,778</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11501 - TOWN CLERK</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>122,509</b>		<b>122,509</b>
Town Clerk	1.00	72,847.00	72,847			
Assistant Town Clerk - Non Certified (7.5 hrs/day)	1.00	49,662.00	49,662			
<b>40103 - OVERTIME</b>				<b>700</b>		<b>700</b>
Overtime - additional hours for office coverage	1.00	700.00	700			
<b>40105 - CONTR TEMP OCCAS</b>				<b>300</b>		<b>300</b>
Temporary staff for office coverage	1.00	300.00	300			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>526</b>		<b>526</b>
Life/AD&D Insurance	1.00	281.00	281			
Long Term Disability Insurance	1.00	245.00	245			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>17,793</b>		<b>17,793</b>
FICA/Medicare	1.00	9,449.00	9,449			
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	4,371.00	4,371			
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 8%	1.00	3,973.00	3,973			
<b>42233 - COPIER</b>				<b>3,100</b>		<b>3,100</b>
Monthly lease payments	12.00	164.00	1,968			
Per image charges	1.00	332.00	332			
Paper & supplies for regular and map copier	1.00	550.00	550			
Annual map copier service contract.	1.00	250.00	250			
<b>42301 - OFFICE SUPPLIES</b>				<b>2,000</b>		<b>2,000</b>
Pens, vital paper, folders, paper, map strips, and other supplies	1.00	2,000.00	2,000			
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>2,395</b>		<b>1,195</b>
General Code - E-code 360 annual subscription	1.00	1,195.00	1,195			
On-Board/Clerkbase Boards & Commissions software	1.00	1,200.00	1,200		(1,200)	

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,200</b>		<b>1,000</b>
State mandated training - classes, conferences, other training	1.00	900.00	900		(150)	
Mileage - classes, conferences, county meetings	1.00	300.00	300		(50)	
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>455</b>		<b>455</b>
CT Town Clerks' Association	1.00	150.00	150			
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			
<b>44207 - INDEXING &amp; RECORDING</b>				<b>20,000</b>		<b>20,000</b>
Land Records - indexing & imaging - monthly contracted services	12.00	1,400.00	16,800			
Auditing services	1.00	3,200.00	3,200			
<b>44217 - POSTAGE</b>				<b>2,500</b>		<b>2,250</b>
Postage for returning recorded documents, absentee ballots, general correspondence, dog license notices	1.00	2,500.00	2,500		(250)	
<b>44230 - LEGAL NOTICES</b>				<b>1,500</b>		<b>1,500</b>
Warnings for Town meetings, budget referenda, Elections, audit, dog notices	1.00	1,500.00	1,500			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>1,600</b>		<b>1,600</b>
Minute books for boards & commissions	1.00	650.00	650			
Codification for updates to code book & ordinances	1.00	950.00	950			
<b>44271 - MICRO FILMING</b>				<b>1,500</b>		<b>1,500</b>
Annual microfilming & storage of maps.	1.00	750.00	750			
Microfilm creation	1.00	750.00	750			
Reallocation from Indexing & Recording						
<b>46224 - EQUIPMENT REPAIRS</b>				<b>400</b>		<b>350</b>
Office Equipment repairs	1.00	400.00	400		(50)	
<b>TOTAL TOWN CLERK</b>				<b>178,478</b>	<b>(1,700)</b>	<b>176,778</b>



**Town of Colchester  
FY 2022-2023  
Proposed 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, regulations, and guidelines 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 conducting local, state, and federal elections, referenda, and primaries for the town, while adhering to state election laws.

The Registrars maintain an accurate database for the town through an electronic/paper voter registration and a yearly canvass process. The Registrars utilize an electronic/paper voter checklist and manage Election Day Registration Voting.

**Staffing**

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

## **2021-2022 Accomplishments**

- Conducted 3 Budget Referendums including the Fire Equipment Referendum Question.
- Conducted a Close Vote Recanvass for 2 Budget Referendums.
- Conducted the 2021 Municipal Election.
- Conducted a Close Vote Recanvass for the 2021 Municipal Election.
- Conducted a Referendum for the Senior Center Project.
- Conducted a second Close Vote Recanvass for the 2021 Municipal Election.
- Processed registrations for new voters, changes of address, name, party enrollments, deaths.
- Attended County ROVAC meetings via phone and in person.
- Attended State ROVAC Spring and Fall Conferences.
- Conducted NOCA/ERIC Canvass to update the list of registered voters.
- Completed Maintenance of Tabulators.
- Successfully prepared Poll Workers and Polling Places in accordance with COVID safety procedures.
- Conducted a voter registration session for high school students at Bacon Academy.
- Conducted necessary procedures relating to Redistricting of the 34<sup>th</sup> and 48<sup>th</sup> State Assembly Districts.

## **2022-2023 Objectives**

- Continue to maintain accurate voter records and database.
- Prepare to conduct Budget Referendums and Recanvass.
- Prepare to conduct Party Primaries.
- Prepare to conduct 2022 State General Election.
- Conduct NOCA/ERIC Canvass to update the list of registered voters.
- Continue yearly Tabulator Maintenance.
- Obtain new storage space for election materials.
- Attend State ROVAC Spring and Fall Conferences.
- Attend County ROVAC meetings.
- Maintain and cull ROV records in accordance with the State Record Retention guidelines.



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**REGISTRARS OF VOTERS**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	28,424	29,064	29,718	30,718	30,462
Contractual, Temporary, Occasional Payroll	14,089	14,824	29,104	24,686	24,074
FICA	2,175	2,223	2,580	2,579	2,560
Office Supplies	1,085	682	600	1,005	600
Other Purchased Supplies	1,173	1,538	2,000	2,970	2,000
Mileage, Training & Meetings	668	385	4,000	1,401	4,000
Professional Memberships	140	10	200	160	200
Professional Services	4,941	2,066	2,600	1,266	2,600
Postage	1,370	1,538	2,000	2,398	2,000
Service Contracts	3,405	3,280	3,280	3,480	3,480
Printing & Publications	4,395	4,378	5,500	9,968	5,500
<b>TOTAL</b>	<b>61,865</b>	<b>59,988</b>	<b>81,582</b>	<b>80,631</b>	<b>77,476</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11601 - REGISTRARS OF VOTERS</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>30,462</b>		<b>30,462</b>
Registrar of Voters (2)	2.00	15,231.00	30,462			
<b>40105 - CONTR TEMP OCCAS</b>				<b>24,074</b>		<b>24,074</b>
Municipal election - Deputy Registrars	2.00	500.00	1,000			
Municipal election - Pollworkers	1.00	6,440.00	6,440			
Referenda (2) - Registrars	4.00	500.00	2,000			
Referenda (2) - Deputy Registrars	4.00	500.00	2,000			
Referenda (2) - Pollworkers	2.00	3,030.00	6,060			
Primary - Registrars	2.00	500.00	1,000			
Primary - Deputy Registrars	2.00	500.00	1,000			
Primary - Pollworkers	1.00	4,224.00	4,224			
Election Audit	1.00	350.00	350			
<b>41230 - FICA</b>				<b>2,560</b>		<b>2,560</b>
FICA/Medicare - Registrars	1.00	2,560.00	2,560			
<b>42301 - OFFICE SUPPLIES</b>				<b>600</b>		<b>600</b>
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>2,000</b>		<b>2,000</b>
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>4,000</b>		<b>4,000</b>
Training for Registrars	1.00	4,000.00	4,000			
Certification requirements						
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>200</b>		<b>200</b>
Annual dues - ROVAC	1.00	200.00	200			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44208 - PROFESSIONAL SERVICES</b>				<b>2,600</b>		<b>2,600</b>
Use of polling locations	1.00	100.00	100			
Coding of memory cards	1.00	2,500.00	2,500			
<b>44217 - POSTAGE</b>				<b>2,000</b>		<b>2,000</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>3,480</b>		<b>3,480</b>
Accuvote - annual maintenance agreement	1.00	1,800.00	1,800			
Voter checklist software - licensing & maintenance fees	1.00	1,680.00	1,680			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>5,500</b>		<b>5,500</b>
Printing of ballots	1.00	5,500.00	5,500			
<b>TOTAL REGISTRARS OF VOTERS</b>				<b>77,476</b>	<b>0</b>	<b>77,476</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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  
PROPOSED BUDGET**

**INSURANCES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Health Insurance	1,014,599	1,042,294	1,118,393	1,118,668	1,096,201
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	411,230	467,989	493,742	439,628	465,746
Municipal Insurance	212,988	233,487	245,703	251,416	264,006
Unemployment Compensation	33,936	78,656	6,100	35,973	16,100
<b>TOTAL</b>	<b>1,672,753</b>	<b>1,822,426</b>	<b>1,863,938</b>	<b>1,845,685</b>	<b>1,842,053</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11701 - INSURANCES</b>						
<b>41211 - HEALTH INSURANCE</b>				<b>1,096,201</b>		<b>1,096,201</b>
Projected claims - 100%	1.00	1,156,281.00	1,156,281			
Per Lockton estimate dated 1/27/22						
Fixed expenses - retention premium (ASO fees), Managed benefits fees, network access fees	1.00	19,602.00	19,602			
Per Lockton estimate dated 1/27/22						
Fixed expenses - Individual & Aggregate stop-loss insurance premiums	1.00	180,361.00	180,361			
Per Lockton estimate dated 1/27/22						
Estimated employer contributions to employee Health Savings accounts	1.00	101,400.00	101,400			
High deductible Health plan						
Consultant (Lockton) fees (Town share)	1.00	11,390.00	11,390			
Per Lockton estimate dated 1/27/22						
Consultant (PPI Benefits) fees (Town share) - employee benefits	1.00	11,250.00	11,250			
Actuarial fees - OPEB	1.00	8,800.00	8,800			
Increase funding for expected claims based on 33% of deficit 12/31/21	1.00	133,562.00	133,562			
balance in Town health insurance Reserve Fund plus 15% risk corridor						
Employee contributions	1.00	(230,000.00)	(230,000)			
Reduce funding for approximate amount allocated to Sewer/Water	1.00	(72,015.00)	(72,015)			
Reduce budget contribution to Self Insurance Reserve to phase in change in funding methodology over 10 years (starting FY 18/19)	1.00	(224,430.00)	(224,430)			
<b>41260 - WORKERS' COMP INSURANCE</b>				<b>465,746</b>		<b>465,746</b>
Workers Compensation premium	1.00	465,746.00	465,746			
Per estimate from USI Connecticut dated 12/29/20						

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44206 - MUNICIPAL INSURANCE</b>				<b>264,006</b>		<b>264,006</b>
Property/Inland Marine/Crime, including Boiler	1.00	35,381.00	35,381			
Per estimate from USI Connecticut dated 12/28/21						
General Liability	1.00	23,706.00	23,706			
Per estimate from USI Connecticut dated 12/28/21						
Employee Benefit Liability	1.00	292.00	292			
Per estimate from USI Connecticut dated 12/28/21						
Law Enforcement Liability	1.00	8,974.00	8,974			
Per estimate from USI Connecticut dated 12/28/21						
Public Officials, including Employment Practices Liability	1.00	27,169.00	27,169			
Per estimate from USI Connecticut dated 12/28/21						
Umbrella (annual)	1.00	50,634.00	50,634			
Per estimate from USI Connecticut dated 12/28/21						
Crime	1.00	782.00	782			
Per estimate from USI Connecticut dated 12/28/21						
Bond (Tax Collector & Assistant Tax Collector)	1.00	1,087.00	1,087			
Per estimate from USI Connecticut dated 12/28/21						
Fiduciary liability - Police Retirement Board	1.00	1,451.00	1,451			
Per estimate from USI Connecticut dated 12/28/21						
Fire Department Package (VFIS), including umbrella	1.00	51,464.00	51,464			
Per estimate from USI Connecticut dated 12/28/21						
Fire Department - Accident/sickness	1.00	2,816.00	2,816			
Per estimate from USI Connecticut dated 12/28/21						
Cyber Liability	1.00	16,335.00	16,335			
Per estimate from USI Connecticut dated 12/28/21						
Automobile Liability & Physical Damage	1.00	23,615.00	23,615			
Per estimate from USI Connecticut dated 12/28/21						
Miscellaneous Adds & Changes	1.00	2,000.00	2,000			
Per estimate from USI Connecticut dated 12/28/21						
Insurance broker fees	1.00	18,300.00	18,300			
Per estimate from USI Connecticut dated 12/28/21						



**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44243 - UNEMPLOYMENT COMPENSATION</b>				<b>16,100</b>		<b>16,100</b>
Unemployment compensation paid per case.	1.00	15,000.00	15,000			
Third Party Administrator & claims management fees	4.00	275.00	1,100			
<b>TOTAL INSURANCES</b>				<b>1,842,053</b>	<b>0</b>	<b>1,842,053</b>



**Town of Colchester  
FY 2022 – 2023  
Proposed 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  
PROPOSED BUDGET**

**PROBATE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Windham/Colchester Probate District	5,271	5,347	5,342	5,342	5,916
<b>TOTAL</b>	<b>5,271</b>	<b>5,347</b>	<b>5,342</b>	<b>5,342</b>	<b>5,916</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11702 - PROBATE</b>						
<b>47250 - WINDHAM-COLCHESTER PROBATE</b>				<b>5,916</b>		<b>5,916</b>
Per capita fees	1.00	5,916.00	5,916			
<b>TOTAL PROBATE</b>				<b>5,916</b>	<b>0</b>	<b>5,916</b>



**Town of Colchester  
FY 2022-2023  
Proposed Budget**

**Department: Information Technology**

**Mission**

To sustain and improve the quality of life for the Town's residents by aligning technology, people, and process towards sustainable municipal goals. Among the department's goals is enhancing the delivery of town services through electronic systems. Another department goal is to maintain the security and integrity of data and systems that are critical to the operations of the town.

**Description**

The Information Technology Department for Colchester consists of several roles fulfilled by the Town and a vetted contractor, Novus Insight. The roles include a virtual Chief Information Officer, Systems Administrator, and Desktop Support Staff. Through the combined efforts of these roles, the Town's technology systems are optimized and maintained 365 days a year. While there are three roles in the technology department, there are several staff that fulfill the roles, some of which are Town personnel.

**Staffing**

Contract services with Novus Insight:

Virtual Chief Information Officer  
Systems Administrator  
Desktop Support

**2021- 2022 Accomplishments**

- "Remote" Ticket System Implementation
- 289 Closed Tickets between on-site technicians and remote support staff
- Server virtualization project to simplify management, eliminate hardware replacement costs, and reduce electricity use - 5 physical servers eliminated
- Staff laptop rollouts in multiple departments, ex. Youth Services, Assessors, Public Works, etc. Aging desktops replaced with modern laptops and docking stations to better support a remote work environment
- Body cam installation with Police Department
- Senior Center UPS + Network Switch Upgrade
- Cragin Memorial Library infrastructure upgrade project planning
- Town wide UPS (battery backup) upgrade for all staff workstations

## **2022 - 2023 Objectives**

- Continue to encourage “Remote” Ticket System Usage
- Review Ticket System Metrics with Town Administration on a Quarterly Basis
- Devise Strategies to reduce open ticket duration
- Review end of life and end of support records with Town Administration on a Bi-Annual Basis
- Perform Monthly Review of Support Tickets for Root Cause (RCA/Root Cause Analysis)
- Monthly Patching and Updates of Infrastructure Systems
- As needed Patching for Critical Security Updates
- Manage On Premise, Off Site, and Cloud Backups within Industry Standard 3-2-1 Framework
- Develop and Assist in the Deployment of CROG Municipal IT Policy & Procedures
- Configuration, Deployment, and Management of a critical Security Awareness Training Program
- Complete Virtualization Project for IT Server Infrastructure, enhancing the town’s infrastructure:
  - Performance
  - Security
  - Survivability/Recoverability
  - Scalability
- Tickets Submitted/Resolved
- Budget Saved
- Implementing Remote Support Ticketing System



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**INFORMATION TECHNOLOGY**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	44,082	0	0	0	0
Employee Related Insurance	200	0	0	0	0
FICA & Retirement	5,683	0	0	0	0
Other Supplies	1,976	5,879	3,500	886	3,500
Professional Services	78,604	91,365	103,000	93,762	103,005
<b>TOTAL</b>	<b>130,545</b>	<b>97,244</b>	<b>106,500</b>	<b>94,648</b>	<b>106,505</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>11801 - INFORMATION TECHNOLOGY</b>						
<b>42315 - OTHER SUPPLIES</b>				<b>3,500</b>		<b>3,500</b>
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	3,500.00	3,500			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>103,005</b>		<b>103,005</b>
Website Hosting & Support (Virtual Town Hall)	1.00	3,600.00	3,600			
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	2,750.00	2,750			
Geographic Information System - Online viewer (MapXpress Interactive Public GIS)	1.00	3,300.00	3,300			
Datacard CD800 card printer maintenance	1.00	445.00	445			
Domain name - colchesterct.gov	1.00	400.00	400			
Sonicwall - remote access software licensing	1.00	3,600.00	3,600			
Monthly contracted services - Managed Support services	12.00	4,165.00	49,980			
Monthly contracted services for IT support - cloud enabled backup and disaster recovery services	12.00	460.00	5,520			
Monthly contracted services - Endpoint and Anti Virus licensing	12.00	425.00	5,100			
VMWare subscription renewal	1.00	135.00	135			
Domain name - remote.colchesterct.gov	1.00	200.00	200			
Zoom licensing	1.00	3,000.00	3,000			
Office 365 Applications and Email	1.00	21,425.00	21,425			
<b>TOTAL INFORMATION TECHNOLOGY</b>				<b>106,505</b>	<b>0</b>	<b>106,505</b>

# **Public Safety**



TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

## Public Safety

### Departments

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



**Town of Colchester  
FY 2022 – 2023  
Proposed Budget**

**Department: Colchester 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, 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 a full time therapy dog (K-9 Skipper). 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 (10 full-time)

- Corporal - 6
- Police Officer First Class - 2
- Police Officer - 2 (One in police academy as of 03/2022)

## 2021 – 2022 Accomplishments:

- Promotion of two Officers First Class to the rank of Corporal.
- 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 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.
- Axon body cameras deployed to all officers in 12/2021
- New Axon tasers deployed to the field for all officers in 11/2021
- Two officers received their body camera and taser instructor certification.
- 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).
- Therapy dog obtained (K-9 Skipper) and assigned to the full time SRO position.
- Purchase of new police Ford pickup patrol cruiser and Ford police SUV patrol cruiser to update aging police cruiser fleet. The town will now have three (3) Ford F150 police pick-up trucks in the fleet. This addition will also better serve the town for events in addition to police firearms training operations.
- Presentations to childcare facilities, business groups and other community organizations.
- Participation in the federal Prescription Drug Drop-Box Program with two (2) annual drug take back events.
- Processing of over one hundred (100) Town Pistol Permits as of March 2022.
- State of CT grant for Driving under the Influence Enforcement through the Connecticut Department of Transportation.
- Implementation of Colchester Police Department 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.
- Two Officers obtained their FAA Drone Pilot License.
- 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) 2020 2019 2018

• Motor Vehicle Warnings:	383	975	944
• Motor Vehicle Arrests:	669	1767	1681
• Motor Vehicle Accidents:	25	24	28
• Criminal Investigations:	361	415	433
• Pistol Permits Issued:	100+	120+	115+
• DWI Arrests:	24	44	52
• Calls for Service:	9,604	10,956	11,030



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**POLICE/RESIDENT TROOPER'S OFFICE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	860,324	928,856	922,756	916,323	910,194
Overtime	154,437	161,300	146,235	226,302	150,000
Employee Related Insurances	5,131	5,346	5,590	5,062	5,577
FICA & Retirement	242,681	255,911	292,099	286,924	298,353
Copier	2,395	2,061	2,158	1,824	1,808
Office Supplies	1,233	1,308	1,700	777	1,700
Uniform Purchases	6,976	10,748	14,800	11,191	11,700
Police Equipment	3,454	2,930	50,728	47,375	43,703
Mileage, Training & Meetings	14,040	17,235	26,535	28,352	21,250
Professional Memberships	3,581	3,688	3,750	3,863	3,799
Resident Trooper	191,917	188,276	192,178	201,245	204,051
Resident Trooper Overtime	37,174	26,409	17,500	14,071	17,500
Professional Services	12,892	11,630	12,650	11,585	12,650
Postage	114	180	300	100	200
Printing & Publications	261	182	600	395	600
Telephone	5,752	6,144	6,312	6,414	6,360
Equipment Repairs	500	565	2,975	2,206	2,975
Vehicle Maintenance & Fuel	32,327	31,484	31,675	40,927	46,250
<b>TOTAL</b>	<b>1,575,189</b>	<b>1,654,253</b>	<b>1,730,541</b>	<b>1,804,936</b>	<b>1,738,670</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>12101 - POLICE</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>951,223</b>		<b>910,194</b>
Sergeant	1.00	99,493.00	99,493		(41,029)	
Corporal	1.00	94,273.00	94,273			
Corporal	1.00	94,273.00	94,273			
Corporal	1.00	90,661.00	90,661			
Corporal	1.00	90,661.00	90,661			
Corporal	1.00	90,661.00	90,661			
Promoted from Officer First Class in FY 21-22						
Corporal	1.00	90,661.00	90,661			
Promoted from Officer First Class in FY 21-22						
Police Officer First Class	1.00	88,573.00	88,573			
Police Officer First Class	1.00	88,573.00	88,573			
Police Officer	1.00	74,103.00	74,103			
Police Officer	1.00	68,257.00	68,257			
Assistant to Department Head (8 hrs/day)	1.00	60,385.00	60,385			
Longevity	1.00	3,950.00	3,950			
School Resource Officer salary to be paid by BOE (Corporal)	1.00	(90,661.00)	(90,661)			
Shift differential	1.00	7,360.00	7,360			
<b>40103 - OVERTIME</b>				<b>150,000</b>		<b>150,000</b>
Patrol overtime	1.00	142,200.00	142,200			
Overtime - Canine Officer	1.00	7,800.00	7,800			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>5,577</b>		<b>5,577</b>
Life/AD&D Insurance	1.00	2,715.00	2,715			
Long Term Disability Insurance.	1.00	2,862.00	2,862			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>298,353</b>		<b>298,353</b>
FICA/Medicare	1.00	90,617.00	90,617			
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 26.971% of base pay (estimate based on actuarial valuation as of 7/1/20)	1.00	175,494.00	175,494			
Defined contribution 401(a) Plan @ 8% - Police Officers hired after 1/1/12	1.00	25,561.00	25,561			
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8%	1.00	4,831.00	4,831			
FICA/Medicare - shift differential	1.00	564.00	564			
Defined Benefit/Defined Contribution 401(a) Plan - shift differential	1.00	1,286.00	1,286			
<b>42233 - COPIER</b>				<b>1,808</b>		<b>1,808</b>
Copier lease - monthly payments	12.00	109.00	1,308			
Per image charges	1.00	500.00	500			
<b>42301 - OFFICE SUPPLIES</b>				<b>1,700</b>		<b>1,700</b>
General office supplies	1.00	1,700.00	1,700			
<b>42324 - UNIFORM PURCHASES</b>				<b>11,700</b>		<b>11,700</b>
Body armor	4.00	1,200.00	4,800			
Boot allowance	6.00	300.00	1,800			
Uniform pants	20.00	100.00	2,000			
Uniform shirts	20.00	125.00	2,500			
Replace web gear	1.00	600.00	600			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42338 - POLICE EQUIPMENT &amp; SUPPLIES</b>				<b>43,703</b>		<b>43,703</b>
State Mandated - Body worn cameras, tasers, taser cartridges, etc	1.00	43,703.00	43,703			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>21,250</b>		<b>21,250</b>
State mandated training & reimbursement for travel	1.00	2,000.00	2,000			
Ammunition (duty pistol/duty rifle)	1.00	13,200.00	13,200			
Armorer's and firearms training for Armorer	1.00	1,250.00	1,250			
POSTC class dues	11.00	100.00	1,100			
Drug Screening (mandatory for recertification)	11.00	200.00	2,200			
Wellness Screening (mandatory for recertification)	6.00	250.00	1,500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>3,799</b>		<b>3,799</b>
Law Enforcement Council (L.E.C.)	1.00	3,799.00	3,799			
<b>44200 - RESIDENT TROOPER</b>				<b>204,051</b>		<b>204,051</b>
Resident Trooper Supervisor	1.00	204,051.00	204,051			
Per letter from State of CT dated 1/31/22 - 85% cost allocated to the Town						
<b>44204 - RESIDENT TROOPER OT</b>				<b>17,500</b>		<b>17,500</b>
Trooper (State Police) overtime	1.00	17,500.00	17,500			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>12,650</b>		<b>12,650</b>
Uniform allowance - 11 officers, 230 days/officer, \$5/day	2,530.00	5.00	12,650			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44217 - POSTAGE</b>				<b>200</b>		<b>200</b>
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>600</b>		<b>600</b>
Legal updates	1.00	600.00	600			
<b>45216 - TELEPHONE</b>				<b>6,360</b>		<b>6,360</b>
Mobile Data Terminal Service	12.00	420.00	5,040			
Comcast monthly service charges	12.00	110.00	1,320			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>2,975</b>		<b>2,975</b>
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			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>46,250</b>		<b>46,250</b>
Unleaded gasoline	10,000.00	2.78	27,800			
Estimated gross receipts tax - unleaded gasoline	1.00	2,450.00	2,450			
Repairs/parts	1.00	16,000.00	16,000			
<b>TOTAL POLICE</b>				<b>1,779,699</b>	<b>(41,029)</b>	<b>1,738,670</b>



**Town of Colchester  
FY 2022-2023  
Proposed 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 Hayward 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 Fire/EMS (full-time)

Deputy Chief (full-time)

Assistant Chief (Fire - volunteer)

Assistant Chief (EMS - volunteer)

Lieutenant/Health & Safety Officer (full-time)

Firefighter/Emergency Medical Technicians (6 full-time) Monday-Friday

Firefighter/Emergency Medical Technician (10 per diem) Saturday/Sunday/As Needed

75 Volunteer Members (Fire-EMS-Fire Police)

## 2021-2022 Accomplishments

- Responded to 2,217 calls for service – 587 Fire/1,638 EMS (Year 2021)
- 2,192 scheduled training/drill sessions (Year 2021)
- Provided support to Town sponsored events
- Continued to provide outstanding customer service to the citizens of Colchester during extremely demanding conditions arising from the Covid-19 pandemic.
- 7 new Per Diem Firefighters were hired
- 14 new volunteers on probation; 6 new members going through on boarding process; 5 withdrawn/removed from the department

## Measures (January 1 – December 31, 2021)

- Total Personnel Hours – Calls/Emergency = 9,336
- Training Personnel Hours = 4,215

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
• Fire Marshal Inspections	307	102*	786	614	572
• FM Violations Issued	172	76*	327	249	374
• Fire Calls:	59	64	44	57	48
• Fire Alarms	156	140	136	118	138
• Rescue/Medical Calls:	1630	1219	1334	1455	1275
• Hazmat/Elec.	50	83	45	78	65
• Other Calls ( Service):	190	342	261	418	336
• Mutual Aid: (given & received)	328	293	340	347	210

\* Inspection numbers reflect FMO being limited access to residential properties due to Covid-19 pandemic. These inspections will need to be made up during the upcoming year.

## 2022-2023 Objectives

- Continued focus on volunteer recruitment and retention; Develop a Mentor Program & Recognition Program
- Continued focus on staffing and apparatus replacement plans
- Continue development of the Community Risk Reduction Program and development of a CERT Team
- Seek Federal Grant Opportunities to support CFD Mission and needs
- Maintain Heartsafe Community Status; Offer quarterly Community CPR free to the public
- Maintain 911 System Infrastructure; Provide enhance interoperability with our dispatch center



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**FIRE/EMERGENCY MEDICAL SERVICES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	578,860	623,974	701,636	730,134	753,231
Overtime	34,929	61,703	35,000	205,795	35,000
Contractual, Temporary, Occasional Payroll	80,123	86,040	98,904	41,615	73,390
Employee Related Insurances	2,737	2,757	3,730	3,047	3,730
FICA & Retirement	89,153	96,855	111,907	119,108	121,391
Copier	1,808	1,168	2,140	2,401	2,140
Office Supplies	2,754	2,511	3,000	2,949	3,000
Safety Equipment	43,661	70,052	46,979	51,104	52,288
Custodial/Maintenance Supplies	4,587	3,631	4,000	3,164	4,000
Operating Supplies	0	126	400	598	400
Technical Reference Materials	124	234	350	165	350
Emergency Medical Supplies	24,227	28,438	24,400	31,256	24,400
Fire Equipment Supplies	28,142	33,201	34,505	25,990	34,125
Firefighting Foam	1,695	1,275	1,700	1,617	1,500
Mileage, Training & Meetings	27,038	23,734	33,925	28,271	32,500
Professional Memberships	758	619	2,350	2,365	2,800
Legal	0	1,970	0	0	0
Professional Services	19,211	18,138	17,500	15,531	17,500
Postage	261	216	400	137	400
Service Contracts	80,740	110,438	97,070	87,613	94,112
Advertising	0	0	0	0	0
Printing & Publications	1,675	0	0	0	500
Fuel Compensation	44,951	44,995	45,000	46,164	45,000
Physicals & Testing	12,742	7,395	10,500	4,175	10,500
Telephone	10,087	12,455	14,333	13,372	12,437
Fuel & Heating	6,693	13,743	15,094	14,868	19,704
Water	320	296	1,000	0	2,000
Electricity	19,808	21,685	24,200	18,915	24,200
Equipment Repairs	11,164	4,304	11,560	8,044	10,260
Building Repairs	6,131	4,406	8,750	22,984	7,300
Vehicle Maintenance & Fuel	145,463	73,413	101,443	68,913	88,075
Building & Grounds Improvements	2,947	0	0	0	500
<b>TOTAL</b>	<b>1,282,789</b>	<b>1,349,772</b>	<b>1,451,776</b>	<b>1,550,295</b>	<b>1,476,733</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>12202 - FIRE/EMERGENCY MEDICAL SERVICES</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>850,407</b>		<b>753,231</b>
Fire Chief	1.00	102,500.00	102,500			
Deputy Chief	1.00	85,044.00	85,044			
Lieutenant Shift Supervisor/Safety Officer	1.00	74,121.00	74,121			
Current vacant position						
Firefighter/EMT	1.00	72,913.00	72,913			
Firefighter/EMT	1.00	72,913.00	72,913			
Firefighter/EMT	1.00	52,200.00	52,200			
Firefighter/EMT	1.00	52,200.00	52,200			
Firefighter/EMT	1.00	52,200.00	52,200			
Firefighter/EMT	1.00	52,200.00	52,200			
Fire Marshal	1.00	74,555.00	74,555			
Assistant to Department Head (8 hrs/day)	1.00	60,385.00	60,385			
Longevity	1.00	2,000.00	2,000			
Firefighter/EMT	1.00	48,588.00	48,588		(48,588)	
New position request						
Firefighter/EMT	1.00	48,588.00	48,588		(48,588)	
New position request						
<b>40103 - OVERTIME</b>				<b>35,000</b>		<b>35,000</b>
Overtime	1.00	35,000.00	35,000			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>40105 - CONTR TEMP OCCAS</b>				<b>73,390</b>		<b>73,390</b>
Assistant Chief Officers (2)	2.00	5,200.00	10,400			
Captains (3) - Fire, EMS, Fire Police	3.00	1,716.00	5,148			
Lieutenants/ISO (5)	5.00	673.00	3,365			
Engineers (15)	15.00	413.00	6,195			
Fire Police	1.00	1,242.00	1,242			
Per Diem	1.00	31,000.00	31,000			
Ambulance staffing	1.00	15,000.00	15,000			
Shift differential	1.00	1,040.00	1,040			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>4,442</b>		<b>3,730</b>
Life/AD&D Insurance	1.00	2,387.00	2,387			
Long Term Disability Insurance	1.00	1,343.00	1,343			
Life/AD&D Insurance - Firefighter/EMT (2 positions)	2.00	234.00	468		(468)	
New position requests						
Long Term Disability Insurance - Firefighter/EMT (2 positions)	2.00	122.00	244		(244)	
New position requests						
<b>41230 - FICA &amp; RETIREMENT</b>				<b>136,113</b>		<b>121,391</b>
FICA/Medicare	1.00	65,913.00	65,913			
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	6,150.00	6,150			
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8%	1.00	4,831.00	4,831			
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	38,533.00	38,533			
Defined Contribution 401(a) Plan @ 8% - Fire Marshal	1.00	5,964.00	5,964			
FICA/Medicare - Firefighter/EMT (2 positions)	2.00	3,717.00	7,434		(7,434)	
New position requests						
Defined Contribution 401(a) Plan @ 7% - Firefighter/EMT (2 positions)	2.00	3,644.00	7,288		(7,288)	
New position requests						
<b>42233 - COPIER</b>				<b>2,140</b>		<b>2,140</b>
Monthly lease payments	12.00	75.00	900			
Per image charges	1.00	300.00	300			
Copy Paper	1.00	400.00	400			
Monthly lease payments -color copier	12.00	45.00	540			
<b>42301 - OFFICE SUPPLIES</b>				<b>3,000</b>		<b>3,000</b>
General office and computer supplies	1.00	3,000.00	3,000			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>52,288</b>		<b>52,288</b>
Turnout gear, helmets, bunker coats, pants, boots (8 sets)	8.00	4,411.00	35,288			
Protective clothing repair - used & worn gear	1.00	1,500.00	1,500			
Flame-resistant work uniforms for paid staff	1.00	7,000.00	7,000			
NFPA/EMS Winter response clothing	1.00	500.00	500			
Cadet turnout gear - helmet and boots	1.00	1,000.00	1,000			
EMS Division gear	1.00	4,000.00	4,000			
Miscellaneous supplies	1.00	2,000.00	2,000			
Uniforms for Fire Chief & Fire Marshal	1.00	1,000.00	1,000			
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>4,000</b>		<b>4,000</b>
Cleaning & maintenance supplies for station and grounds	1.00	4,000.00	4,000			
<b>42340 - OPERATING SUPPLIES</b>				<b>400</b>		<b>400</b>
Cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc.	1.00	400.00	400			
<b>42343 - TECHNICAL REFERENCE MATERIALS</b>				<b>350</b>		<b>350</b>
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	350.00	350			
<b>42345 - EMERGENCY MEDICAL SUPPLIES</b>				<b>24,400</b>		<b>24,400</b>
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 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42346 - FIRE EQUIP SUPPLIES</b>				<b>34,125</b>		<b>34,125</b>
Batteries, Hazmat materials, sealant, fire extinguishers, breathing air, fasteners	1.00	7,000.00	7,000			
Hydro test 10 pressurized water extinguishers	1.00	500.00	500			
Hydro-test SCBA 4500 psi bottles	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			
Replacement of portable radios	1.00	4,000.00	4,000			
Replacement of portable radio batteries	1.00	1,500.00	1,500			
Replacement of pagers	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	3,000.00	3,000			
Replacement of fire hose	1.00	7,000.00	7,000			
Firefighting supplies, hand tools, ropes - Company 2	1.00	500.00	500			
<b>42347 - FIRE FIGHTING FOAM</b>				<b>1,500</b>		<b>1,500</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>32,500</b>		<b>32,500</b>
Meeting, training & conference travel	1.00	2,000.00	2,000			
Training programs & reference materials	1.00	500.00	500			
Public Fire prevention materials (Fire Marshal)	1.00	500.00	500			
Mandatory training OSHA, NFPA, etc.	1.00	26,500.00	26,500			
EMS mandatory training equipment	1.00	1,000.00	1,000			
Fire Marshal - travel & training, technical manuals	1.00	500.00	500			
Recruitment and retention	1.00	1,500.00	1,500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>2,800</b>		<b>2,800</b>
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer	1.00	2,800.00	2,800			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>17,500</b>		<b>17,500</b>
Comstar payments - 3.5% of revenue from ambulance billings	1.00	17,500.00	17,500			
Estimated revenue of \$500,000 (BLS)						
<b>44217 - POSTAGE</b>				<b>400</b>		<b>400</b>
Postage fees to send out equipment for repair/return postage of repaired items	1.00	400.00	400			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44223 - SERVICE CONTRACTS</b>				<b>95,112</b>		<b>94,112</b>
Emergency dispatch services	1.00	27,755.00	27,755			
Paramedic services	1.00	15,936.00	15,936			
Breathing air testing	1.00	1,200.00	1,200			
Annual furnace/hot water maintenance	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	1.00	850.00	850			
Pager radio service - maintenance & service	1.00	1,500.00	1,500			
Annual fire pump testing/certifications	5.00	200.00	1,000			
Annual ground ladder testing & certification	1.00	475.00	475			
Annual aerial ladder testing & certification	1.00	500.00	500			
Annual defibrillator calibration/certification (7 units)	1.00	2,000.00	2,000		(1,000)	
Annual hydraulic rescue tool service (base set & additional tools)	1.00	2,034.00	2,034			
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	4,897.00	4,897			
Annual posi-chek calibration/certification	1.00	850.00	850			
Fire Extinguisher inspections, recharging, hydrotesting	1.00	1,800.00	1,800			
Emergency generator services - Company 1	1.00	400.00	400			
Emergency generator services - Company 2	1.00	400.00	400			
Building Alarm system testing and monitoring	1.00	300.00	300			
Kitchen hood inspections	2.00	200.00	400			
Sprinkler system - quarterly inspections	4.00	90.00	360			
Mask-fit tester certification/calibration, OHD	1.00	975.00	975			
ESO Firehouse - fire incidents CAD integration, asset checklist bundle & bundles ( fire incidents, inspections, properties, personnel management, hydrants, activities)	1.00	9,950.00	9,950			
Air-fill station - breathing air compressor service contract	1.00	850.00	850			
Fire hose testing 15,200 ft - includes re-coupling/testing	15,200.00	0.29	4,408			
Fire alarm testing, monitoring & maintenance service contract - Company 1	1.00	600.00	600			
Fire alarm testing, monitoring & maintenance service contract - Company 2	1.00	400.00	400			
IamResponding system	1.00	650.00	650			
Exterminating Services - Company 2	12.00	27.00	324			
Annual furnace/hot water preventative maintenance/repair - Company 2	1.00	450.00	450			
Water Testing - Company 2	1.00	500.00	500			
Overhead Doors - preventative maintenance and repairs - Company 2	1.00	300.00	300			
Building Alarm system testing and monitoring - Company 2	1.00	100.00	100			
Annual maintenance/servicing of aerial ladder	1.00	3,500.00	3,500			
Annual air conditioning inspection/maintenance - Company 1	1.00	400.00	400			
Chest compression units - on-site preventative maintenance (2 units)	1.00	2,808.00	2,808			
Boiler inspection - State requirement - Company 1 & 2	1.00	240.00	240			
Kitchen Hood cleaning - 1 time per year, required	1.00	150.00	150			
Inspection of emergency lights, parts & service	1.00	200.00	200			
Annual inspection - above ground Convault	1.00	300.00	300			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44231 - ADVERTISING</b>				<b>500</b>		<b>0</b>
Advertising and publicizing for volunteer Firefighter/EMTs	1.00	500.00	500		(500)	
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>500</b>		<b>500</b>
Publication of materials for handouts at recruitment drives and visits	1.00	500.00	500			
<b>44243 - COMPENSATION</b>				<b>45,000</b>		<b>45,000</b>
Fuel compensation for volunteer staff	1.00	45,000.00	45,000			
<b>44286 - PHYSICALS &amp; TESTING</b>				<b>10,500</b>		<b>10,500</b>
Physicals & Testing - required for employment and service	1.00	7,500.00	7,500			
Annual OSHA Pulmonary function tests	1.00	1,000.00	1,000			
TB screening, random drug testing	1.00	2,000.00	2,000			
<b>45216 - TELEPHONE</b>				<b>12,437</b>		<b>12,437</b>
Headquarters phone, fax & internet	12.00	285.00	3,420			
Company 2 internet & phone	12.00	58.00	696			
Modems/aircards for laptops on apparatus	12.00	200.00	2,400			
Cell phone service - Fire Chief & Marshal	12.00	56.00	672			
Verizon modem for Deputy Chief Officer's vehicle	12.00	20.00	240			
Headquarters dispatch landline & emergency direct connection to Co. 2 & EOC	12.00	250.75	3,009			
Ipad/cell phone for ambulances electronic patient care reporting	2.00	800.00	1,600			
Telephone maintenance & repair	1.00	400.00	400			
<b>45221 - FUEL/HEATING</b>				<b>19,704</b>		<b>19,704</b>
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	4,750.00	2.96	14,060			
Propane - stove - Company 1	500.00	2.00	1,000			
Heating oil - Company 2	1,500.00	2.96	4,440			
Propane - Company 2	102.00	2.00	204			
<b>45350 - WATER</b>				<b>2,000</b>		<b>2,000</b>
Static & dry hydrants.	1.00	2,000.00	2,000			
<b>45622 - ELECTRIC</b>				<b>24,200</b>		<b>24,200</b>
Electricity - Company 1	1.00	20,000.00	20,000			
Electricity - Company 2	1.00	4,200.00	4,200			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>46224 - EQUIPMENT REPAIRS</b>				<b>10,260</b>		<b>10,260</b>
Office equipment repairs.	1.00	1,000.00	1,000			
Radio & alarm repairs, lights & sirens	1.00	4,000.00	4,000			
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	1,000.00	1,000			
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	2,500.00	2,500			
SCBA - ISI repair parts for breathing apparatus	1.00	500.00	500			
Small equipment repairs (fire pumps, doors, tools)	1.00	960.00	960			
<b>46226 - BUILDING REPAIRS</b>				<b>8,300</b>		<b>7,300</b>
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		(1,000)	
Building repairs - Company 2	1.00	500.00	500			
Overhead door repairs - Company 2	1.00	400.00	400			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>88,075</b>		<b>88,075</b>
Unleaded Gasoline	3,000.00	2.78	8,340			
Estimated gross receipts tax - unleaded gasoline	1.00	735.00	735			
Truck repairs & parts	1.00	52,000.00	52,000			
Diesel gasoline	9,000.00	3.00	27,000			
<b>48417 - BLDG &amp; GROUNDS IMPROVEMENTS</b>				<b>2,000</b>		<b>500</b>
Install, replacement and repairs of pressurized hydrants	1.00	2,000.00	2,000		(1,500)	
<b>TOTAL FIRE/EMERGENCY MEDICAL SERVICES</b>				<b>1,593,343</b>	<b>(116,610)</b>	<b>1,476,733</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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)

### **2020 – 2021 Accomplishments**

- Conducted monthly meetings with other department heads
- Applied for EMPG FY 20 grant funding
- Install new style HD antenna on EOC roof
- Managed town's Covid-19 Pandemic response, coordinating between the State of CT DEMHS, Town of Colchester and Chatham Health District.

### **2021 – 2022 Accomplishments**

- Apply for EMPG FY 201 grant funding
- Continued to manage the town's Covid-19 Pandemic response, coordinating between the State of CT DEMHS, Town of Colchester and Chatham Health District.
- Maintain and operate Town wide Emergency siren program.
- Continued coordination throughout Town and School to enhance response to critical events.
- Researched cost for upgrades or replacement of the town wide emergency siren program.

### **2022 - 2023 Objectives**

- 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  
PROPOSED BUDGET**

**EMERGENCY MANAGEMENT**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	3,725	5,071	5,185	5,124	5,191
FICA	283	388	397	392	397
Office Supplies	74	0	200	0	200
Other Purchased Supplies	5,754	2,734	3,500	3,500	3,500
Emergency Medical Supplies	0	185	250	0	250
Mileage, Training and Meetings	0	77	250	200	250
Postage	0	0	25	0	25
Service Contracts	1,615	510	990	825	990
Printing & Publications	169	0	250	0	250
Telephone	4,511	4,740	4,686	4,773	5,040
Equipment Repairs	565	3,928	3,000	3,287	3,000
<b>TOTAL</b>	<b>16,696</b>	<b>17,633</b>	<b>18,733</b>	<b>18,101</b>	<b>19,093</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>12301 - EMERGENCY MANAGEMENT</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>5,191</b>		<b>5,191</b>
Emergency Management Director - stipend	1.00	2,745.00	2,745			
Deputy Emergency Management Director - stipend	1.00	2,446.00	2,446			
<b>41230 - FICA</b>				<b>397</b>		<b>397</b>
FICA/Medicare	1.00	397.00	397			
<b>42301 - OFFICE SUPPLIES</b>				<b>200</b>		<b>200</b>
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>3,500</b>		<b>3,500</b>
Supplies for planned activation of EOC for training or live emergency event Includes radio replacements, batteries for radios, and sirens	1.00	3,500.00	3,500			
<b>42345 - EMERGENCY MEDICAL SUPPLIES</b>				<b>250</b>		<b>250</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>250</b>		<b>250</b>
EMD training, State programs, mileage	1.00	250.00	250			
<b>44217 - POSTAGE</b>				<b>25</b>		<b>25</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>990</b>		<b>990</b>
Emergency Operations Center - Alarm monitoring	1.00	480.00	480			
Emergency Operations Center - monthly pest control services	6.00	85.00	510			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>250</b>		<b>250</b>
Publication of Public Emergency Information	1.00	250.00	250			
<b>45216 - TELEPHONE</b>				<b>5,040</b>		<b>5,040</b>
Internet, static IP, U-verse, DSL, Centrix, fax, phone lines, alarm	12.00	240.00	2,880			
Mobile cell phone (hot spot)	12.00	20.00	240			
Internet	12.00	160.00	1,920			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>3,000</b>		<b>3,000</b>
Antenna replacement, sirens and other equipment repairs - as needed	1.00	3,000.00	3,000			
<b>TOTAL EMERGENCY MANAGEMENT</b>				<b>19,093</b>	<b>0</b>	<b>19,093</b>

# Public Works



TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

## Public Works

### Departments

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





**Town of Colchester  
FY 2022 – 2023  
Proposed 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 (shared position with Sewer & Water)

Director of Operations (full-time)

Assistant to the Department Head – Public Works (shared position with Sewer & Water)

### **2021 – 2022 Accomplishments**

- Consistent review of Town road quality and safety issues on all public right of ways and properties. Assignment as required.
- Maintained Operations with replacement of Director of Operations, Assistant to Director both mid-year, and FLMA considerations.
- Manage the other six division's personnel, training, daily operations, coordinated goals of 6 divisions and the Sewer and Water Department. Replacement of 3 other personnel throughout divisions.
- Contract preparation & administration Replacement of Fuel Oil Tank at Company One Fire Department Garage.
- FEMA Response and reimbursement Tropical Storm Isaias.
- Promoted existing employee to DPW Supervisor

### **2022 – 2023 Objectives**

- Prepare Contacts and Bids for Capital Projects and on-going operational expenses, and oversee work for contract compliance.
- Prepare RFP Bids replacement of U/G Oil Tanks as required, Senior Center, Bacon Academy, Town Hall.
- 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  
PROPOSED BUDGET**

**PUBLIC WORKS ADMINISTRATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	151,341	158,137	163,280	158,449	168,412
Employee Related Insurances	564	364	593	396	593
FICA & Retirement	22,270	20,644	24,568	20,294	25,437
Copier	230	305	290	275	290
Office Supplies	294	239	300	506	300
Safety Equipment	0	200	625	0	400
Professional Memberships	135	0	500	75	500
Postage	7	18	100	22	100
Advertising	70	80	100	0	100
Telephone	880	674	1,320	1,246	1,210
<b>TOTAL</b>	<b>175,791</b>	<b>180,661</b>	<b>191,676</b>	<b>181,263</b>	<b>197,342</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13200 - PUBLIC WORKS ADMINISTRATION</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>168,412</b>		<b>168,412</b>
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water) Current vacant position	1.00	46,000.00	46,000			
Director of Operations	1.00	92,219.00	92,219			
Assistant to Department Head - 8 hrs/day (50% Town & 50% S/W)	1.00	30,193.00	30,193			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>593</b>		<b>593</b>
Life/AD&D Insurance	1.00	361.00	361			
Long Term Disability	1.00	232.00	232			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>25,437</b>		<b>25,437</b>
FICA/Medicare	1.00	12,884.00	12,884			
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,760.00	2,760			
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	7,378.00	7,378			
Defined Contribution 401(a) Plan - Assistant to Department Head @ 8% (50% Town, 50% S&W)	1.00	2,415.00	2,415			
<b>42233 - COPIER</b>				<b>290</b>		<b>290</b>
Copier - monthly lease payments	12.00	20.00	240			
Per image charges	1.00	50.00	50			
<b>42301 - OFFICE SUPPLIES</b>				<b>300</b>		<b>300</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>400</b>		<b>400</b>
Safety Shoes - PW Director & Director of Operations	2.00	200.00	400			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>500</b>		<b>500</b>
American Public Works Association, Tree Warden Association	1.00	500.00	500			
<b>44217 - POSTAGE</b>				<b>100</b>		<b>100</b>
Postage, citations, warning letters	1.00	100.00	100			
<b>44231 - ADVERTISING</b>				<b>100</b>		<b>100</b>
Advertising for bids, project data	1.00	100.00	100			
<b>45216 - TELEPHONE</b>				<b>1,210</b>		<b>1,210</b>
Cell phone - 50% for Public Works Director	12.00	10.00	120			
Cell phone - Director of Operations & PW Supervisors (July/August)	2.00	115.00	230			
Cell phone - Director of Operations & PW Supervisors (Sept)	1.00	95.00	95			
Cell phone - Director of Operations & PW Supervisors (Oct-June)	9.00	85.00	765			
<b>TOTAL PUBLIC WORKS ADMINISTRATION</b>				<b>197,342</b>	<b>0</b>	<b>197,342</b>



**Town of Colchester  
FY 2022 – 2023  
Proposed 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

**2021 – 2022 Accomplishments**

- Continued daily Work Protocols in response to COVID-19 to maintain continuity of operations.
- Brought on/ Hired a new Director of Operations and DPW Supervisor.
- Milled and paved 609 ft. of Cemetery Road, 1437 ft. of Taylor Road
- Outsource Regrading of 8.75 miles of unpaved roadways.
- Completed Bridge Inspection Repairs – River Road
- Conducted portion of Town Wide Distressed/Damaged Street Tree Survey/Removal and completed approximately 25% of removals with normal budgeted funds.
- 250 feet of bituminous curbing and roadway drainage issues on Lake Hayward Road.
- Outsourced paving for the second half of Town Garage parking lot and Salt Shed.
- Had concrete pad installed for a new generator and propane tank at the Town Garage.
- Addressed driveway apron repairs as needed.

- Drainage detention basin cleaning and outlet swale cleaning, town-wide (On-Going)
- Again, remove beaver dams interfering with drainage and within pipes – River Road, Old Amston Road, Cabin Road, Ruby Cohen Park, Miles Standish Road, (continuing issue)
- Replaced 32 catch basin tops town wide.
- Completed town wide road sweeping per MS4 DEEP requirements.
- Replacement of damaged guard rail and street signs. Town-wide (On-Going).
- Assisted in list for 2<sup>nd</sup> round of State program for enhanced driver warning at curves on Town Roads.
- 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. New Crack filling Machine training and operation for higher production.
- New Guardrail installation Marvin Road
- Roadside mowing completed town wide (twice).
- Cold in place asphalt recycling with cap: Upton Rd
- Cold in place asphalt recycling, not capped: Carli Blvd.
- Helped Water Department install 900 ft. of water main at the Rec Plex for future irrigation.
- Removed old playground equipment and installed new, donated playground equipment at the Rec Plex.
- Replaced damaged curbing and top soiled damaged lawns as a result of winter snow operations.
- 4 employees started training and received permits for their Class A CDL.
- Both Transfer Station employees became certified

## **2022 – 2023 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. Continue productivity increase with Crack Sealing equipment.
- Continue to address 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.
- Cap and address/replace any catch basin tops on Carli Blvd.
- Repaint 53 miles of Collector Road center lines and stop bars



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**HIGHWAY**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	365,815	400,739	426,824	456,329	444,069
Overtime	7,559	8,720	15,000	15,181	15,000
Contractual, Temporary, Occasional Payroll	100	2,413	0	5,538	5,980
Employee Related Insurances	1,527	1,309	1,913	1,615	1,913
FICA & Retirement	49,634	56,505	63,504	64,122	68,726
Copier	0	149	768	669	768
Safety Equipment	3,690	3,628	4,326	3,191	4,326
Other Purchased Supplies	123,614	108,663	150,044	157,483	150,044
Mileage, Training & Meetings	420	120	1,500	6,576	1,500
Professional Services	64,453	58,188	53,815	140,305	38,315
Equipment Rental	39	306	10,500	180	7,500
Uniform Rental	3,153	2,123	3,380	2,424	3,380
Traffic Control	54,974	58,788	65,000	64,054	65,000
Equipment Repairs	0	309	200	0	200
Vehicle Maintenance & Fuel	129,550	147,305	140,405	183,090	160,150
Road Improvements	650,000	600,000	620,000	620,000	540,000
<b>TOTAL</b>	<b>1,454,528</b>	<b>1,449,265</b>	<b>1,557,179</b>	<b>1,720,757</b>	<b>1,506,871</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13201 - HIGHWAY</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>444,069</b>		<b>444,069</b>
Public Works Supervisor	1.00	59,195.00	59,195			
Maintainer III	1.00	61,262.00	61,262			
Maintainer III	1.00	61,262.00	61,262			
Maintainer III	1.00	61,262.00	61,262			
Maintainer II	1.00	56,607.00	56,607			
Maintainer II	1.00	45,581.00	45,581			
Current vacant position						
Maintainer II	1.00	50,279.00	50,279			
Maintainer II	1.00	46,521.00	46,521			
Longevity	1.00	2,100.00	2,100			
<b>40103 - OVERTIME</b>				<b>15,000</b>		<b>15,000</b>
Roads Overtime (not snow)	1.00	15,000.00	15,000			
<b>40105 - CONTR TEMP OCCAS</b>				<b>5,980</b>		<b>5,980</b>
Tree Warden stipend	1.00	5,980.00	5,980			
Reallocation from Professional Services						
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,913</b>		<b>1,913</b>
Life/AD&D Insurance	1.00	936.00	936			
Long Term Disability	1.00	977.00	977			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>68,726</b>		<b>68,726</b>
FICA/Medicare	1.00	35,576.00	35,576			
Defined Contribution 401(a) Plan - Road Crew @ 7.5% (8 employees)	1.00	33,150.00	33,150			
<b>42233 - COPIER</b>				<b>768</b>		<b>768</b>
Copier - monthly lease payments	12.00	44.00	528			
Copier Lease Payment	1.00	240.00	240			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>4,326</b>		<b>4,326</b>
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 - Summer	48.00	5.00	240			
Gloves - Winter	16.00	10.00	160			
Forestry hard hat replacement - one per year	1.00	110.00	110			
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	40.00	320			
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>150,044</b>		<b>150,044</b>
Meals in storms/call-in (not snow events)	1.00	150.00	150			
Catch basin blocks for raising or repairing tops, one pallet	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 Class 2 asphalt	1.00	65,904.00	65,904			
40/tons cold patch	40.00	110.00	4,400			
Drainage 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, etc.	1.00	1,000.00	1,000			
52 miles of center line (double yellow) road painting	52.00	395.00	20,540			
Annual stop bars & crosswalks painting & paints	450.00	15.00	6,750			
<b>SAND, SALT, GRAVEL, CEMENT</b>						
Cement & ready mix concrete	1.00	1,200.00	1,200			
Drainage stone & Rip Rap for road drainage repairs - 500 tons	500.00	30.00	15,000			
Topsoil for backup curb repairs - 180 tons	180.00	24.00	4,320			
Erosion ground supplies, seed, haybales, etc.	1.00	1,000.00	1,000			
<b>TRAFFIC CONTROL SIGNS</b>						
Street signs, Traffic Control signs, cones	1.00	7,000.00	7,000			
Catch basin tops, manhole covers,risers for emergency repairs	8.00	285.00	2,280			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,500</b>		<b>1,500</b>
Training programs, mileage reimbursements	1.00	1,500.00	1,500			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>72,815</b>		<b>38,315</b>
Tree removal services - bucket truck & crew	1.00	50,000.00	50,000		(15,000)	
Catch basin Vacuum truck contractor services	13.00	1,500.00	19,500		(19,500)	
<b>PHYSICALS:</b>						
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 CDL testing 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			
<b>44237 - EQUIPMENT RENTAL</b>				<b>10,500</b>		<b>7,500</b>
Equipment rental - mini excavator, bobcat with forestry attachment, pumps, generators, etc.	1.00	7,000.00	7,000		(3,000)	
Brush removal drainage - right of ways (shared cost with Water & Sewer)	1.00	3,500.00	3,500			
<b>44238 - UNIFORM RENTALS</b>				<b>3,380</b>		<b>3,380</b>
Uniform rental - 8 employees	52.00	65.00	3,380			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>45389 - TRAFFIC CONTROL LIGHTS</b>				<b>65,000</b>		<b>65,000</b>
Electricity for streetlights and traffic control lights	1.00	65,000.00	65,000			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>200</b>		<b>200</b>
Radio repairs and battery replacements	1.00	200.00	200			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>160,150</b>		<b>160,150</b>
Unleaded Gas	6,000.00	2.78	16,680			
Estimated gross receipts tax - unleaded gasoline	1.00	1,470.00	1,470			
Diesel gasoline	14,000.00	3.00	42,000			
Vehicle Repair Parts	1.00	100,000.00	100,000			
<b>48439 - ROAD IMPROVEMENT</b>				<b>700,000</b>		<b>540,000</b>
Road Improvement/Paving projects and Maintenance	1.00	700,000.00	700,000		(160,000)	
<b>TOTAL HIGHWAY</b>				<b>1,704,371</b>	<b>(197,500)</b>	<b>1,506,871</b>



**Town of Colchester  
FY 2022 – 2023  
Proposed 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).

**2021 – 2022 Accomplishments**

- Initiated an engineering inspection of water intrusion damage for the building.
- Replaced one rooftop heating unit.
- Overhauled valves on fire apparatus to meet pump testing standards.
- Created specs and oversaw roof replacements of four out-buildings.
- Created specs and oversaw building of a new Hwy Department plow/dump truck.
- Created specs for and ordered another new Hwy Department plow/dump truck.
- Created specs for a new Deputy Chief's vehicle.
- Created specs for a new over-the-rail roadside mower.
- Created specs and ordered a new Police SUV Interceptor.
- Created specs and ordered a new Police Responder F150 pickup.
- Created specs and ordered a new Fire Marshal F150 pickup.
- Submitted proposal to refurb an older truck every other year.
- Will complete a refurb of one truck by June 30<sup>th</sup> of this year.
- Completed another OSHA Consultation Inspection.
- Continuation of chemical rust prevention program on all vehicles.

- Continuation of undercarriage washing on senior buses, youth vans and police vehicles.
- 100% of spring equipment was ready to go by March 30<sup>th</sup>.
- 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.

<b>Measures (1/1/2021 – 12/31/2021)</b>	<b>2021</b>	<b>2020</b>	<b><u>2019</u></b>
• Work Orders Completed	1188	1100	1276

## **2022 – 2023 Objectives**

- Strive for a safe and healthy work environment.
- Replace the roof on the salt shed.
- Complete the installation of 400 amp electrical service.
- Complete the installation of the 60KW generator with an automatic transfer switch.
- Continue on-line training courses to meet OSHA requirements.
- Continue with CONN OSHA's Consultation Services.
- Continue building repairs and maintenance in-house to keep cost down.
- Continue collecting data to further propose changing plow/dump truck replacement timeframe.
- Continue on upgrading maintenance for our fire apparatus.
- Have 100% of seasonal equipment serviced and ready to go for March 30<sup>th</sup>.
- 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 remaining snow removal equipment fully operational by November 15.



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**FLEET SERVICES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	259,467	268,108	271,737	278,276	290,896
Overtime	328	7,940	4,500	4,074	4,000
Contractual, Temporary, Occasional Payroll	1,800	1,800	1,800	1,950	1,800
Employee Related Insurances	1,028	1,028	1,074	1,028	1,074
FICA & Retirement	37,807	39,731	41,124	40,989	44,901
Office Supplies	420	310	450	372	450
Safety Equipment	822	1,143	1,400	1,397	1,400
Custodial/Maintenance Supplies	1,208	1,284	1,300	1,298	1,300
Fleet Repair & Maintenance Supplies	25,314	25,063	25,000	24,680	27,500
Mileage, Training & Meetings	0	0	270	0	0
Professional Memberships	200	200	200	200	200
Professional Services	495	650	780	777	970
Service Contracts	17,423	13,870	18,157	15,429	19,864
Uniform Rental	2,246	1,629	2,000	1,717	2,100
Fuel & Heating	4,912	7,347	8,500	11,717	10,400
Electricity	10,330	14,424	13,000	12,604	13,000
Equipment Repairs	1,485	52	500	335	800
Building Repairs	6,210	5,874	6,000	5,955	6,000
Vehicle Maintenance & Fuel	9,232	9,613	8,962	10,953	9,246
<b>TOTAL</b>	<b>380,727</b>	<b>400,066</b>	<b>406,754</b>	<b>413,751</b>	<b>435,901</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13202 - FLEET SERVICES</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>290,896</b>		<b>290,896</b>
Fleet Maintenance Supervisor	1.00	96,213.00	96,213			
Mechanic III	1.00	71,598.00	71,598			
Mechanic III	1.00	64,895.00	64,895			
Mechanic II	1.00	56,940.00	56,940			
Longevity	1.00	1,250.00	1,250			
<b>40103 - OVERTIME</b>				<b>4,000</b>		<b>4,000</b>
Overtime	1.00	4,000.00	4,000			
<b>40105 - CONTR TEMP OCCAS</b>				<b>1,800</b>		<b>1,800</b>
Tool allowance - 3 employees @ \$50 per month	3.00	600.00	1,800			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,074</b>		<b>1,074</b>
Life/AD&D Insurance	1.00	585.00	585			
Long Term Disability Insurance	1.00	489.00	489			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>44,901</b>		<b>44,901</b>
FICA/Medicare	1.00	22,696.00	22,696			
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	7,697.00	7,697			
Defined Contribution 401(a) Plan - Mechanics @ 7.5%	1.00	14,508.00	14,508			
<b>42301 - OFFICE SUPPLIES</b>				<b>450</b>		<b>450</b>
Copy/Printer Paper	3.00	25.00	75			
General Office Supplies	1.00	75.00	75			
Printer Supplies	1.00	300.00	300			
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>1,400</b>		<b>1,400</b>
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			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>1,300</b>		<b>1,300</b>
Paper towels, toilet paper, soaps & cleaning supplies	1.00	1,300.00	1,300			
<b>42341 - FLEET REPAIR &amp; MAINT SUPPLIES</b>				<b>27,500</b>		<b>27,500</b>
Shop supplies, oils & lubricants, nuts, bolts, welding & grinding supplies, etc.	1.00	27,500.00	27,500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>200</b>		<b>200</b>
Motor Transport Association membership	1.00	200.00	200			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>970</b>		<b>970</b>
OSHA required audiograms	4.00	100.00	400			
Random Drug Testing	2.00	65.00	130			
CDL physicals	4.00	110.00	440			
<b>44223 - SERVICE CONTRACTS</b>				<b>19,864</b>		<b>19,864</b>
Annual Cummings Software Update	1.00	720.00	720			
Annual Domestic Vehicle Diagnostic Software Update	1.00	800.00	800			
Annual fire alarm extinguisher inspections	1.00	250.00	250			
Annual monitoring - Fire Alarm	1.00	600.00	600			
Annual monitoring - Security System	1.00	400.00	400			
Annual Navistar engine software fee	1.00	1,080.00	1,080			
Annual Overhead Hoist Inspection	3.00	250.00	750			
Annual Pressure Washer Service	1.00	600.00	600			
Annual RTA software maintenance fee	1.00	2,400.00	2,400			
Annual Service of propane heating units	4.00	125.00	500			
Annual Tire Pressure monitoring update	1.00	280.00	280			
Annual vehicle lift inspection	2.00	125.00	250			
Annual vehicle repair (not diagnostic) software update	1.00	1,668.00	1,668			
Boiler inspection (due March 2023)	1.00	100.00	100			
Fire extinguisher testing/replacement (not inspection)	1.00	200.00	200			
Internet	12.00	253.00	3,036			
Oil Filter Removal	2.00	110.00	220			
Oxygen, Acetylene & Welding Gas bottle lease	1.00	600.00	600			
Overhead door service/repair	1.00	2,200.00	2,200			
Parts washer service	4.00	265.00	1,060			
Waste gas removal	1.00	250.00	250			
Oil & Water Separator cleaning (every 3 years)	1.00	1,900.00	1,900			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44238 - UNIFORM RENTALS</b>				<b>2,100</b>		<b>2,100</b>
Uniforms and cloth wipers	1.00	2,100.00	2,100			
<b>45221 - FUEL/HEATING</b>				<b>10,400</b>		<b>10,400</b>
Propane - Town Garage	4,000.00	2.00	8,000			
Propane - Wash Bay	1,200.00	2.00	2,400			
<b>45622 - ELECTRIC</b>				<b>13,000</b>		<b>13,000</b>
Electricity - Town Garage complex	1.00	13,000.00	13,000			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>800</b>		<b>800</b>
Maintenance, testing and repairs - Fuel management & delivery systems	1.00	800.00	800			
<b>46226 - BUILDING REPAIRS</b>				<b>6,000</b>		<b>6,000</b>
Maintain Interior/Exterior - Town Garage, Salt Shed, Wash Bay	1.00	6,000.00	6,000			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>9,246</b>		<b>9,246</b>
Unleaded gasoline - Water Department	1,800.00	2.78	5,004			
Estimated gross receipts tax - unleaded gasoline	1.00	441.00	441			
Unleaded gasoline - Fleet	50.00	2.78	139			
Estimated gross receipts tax - unleaded gasoline	1.00	12.00	12			
Diesel gasoline - Fleet	50.00	3.00	150			
Vehicle & Equipment Repairs for Fleet	1.00	3,500.00	3,500			
<b>48404 - MACHINERY &amp; EQUIPMENT</b>				<b>22,518</b>		<b>0</b>
Replace tire changing machine & balancer	1.00	22,518.00	22,518		(22,518)	
<b>48417 - BUILDINGS &amp; GROUNDS IMPROVEMENTS</b>				<b>21,367</b>		<b>0</b>
Remove rotted wood from ceiling and wet insulation in the Wash Bay	1.00	16,485.00	16,485		(16,485)	
Upgrade security system, including replacement of existing wiring	1.00	4,882.00	4,882		(4,882)	
<b>TOTAL FLEET SERVICES</b>				<b>479,786</b>	<b>(43,885)</b>	<b>435,901</b>

**Town of Colchester  
FY 2022 – 2023  
Proposed 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 370 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 -3)

Maintainer I (full time – 3)

## 2021 – 2022 Accomplishments

- Maintained over 370 acres of town and school grounds, including weekend coverage for restrooms and special events. Increased bathroom cleaning per COVID guidelines/
- 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. Due to COVID-19, recommendations validation became self-evident with limited use of fields in 2020. Field proof of over use and lack of irrigation, as detailed in report. Per Study and public response to BOF Survey, restricted scheduling of fields to minimize overuse was initiated.
- Continued increased use of Ruby Cohen Park by public, (Partially COVID related; StoryWalk, Picnic Area) requiring 3 times more mowing than former traditional passive use. Ancient Burying Grounds still requiring bi-weekly care, private/public partnership continued to limit Town care to once a month, including removal of two massive trees located within grave sites that required crane service without damage to ancient grave stones.
- Successfully conducted all work on school grounds prior to school opening without use of overtime and maintained such during school year.
- Conducted Facilities Work Orders completion, Youth Center, Senior Center, Town Hall, including COVID Safety issues as required by Governors Guidelines.
- Install 900 feet of water main at the Rec Plex which will be used to supply water to irrigate the fields.
- Enacted two crew system for coverage at BOE and Town facilities.

<b>Measures (January 1 – December 31)</b>	<b><u>2021</u></b>	<b><u>2020</u></b>	<b><u>2019</u></b>
• Hours of Mowing	3960	3960	3850
• Hours of Snow Removal	912	912	784
• Hours of Field Maintenance/Prep (*COVID)	875	560*	1230
• Hours of Trash Removal	900	800	600

## 2022 – 2023 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.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**GROUNDS MAINTENANCE**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	299,527	311,990	330,488	339,248	356,336
Overtime	8,303	6,142	7,500	11,515	7,500
Employee Related Insurances	1,321	1,621	1,671	1,720	1,674
FICA & Retirement	41,282	43,294	48,904	47,456	54,464
Safety Equipment	2,366	2,102	2,500	955	2,500
Custodial/Maintenance Supplies	2,162	2,852	3,000	4,174	3,000
Grounds Maintenance Supplies	24,995	17,658	31,000	31,996	31,000
Other Purchased Supplies	6,347	7,902	5,000	7,469	5,000
Mileage, Training & Meetings	7	0	525	276	525
Professional Services	14,561	12,574	8,850	2,951	8,850
Service Contracts	2,748	1,700	5,375	7,814	5,375
Equipment Rental	0	0	500	0	500
Uniform Rental	3,276	1,896	2,940	2,077	2,940
Telephone	340	289	1,620	840	1,620
Fuel & Heating	503	1,195	1,700	1,344	2,000
Water & Sewer	0	0	0	0	4,600
Electricity	20,964	14,061	33,000	17,958	33,000
Equipment Repairs	778	12	1,200	0	1,200
Building Repairs	2,413	1,962	2,000	9,676	2,000
Other Repairs	2,644	0	2,000	2	2,000
Vehicle Maintenance & Fuel	38,913	32,554	37,338	51,895	49,938
<b>TOTAL</b>	<b>473,450</b>	<b>459,804</b>	<b>527,111</b>	<b>539,366</b>	<b>576,022</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13203 - GROUNDS MAINTENANCE</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>356,336</b>		<b>356,336</b>
Public Works Supervisor	1.00	69,342.00	69,342			
Maintainer II	1.00	49,298.00	49,298			
Maintainer II	1.00	50,279.00	50,279			
Maintainer II	1.00	45,581.00	45,581			
Maintainer I	1.00	48,964.00	48,964			
Maintainer I	1.00	48,964.00	48,964			
Maintainer I	1.00	42,658.00	42,658			
Longevity	1.00	1,250.00	1,250			
<b>40103 - OVERTIME</b>				<b>7,500</b>		<b>7,500</b>
Overtime	1.00	7,500.00	7,500			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,674</b>		<b>1,674</b>
Life/AD&D insurance	1.00	819.00	819			
Long Term Disability insurance	1.00	855.00	855			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>54,464</b>		<b>54,464</b>
FICA/Medicare	1.00	27,833.00	27,833			
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 7.5%	1.00	26,631.00	26,631			
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>2,500</b>		<b>2,500</b>
Safety shoes	7.00	200.00	1,400			
Gloves (work, latex & winter), eye protection, hardhats, safety vests etc.	1.00	700.00	700			
Replace chaps - 2 per year	2.00	200.00	400			
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>3,000</b>		<b>3,000</b>
Custodial supplies for restrooms at RecPlex & Grounds Maintenance Building	1.00	3,000.00	3,000			



**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42334 - GROUNDS MAINTENANCE SUPPLIES</b>				<b>31,000</b>		<b>31,000</b>
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			
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>5,000</b>		<b>5,000</b>
Motor oils, lubricants, trimmer string, various hand tools, small power tools, miscellaneous items	1.00	5,000.00	5,000			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>525</b>		<b>525</b>
Grounds maintenance crew training	7.00	75.00	525			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>8,850</b>		<b>8,850</b>
Electrical services - minor repairs for lights, gazebo, Town Green, etc.	1.00	2,500.00	2,500			
Locksmith services	1.00	250.00	250			
Fence repairs - annual maintenance	1.00	1,000.00	1,000			
Existing Irrigation system repairs and winterization	1.00	1,000.00	1,000			
Tree services - one day bucket truck and crew	1.00	1,800.00	1,800			
Aerial lift truck for sports lighting bulb replacement	1.00	1,800.00	1,800			
CDL drug/alcohol testing, pre-employment physicals	1.00	500.00	500			
<b>44223 - SERVICE CONTRACTS</b>				<b>5,375</b>		<b>5,375</b>
Fire extinguisher service	1.00	260.00	260			
Grounds Maintenance Building - security monitoring	12.00	40.00	480			
Heater/Boiler inspection - Maintenance building	1.00	240.00	240			
Skylogix annual service agreement - sports lighting	1.00	1,200.00	1,200			
Port-o-let Rental Town Green and Ruby Cohen - 2 HC 1 Standard 9 month coverage	9.00	355.00	3,195			
<b>44237 - EQUIPMENT RENTAL</b>				<b>500</b>		<b>500</b>
Rental of generators, sod cutter, miscellaneous equipment	1.00	500.00	500			
<b>44238 - UNIFORM RENTALS</b>				<b>2,940</b>		<b>2,940</b>
Grounds Maintenance Crew uniforms	12.00	245.00	2,940			
<b>45216 - TELEPHONE</b>				<b>1,620</b>		<b>1,620</b>
Cell Phone - PW Supervisor - monthly charges	12.00	30.00	360			
Comcast - WiFi for internet and camera system at spray park & Grounds Maintenance Building	12.00	105.00	1,260			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>45221 - FUEL/HEATING</b>				<b>2,000</b>		<b>2,000</b>
Parks Garage - Propane	1,000.00	2.00	2,000			
<b>45222 - WATER &amp; SEWER</b>				<b>4,600</b>		<b>4,600</b>
Water usage - field irrigation	1.00	4,600.00	4,600			
<b>45622 - ELECTRIC</b>				<b>33,000</b>		<b>33,000</b>
RecPlex sports lighting, Town Green, Grounds Garage, Concession Stand	1.00	33,000.00	33,000			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>1,200</b>		<b>1,200</b>
General repairs on Parks equipment	1.00	1,200.00	1,200			
<b>46226 - BUILDING REPAIRS</b>				<b>2,000</b>		<b>2,000</b>
General Building repairs, bathroom repairs, Pavilion	1.00	2,000.00	2,000			
<b>46229 - OTHER REPAIR SERVICES</b>				<b>2,000</b>		<b>2,000</b>
Repairs for picnic tables, bleachers, batting cages, miscellaneous equipment, fountains, etc (not buildings)	1.00	2,000.00	2,000			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>54,938</b>		<b>49,938</b>
Unleaded gasoline for vehicles and equipment	5,500.00	2.78	15,290			
Estimated gross receipts tax - unleaded gasoline	1.00	1,348.00	1,348			
Diesel gasoline	1,100.00	3.00	3,300			
Vehicle and large equipment repairs	1.00	35,000.00	35,000		(5,000)	
<b>TOTAL GROUNDS MAINTENANCE</b>				<b>581,022</b>	<b>(5,000)</b>	<b>576,022</b>

**Town of Colchester  
FY 2022 – 2023  
Proposed 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 108.15 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.

## **2021 – 2022 Accomplishments**

- Responded to 25 Snow-Icing Events (through 3/31/2022), including one blizzard on 1/29/2022. Annual snowfall totals to date exceeded historic average of 38”.
- Trained new staff for additional road routes.
- Continued one source De-Icing Material between BOE and Town Facilities.
- Secured Bulk Treated Road Salt Contract to ensure deliveries through supply chain shortages.
- Acquired new vendor at same price out of Rhode Island, Eastern Salt.
- Re-marked and identified all sidewalk clearing responsibilities of Town ( i.e. adjacent to open space properties of Town within new subdivisions).
- Continued School Parking Lot Contracted services.

## **2022 – 2023 Objectives**

- Continue to identify route specific issues that enhance public satisfaction level.
- A new vendor for salt supply was obtained. Discussions concerning increased price point per ton returning to historic levels are shown within budgeted per ton cost. Alternatives will be investigated for similar product however reliability of supply will dictate.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**SNOW REMOVAL**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Overtime	66,963	92,689	110,000	141,633	110,000
FICA	4,858	6,803	8,415	10,467	8,415
Sand & Salt Supplies	97,395	153,115	188,100	176,956	180,200
Other Purchased Supplies	15,049	9,518	25,050	8,340	13,600
Professional Services	157,272	194,860	225,000	200,805	225,000
<b>TOTAL</b>	<b>341,537</b>	<b>456,985</b>	<b>556,565</b>	<b>538,201</b>	<b>537,215</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13204 - SNOW REMOVAL</b>						
<b>40103 - OVERTIME</b>				<b>110,000</b>		<b>110,000</b>
Town Crew - snow removal	1.00	110,000.00	110,000			
<b>41230 - FICA</b>				<b>8,415</b>		<b>8,415</b>
FICA/Medicare	1.00	8,415.00	8,415			
<b>42333 - SAND SALT GRAVEL</b>				<b>202,150</b>		<b>180,200</b>
Sand - 300 tons	300.00	33.00	9,900		(7,900)	
Treated Salt - 1,900 tons	1,900.00	100.00	190,000		(14,050)	
Icemelt for sidewalks - 6 pallets	6.00	375.00	2,250			
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>29,600</b>		<b>13,600</b>
Mail boxes and posts	50.00	55.00	2,750			
Plow blades	1.00	16,000.00	16,000		(16,000)	
Meals for town crew during snow storms	1.00	10,600.00	10,600			
Tools for grounds crew - shovels and spreaders	1.00	250.00	250			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>225,000</b>		<b>225,000</b>
Contracted truck routes, emergency loaders, sanders and drivers	1.00	132,000.00	132,000			
Contract valid through FY 2022 - 2023						
School parking lots	1.00	93,000.00	93,000			
Contract valid through FY 2022 - 2023						
<b>TOTAL SNOW REMOVAL</b>				<b>575,165</b>	<b>(37,950)</b>	<b>537,215</b>

**Town of Colchester  
FY 2022 – 2023  
Proposed 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**

Custodian (full time - 1)

Custodian (part time) - Senior Center and Youth Center

## **2021-2022 Accomplishments**

- Continued Disinfectant Procedures in response to COVID-19
- Replace Police Station HVAC system.
- Continue 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. Replaced original Fire Alarm Control Box and Station. Begin Electrical Fixture/Ballast Replacements.
- Coordinate COVID Barriers for offices opened during pandemic
- Coordinate COVID mask distribution
- Develop on-call list of contractors to facilitate repairs outside of service contract providers.
- Replacement of Fire Department Company One U/G Oil tank with A/G Connvault tank.
- Continue to utilize DPW existing staff skill sets to reduce contracted work.

## **2022 -2023 Objectives**

- Update HVAC and Cooling Tower for Town Hall.
- Extend on-call list of contractors to facilitate repairs outside of service contract providers.
- Conduct CIP scheduled work, contract and oversight.
- Identify future labor requirements for possible expansions at facilities and retirements.
- Building Generator service and repair.
- Recreation Complex Pavilion Roofing.



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**FACILITIES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	11,479	12,056	15,948	14,771	17,278
FICA & Retirement	605	0	1,220	811	1,321
Safety Equipment	0	0	100	0	100
Custodial/Maintenance Supplies	3,683	5,405	5,000	3,872	5,500
Paint & Paint Supplies	441	92	1,000	0	1,000
Professional Services	0	0	0	3,747	0
Service Contracts	7,590	18,245	17,330	24,689	18,030
Telephone	14,711	16,707	13,680	16,607	13,680
Fuel & Heating	7,429	0	7,410	11,039	11,248
Electricity	45,284	43,023	47,500	49,776	47,500
Building Repairs	15,832	14,177	25,000	18,452	25,000
<b>TOTAL</b>	<b>107,054</b>	<b>109,705</b>	<b>134,188</b>	<b>143,764</b>	<b>140,657</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13205 - FACILITIES</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>17,278</b>		<b>17,278</b>
Part-time Custodian - Senior Center & Youth Services Center (19.5 hrs/week)	1.00	14,337.00	14,337			
Part-time Custodian - Fire Department - (4 hrs/week)	1.00	2,941.00	2,941			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>1,321</b>		<b>1,321</b>
FICA/Medicare	1.00	1,321.00	1,321			
<b>42323 - PROTECTIVE CLOTHING &amp; SAFETY EQUIPMENT</b>				<b>100</b>		<b>100</b>
Gloves, eye protection, personal protective equipment	1.00	100.00	100			
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>5,500</b>		<b>5,500</b>
Paper goods and general cleaning supplies for Town Hall	1.00	5,500.00	5,500			
<b>42332 - PAINT &amp; PAINT SUPPLIES</b>				<b>1,000</b>		<b>1,000</b>
Paint & general painting -repair supplies	1.00	1,000.00	1,000			
<b>44223 - SERVICE CONTRACTS</b>				<b>18,030</b>		<b>18,030</b>
Security System Monitoring - Town Hall	12.00	50.00	600			
Elevator inspection and service - Town Hall	4.00	220.00	880			
Emergency Generator annual service and repair - Town Hall	1.00	750.00	750			
Heating/cooling system maintenance - Town Hall	1.00	3,000.00	3,000			
Sprinkler system inspection and service - Town Hall	1.00	1,500.00	1,500			
PA system repairs as needed - Town Hall	1.00	500.00	500			
Exterminating services, pest control - Town Hall	4.00	200.00	800			
Estimate of additional calls at contract rates - repairs - Town Hall	1.00	10,000.00	10,000			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>45216 - TELEPHONE</b>				<b>13,680</b>		<b>13,680</b>
Emergency phone - Elevator and VoIP redundancy backup line for alarms	12.00	40.00	480			
CEN Internet/ VoIP - monthly charges	4.00	1,500.00	6,000			
Continuing Comcast VoIP and fax lines	12.00	600.00	7,200			
<b>45221 - FUEL/HEATING</b>				<b>11,248</b>		<b>11,248</b>
Heating oil - Town Hall	3,800.00	2.96	11,248			
<b>45622 - ELECTRICITY</b>				<b>47,500</b>		<b>47,500</b>
Electricity - Town Hall	1.00	47,500.00	47,500			
<b>46226 - BUILDING REPAIRS</b>				<b>25,000</b>		<b>25,000</b>
General building repairs - contracted services - Town Hall	1.00	25,000.00	25,000			
<b>TOTAL FACILITIES</b>				<b>140,657</b>	<b>0</b>	<b>140,657</b>



**Town of Colchester  
FY 2022-2023  
Proposed 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)

**2021- 2022 Accomplishments**

- Coordinated the 2021 household hazardous waste collection.
- Updated both Mail-a-map and TAR town road maps.
- Issued 3 roadwork permits and 16 driveway permits in 2021.
- Performed construction inspection for new residential subdivision roads North Pond Way phase 2 and Greenwich Place off Windham Avenue; Four Seasons Apartments Lebanon Ave/Rte 16; Friction Welding site at 124 Upton Road; New Gas Station at 339 Old Hartford Road; new porous pavement parking lot at 36 Kmick Lane and for McDonald's restaurant site modification at 375 South Main Street.
- Reviewed Biennial Bridge inspection reports from Conn. DOT and prepared maintenance recommendation for Town of Colchester PWD.
- Updated Construction cost estimate for Cemetery Road CT. DEEP Trail Grant project.
- Worked with P&Z and PWD to update plans and submit grant application for Lebanon Ave Streetscape improvements phase 3.

- Worked with Public Works Department to resolve drainage issues at Boretz Rd/Beechwood Dr. and Rte. 85 culvert crossing.
- Assisted Senior Center Building Committee with site design recommendations.
- Worked with DOT and PWD to install crosswalk and pedestrian signage at Rte 16/Lebanon Ave and Rail Trail Spur.
- Submitted requests to DOT Traffic Division to review several traffic safety issues including potential RRFB's at existing crosswalk on Broadway/Rte 85 near intersection with Old Hebron Rd; safety improvements at various road intersections along Rte 16 and safety improvements at Rte 354/Parum Road and Lake Hayward Road intersection.
- Submitted request to DOT/OSTA for speed limit certifications for several roads.
- Performed plan reviews for proposed Jordan Alley 24 lot Subdivision off of Cabin Road; New site development for Incord at 76-79 Upton Road; proposed driveway stream crossing design at 104 Shailor Hill Road; Two lot subdivision at 19 Bigelow Road; Parking lot expansion plan for 139 South Main Street;
- As the town's Legal Traffic Authority representative, reviewed and approved requests for various running, cycling and or motorcycling events with planned routes traversing Colchester.
- Designed trail head parking lot and prepared construction cost estimate for town acquired "Sablitz" Open Space property on Middletown Road/Rte 16. Also applied for DOT encroachment permit to install drive access in State's right of way.

#### **2022 - 2023 Objectives**

- Update State TAR map and town's Mail-A-Map.
- Coordinate and supervise the 2022 household hazardous waste collection.
- Perform construction inspection and or project administration for: Jordan Alley 24 lot Residential Subdivision; proposed 20 Unit multifamily development off of Wall Street; commercial site development at 71-79 Upton Road and North Pond Subdivision phase 2 Road Construction off of Windham Ave.
- Assist Planning Dept. and Town's Design Consultant 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.
- Assist Senior Center Building Committee and Design Consultant with proposed site development plans and construction inspection/administration for new Senior Center at Lebanon Avenue and Louis Lane.
- Perform plan reviews for new development proposals as they are submitted.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**ENGINEERING**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	100,384	102,626	102,626	104,918	107,262
Employee Related Insurances	356	374	357	338	357
FICA & Retirement	15,036	15,468	16,001	15,674	16,726
Copier	810	0	0	0	0
Mileage, Training & Meetings	104	0	500	87	500
Professional Memberships	610	610	650	560	650
<b>TOTAL</b>	<b>117,300</b>	<b>119,078</b>	<b>120,134</b>	<b>121,577</b>	<b>125,495</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13301 - ENGINEERING</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>107,262</b>		<b>107,262</b>
Town Engineer	1.00	106,512.00	106,512			
Longevity	1.00	750.00	750			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>357</b>		<b>357</b>
Life/AD&D Insurance	1.00	234.00	234			
Long Term Disability Insurance	1.00	123.00	123			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>16,726</b>		<b>16,726</b>
FICA/Medicare	1.00	8,205.00	8,205			
Defined Contribution 401(a) Plan @ 8%	1.00	8,521.00	8,521			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>500</b>		<b>500</b>
Inspections, meetings, & workshops	1.00	500.00	500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>650</b>		<b>650</b>
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			
<b>TOTAL ENGINEERING</b>				<b>125,495</b>	<b>0</b>	<b>125,495</b>



**Town of Colchester  
FY 2022 – 2023  
Proposed 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)

## **2021 - 2022 Accomplishments**

- 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 21-22.
- Held the Colchester Household Hazardous Waste Collection event.
- Required to increase testing of Waste Oil due to possible contamination issues.
- Increased use of facility during COVID restrictions (mostly of C&D Items).
- Trained newly hired staff to operate station.

<b>Measures (January 1 – December 31)</b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>
• Waste Handled (tons):	1495.28	1596.26	1650

## **2022 – 2023 Objectives**

- Continue to market materials to the most advantageous financial provider/vendor
- Maintain fee structure unless cost become significantly over revenue.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**TRANSFER STATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	72,984	58,298	88,782	70,135	93,042
Overtime	14,254	23,033	5,500	6,543	5,500
Employee Related Insurances	404	195	479	185	479
FICA & Retirement	10,787	7,178	13,427	6,221	14,517
Office Supplies	78	201	250	0	250
Safety Equipment	136	285	400	0	400
Other Purchased Supplies	387	512	1,146	8,720	1,146
Transportation	148,776	162,673	148,000	171,055	148,000
Mileage, Training & Meetings	338	229	630	411	630
Professional Services	16,271	28,299	33,690	37,792	32,890
Service Contracts	773	1,465	1,830	7,423	1,830
Uniform Rental	514	698	780	1,347	780
Landfill Operation	0	800	1,000	800	1,000
Telephone	1,152	1,331	1,200	1,351	1,200
Electricity	1,528	1,349	1,800	1,894	1,800
Building Repairs	0	0	1,000	0	1,000
Household Hazardous Waste Disposal	1,525	899	15,000	988	15,000
Vehicle Maintenance & Fuel	5,294	7,659	6,000	6,289	8,800
<b>TOTAL</b>	<b>275,201</b>	<b>295,104</b>	<b>320,914</b>	<b>321,154</b>	<b>328,264</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>13601- TRANSFER STATION</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>93,042</b>		<b>93,042</b>
Transfer Station Operator	1.00	46,521.00	46,521			
Equipment Operator	1.00	46,521.00	46,521			
<b>40103 - OVERTIME</b>				<b>5,500</b>		<b>5,500</b>
Overtime (not Saturday)	1.00	5,500.00	5,500			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>479</b>		<b>479</b>
Life/AD&D Insurance	1.00	234.00	234			
Long Term Disability	1.00	245.00	245			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>14,517</b>		<b>14,517</b>
FICA/Medicare	1.00	7,539.00	7,539			
Defined Contribution 401(a) Plan @ 7.5%	1.00	6,978.00	6,978			
<b>42301 - OFFICE SUPPLIES</b>				<b>250</b>		<b>250</b>
Cash register supplies, wasp spray, garbage bags, etc.	1.00	250.00	250			
<b>42323 - PROT CLOTHING&amp; SAFETY EQUIP</b>				<b>400</b>		<b>400</b>
Safety boot allowance	2.00	200.00	400			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42340 - OTHER PURCHASED SUPPLIES</b>				<b>1,146</b>		<b>1,146</b>
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/patch for roads and pad	1.00	250.00	250			
Ground supplies - seed, fertilizer, erosion control supplies	1.00	200.00	200			
Bottled water	12.00	8.00	96			
<b>43212 - TRANSPORTATION</b>				<b>148,000</b>		<b>148,000</b>
Monthly waste fees for Town facilities disposal & hauling of all Transfer Station materials (MSW, recycling, bulky, C&D, tires, waste oils, PCB testing)	1.00	148,000.00	148,000			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>630</b>		<b>630</b>
2 training courses @ \$75 per course	2.00	75.00	150			
Mileage	12.00	40.00	480			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>32,890</b>		<b>32,890</b>
Quarterly ground water monitoring of former landfill site - required by DEEP	4.00	3,500.00	14,000			
Annual ground water monitoring report and mapping of former landfill bloom	1.00	1,800.00	1,800			
Contracted grinding services	1.00	15,000.00	15,000			
CDL physicals	2.00	110.00	220			
CDL drug & alcohol testing	2.00	35.00	70			
Landfill contracted hillside mowing - former landfill	1.00	1,800.00	1,800			
<b>44223 - SERVICE CONTRACTS</b>				<b>1,830</b>		<b>1,830</b>
Portable restroom and servicing	12.00	110.00	1,320			
Annual fire extinguisher services	1.00	90.00	90			
Rodent and pest control	12.00	35.00	420			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44238 - UNIFORM RENTALS</b>				<b>780</b>		<b>780</b>
Uniform rentals - 2 employees	52.00	15.00	780			
<b>44259 - LANDFILL OPERATION</b>				<b>1,000</b>		<b>1,000</b>
DEEP Transfer Station Operation	1.00	850.00	850			
Incidental operating expenses	1.00	150.00	150			
<b>45216 - TELEPHONE</b>				<b>1,200</b>		<b>1,200</b>
Monthly charges - Phone/DSL - credit card machine & camera system	12.00	100.00	1,200			
<b>45622 - ELECTRIC</b>				<b>1,800</b>		<b>1,800</b>
Electricity	12.00	150.00	1,800			
<b>46226 - BUILDING REPAIRS</b>				<b>1,000</b>		<b>1,000</b>
Minor repairs to Transfer Station Buildings - storage areas, containers, lights	1.00	1,000.00	1,000			
<b>46228 - HOUSEHOLD HAZARD DISPOSAL</b>				<b>15,000</b>		<b>15,000</b>
Household Hazardous Waste collection program	1.00	15,000.00	15,000			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>8,800</b>		<b>8,800</b>
Diesel gasoline	1,200.00	3.00	3,600			
Equipment Repairs	1.00	5,200.00	5,200			
<b>TOTAL TRANSFER STATION</b>				<b>328,264</b>	<b>0</b>	<b>328,264</b>

# **Community & Human Services**





TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

## Community & Human Services

### Departments

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



**Town of Colchester  
FY 2022 – 2023  
Proposed 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, and diversion programs. 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. During the summer and over 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.

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)  
Coalition Coordinator (1 FT, grant funded)  
Administrative/Program Coordinator (full time)  
Youth Center Supervisors (4 - part time)  
Substance Abuse Counselor (contracted, 24hrs/week)

## 2021 – 2022 Accomplishments

- The Social Services Team continues to provide on-line ordering and curbside pick-up for the Food Bank to ensure the safest and most efficient system possible.
- After a two-year Covid hiatus, the Community Wellness Fair is back and scheduled for May 15, 2022. This health fair is mental health focused, a need that is in high demand. We are partnering with the Senior Center this year and look forward to an even larger audience.
- In March 2021 Youth Services hired our first Coalition Coordinator to manage the Drug Free Communities grant and further develop the Youth FIRST Coalition. In a short amount of time, they have developed new branding and marketing initiatives, recruited new members and sector representatives, and partnered with the school to administer youth surveys related to substance use and developmental assets.

## Measures (January 1 – December 31, 2021) \*Impacted by Covid-19

	2021	2020*	2019	2018	2017
Families Served by Food Bank	1,597	1,674	1,519	1,454	1,647
Energy Assistance Applications	251	260	275	337	304
Households Served by Fuel Bank	47	47	44	42	49
Number of Programs	240	211	333	273	290
Program Participants	4,054	2,984	7,596	6,725	6,048
Renter's Rebate Applications Processed	142	134	0	0	0
Volunteer Hours	674	600	1,049	1,566	1,860

## 2022– 2023 Objectives

- Provide several trainings for parents, community members, staff and the Coalition on Developmental Assets and Developmental relationships (delayed due to Covid).
- Develop the financial resources through grants and donations to start a rental assistance and security deposit program for Colchester residents (applied for United Way grant on 2/27/2022, awaiting outcome).
- Resume traditional summer programming to provide fun, safe, and enriching opportunities to as many young people as possible within resources provided.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**YOUTH & SOCIAL SERVICES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	253,297	262,062	290,080	308,084	316,848
Overtime	0	0	0	62	0
Contractual, Temporary, Occasional Payroll	8,332	19,136	16,199	8,332	11,375
Employee Related Insurances	1,093	1,093	1,372	1,324	1,372
FICA & Retirement	37,616	39,261	46,540	47,771	50,322
Copier	1,811	1,384	1,940	2,075	1,940
Office Supplies	1,500	1,270	1,500	1,480	1,500
Custodial/Maintenance Supplies	600	746	750	414	750
Mileage, Training & Meetings	759	1,276	1,600	1,500	1,500
Professional Memberships	655	575	660	575	740
Professional Services	14,535	6,841	8,770	6,972	963
Postage	598	812	600	833	600
Service Contracts	1,392	1,251	1,475	5,264	1,723
Printing & Publications	150	0	150	100	150
Telephone	3,027	3,954	3,900	3,438	3,540
Fuel & Heating	2,365	3,065	2,145	4,241	3,256
Electricity	2,677	2,552	2,880	2,691	3,000
Building Repairs	1,430	1,651	2,000	2,037	2,000
Vehicle Maintenance & Fuel	1,148	1,222	3,051	3,618	4,118
Programs	7,997	11,721	11,569	9,321	12,500
<b>TOTAL</b>	<b>340,982</b>	<b>359,872</b>	<b>397,181</b>	<b>410,132</b>	<b>418,197</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>14102 - YOUTH &amp; SOCIAL SERVICES</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>316,848</b>		<b>316,848</b>
Youth & Social Services Director	1.00	88,338.00	88,338			
Program Coordinator II (35 hrs/week)	1.00	57,953.00	57,953			
Program Coordinator II (35 hrs/week)	1.00	57,953.00	57,953			
Administrative Assistant & Program Coordinator (35 hrs/week)	1.00	53,001.00	53,001			
Social Services Coordinator - (35 hrs/week)	1.00	57,953.00	57,953			
Longevity	1.00	1,650.00	1,650			
<b>40105 - CONTR TEMP OCCAS</b>				<b>11,375</b>		<b>11,375</b>
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,187.00	2,187			
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,342.00	2,342			
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,395.00	2,395			
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	4,451.00	4,451			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,372</b>		<b>1,372</b>
Life/AD&D insurance	1.00	761.00	761			
Long Term Disability insurance	1.00	611.00	611			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>41230 - FICA &amp; RETIREMENT</b>				<b>50,322</b>		<b>50,322</b>
FICA/Medicare	1.00	25,107.00	25,107			
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	7,067.00	7,067			
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant/Program Coordinator @ 8%	1.00	18,148.00	18,148			
<b>42233 - COPIER</b>				<b>1,940</b>		<b>1,940</b>
Copier lease - Youth Services office	12.00	80.00	960			
Per image charges	1.00	980.00	980			
<b>42301 - OFFICE SUPPLIES</b>				<b>1,500</b>		<b>1,500</b>
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>750</b>		<b>750</b>
Custodial/maintenance supplies for the Youth Center	1.00	750.00	750			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,500</b>		<b>1,500</b>
Registration fees - training & professional development	1.00	1,000.00	1,000			
Mileage reimbursement	1.00	500.00	500			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>740</b>		<b>740</b>
CYSA Membership	1.00	600.00	600			
Youth Intervention Programs Association	1.00	140.00	140			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44208 - PROFESSIONAL SERVICES</b>				<b>8,770</b>		<b>963</b>
Fees For Public Passenger Endorsement (DMV, physicals, background checks)	1.00	300.00	300			
Substance Abuse counseling program	1.00	8,470.00	8,470		(7,807)	
<b>44217 - POSTAGE</b>				<b>600</b>		<b>600</b>
<b>44223 - SERVICE CONTRACTS</b>				<b>1,723</b>		<b>1,723</b>
Youth program registration software	12.00	30.00	360			
Social Services scheduling/database program	12.00	40.00	480			
Online Food Bank order form program	1.00	348.00	348			
Canva Pro	1.00	120.00	120			
Zoom (confidentiality issues)	1.00	150.00	150			
Water cooler rental - Youth Center	12.00	10.00	120			
Boiler & Hot Water Heater inspection and maintenance - Youth Center	1.00	80.00	80			
Fire extinguisher inspection	1.00	65.00	65			
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>150</b>		<b>150</b>
Printing (projects that can't be printed in-house)	1.00	150.00	150			
<b>45216 - TELEPHONE</b>				<b>3,540</b>		<b>3,540</b>
Youth Center phone line for fire alarm monitoring	12.00	45.00	540			
Youth Center phone & internet	12.00	250.00	3,000			
<b>45221 - FUEL/HEATING</b>				<b>3,256</b>		<b>3,256</b>
Heating oil - Youth Center	1,100.00	2.96	3,256			
<b>45622 - ELECTRIC</b>				<b>3,000</b>		<b>3,000</b>
Electricity - Youth Center	1.00	3,000.00	3,000			



**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>46226 - BUILDING REPAIRS</b>				<b>2,000</b>		<b>2,000</b>
Youth Center - plumbing, HVAC, general repairs	1.00	2,000.00	2,000			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>4,118</b>		<b>4,118</b>
Unleaded gasoline	700.00	2.78	1,946			
Estimated gross receipts tax - unleaded gasoline	1.00	172.00	172			
Repairs and maintenance	1.00	2,000.00	2,000			
<b>47282 - PROGRAMS</b>				<b>12,500</b>		<b>12,500</b>
Program supplies	1.00	12,500.00	12,500			
<b>TOTAL YOUTH &amp; SOCIAL SERVICES</b>				<b>426,004</b>	<b>(7,807)</b>	<b>418,197</b>



**Town of Colchester  
FY 2022 – 2023  
Proposed 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  
PROPOSED BUDGET**

**HEALTH**

<b><u>ACCOUNT</u></b>	<b>FY 2019-2020 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2020-2021 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2021-2022 ADOPTED <u>BUDGET</u></b>	<b>FY 2021-2022 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2022-2023 PROPOSED <u>BUDGET</u></b>
Chatham Health District	189,944	198,881	206,624	206,624	208,344
<b>TOTAL</b>	<b>189,944</b>	<b>198,881</b>	<b>206,624</b>	<b>206,624</b>	<b>208,344</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>14201 - HEALTH</b>						
<b>47260 - CHATHAM HEALTH DISTRICT</b>				<b>208,344</b>		<b>208,344</b>
Per capita fees	1.00	208,344.00	208,344			
Based on Department of Public Health July 1, 2020 population estimate of 15,548 @ \$13.40						
<b>TOTAL HEALTH</b>				<b>208,344</b>	<b>0</b>	<b>208,344</b>



**Town of Colchester  
FY 2022 - 2023  
Proposed 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  
PROPOSED BUDGET**

**COMMUNITY AGENCIES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Colchester Collaborative for Children (C3)	25,000	25,000	25,000	25,000	25,000
<b>TOTAL</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>



**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>14301 - COMMUNITY AGENCIES</b>						
<b>47270 - CONTRIBUTION TO COLCHESTER COLLABORATIVE FOR CHILDREN (C3)</b>				<b>25,000</b>		<b>25,000</b>
Contribution to C3	1.00	25,000.00	25,000			
<b>TOTAL COMMUNITY AGENCIES</b>				<b>25,000</b>	<b>0</b>	<b>25,000</b>



**Town of Colchester  
FY 2022 — 2023  
Proposed 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 77,618 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 Wi-Fi access to the Library's visitors. The Library is a community destination, hosting hundreds of programs and offering meeting and activity space for many organizations including scouts, sports league registration, and civic groups.

The Cragin Memorial Library Board of Trustees, as created by the original Deed of Trust in 1905, serves as an advisory board to the Library. Friends of Cragin Memorial Library raises funds and supports Library Museum Passes, library programs for all ages, and special collections.

**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)

## 2021-2022 Accomplishments

- Resumed in-person indoor programming for adults and teens.
- Reopened meeting rooms for public use.
- Created Internet Safety Policy and implemented filtering on public computers.
- Updated and upgraded network management of public computers.
- Updated and streamlined internal processing procedures for new materials.
- Replaced emergency lighting.
- Launched Capira mobile app for easy access to Library catalog and virtual museum passes.
- Implemented WhoFi software to track Wi-Fi use and program attendance.
- Implemented MeeScan patron self-check software.
- Children's Department improved patron access to picture books in Concepts, Growing Up, Fairy Tales, and Stories collections.
- Attended Family Place Libraries training and prepared for program implementation.

## Measures (January – December)

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Total Items Borrowed:	123,223	94,728	142,875
Inter-Library Loan Items Borrowed:	7,459	3,999	6,688
Inter-Library Loan Items Loaned:	8,984	5,684	8,237
Computer Uses:	3,741	3,370	8,681
Reference Questions:	7,094	6,247	8,570
Total Programs:	457	488	759
Total Program Attendance:	13,327	17,242	15,889
Meeting Room Uses:	98	119	577
Meeting Room Attendance:	463	990	4,895

## 2022-2023 Objectives

- Install new outdoor Wi-Fi Access Points to expand the Library's outdoor Wi-Fi footprint.
- Implement "Play With Me" Family Place parent-child workshop series.
- Create enriched play areas for infants and toddlers when local conditions permit.
- Resume in-person indoor programming for young children.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**Cragin Memorial Library**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	385,136	390,378	404,188	405,059	418,309
Employee Related Insurances	1,468	1,440	1,536	1,347	1,538
FICA & Retirement	50,135	52,633	53,019	52,531	57,257
Copier	3,090	3,703	3,996	4,194	4,696
Office Supplies	2,382	4,031	3,900	3,596	3,900
Custodial/Maintenance Supplies	3,537	5,007	5,000	4,224	5,000
Books, Magazines, & Periodicals	52,509	53,057	53,000	53,416	53,000
Library Media Supplies	3,114	3,333	4,000	3,719	4,000
Mileage, Training & Meetings	323	170	1,000	743	1,000
Professional Memberships	1,330	1,450	1,610	1,358	1,395
Data Processing	32,457	32,619	32,654	32,654	32,700
Postage	31	39	75	68	75
Service Contracts	8,423	9,462	12,560	12,099	21,314
Printing & Publications	812	0	0	0	0
Telephone	3,684	3,844	3,876	3,748	4,188
Fuel & Heating	9,116	7,837	7,800	10,659	12,136
Water & Sewer	3,162	3,162	3,186	3,269	3,306
Electricity	30,010	29,277	35,000	31,076	36,000
Equipment Repairs	91	600	850	862	900
Building Repairs	2,139	2,198	2,500	1,963	2,500
Programs	769	716	750	171	750
<b>TOTAL</b>	<b>593,716</b>	<b>604,956</b>	<b>630,500</b>	<b>626,756</b>	<b>663,964</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>15101 - CRAGIN MEMORIAL LIBRARY</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>418,309</b>		<b>418,309</b>
Director	1.00	98,089.00	98,089			
Adult Services Librarian (7 hrs/day)	1.00	62,228.00	62,228			
Children's Librarian (7 hrs/day)	1.00	63,306.00	63,306			
Cataloger (7 hrs/day)	1.00	44,341.00	44,341			
Circulation Supervisor (7 hrs/day)	1.00	43,355.00	43,355			
Assistant to Children's Librarian (7 hrs/day)	1.00	35,480.00	35,480			
Programming Assistant (13 hrs/week)	1.00	15,167.00	15,167			
Part-time Library Assistant (17.25 hrs/week) - includes Saturday hours	1.00	14,605.00	14,605			
Part-time Library Assistant (13 hrs/week) - includes Saturday hours	1.00	9,558.00	9,558			
Programming Assistant (3.5 hrs/week)	1.00	4,083.00	4,083			
Part-time Library Assistant (8.5 hrs/week) - includes Saturday hours	1.00	6,416.00	6,416			
Part-time Library Assistant (4.5 hrs/week) - includes Saturday hours	1.00	3,289.00	3,289			
Part-time Shelver (1.5 hrs/day)	1.00	5,514.00	5,514			
Part-time Shelver (1.5 hrs/day)	1.00	5,514.00	5,514			
Part-time Shelver (1.5 hrs/day)	1.00	5,514.00	5,514			
Longevity	1.00	1,850.00	1,850			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,538</b>		<b>1,538</b>
Life/AD&D insurance	1.00	819.00	819			
Long Term Disability insurance	1.00	719.00	719			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>41230 - FICA &amp; RETIREMENT</b>				<b>57,257</b>		<b>57,257</b>
FICA/Medicare	1.00	32,000.00	32,000			
Defined Contribution 401(a) Plan - Director @ 8%	1.00	7,847.00	7,847			
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	17,410.00	17,410			
<b>42233 - COPIER</b>				<b>4,696</b>		<b>4,696</b>
Annual lease payments - public copier/printer	12.00	233.00	2,796			
Per image charges - public copier/printer	4.00	475.00	1,900			
<b>42301 - OFFICE SUPPLIES</b>				<b>3,900</b>		<b>3,900</b>
Office supplies. Copier and printer paper, toner, general office materials	1.00	3,900.00	3,900			
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>5,000</b>		<b>5,000</b>
Custodial & building maintenance supplies: cleaners, carpet shampoo, toilet paper, paper towels, lightbulbs and HVAC filters & belts	1.00	5,000.00	5,000			
<b>42342 - BOOKS, MAGAZINES &amp; PERIODICALS</b>				<b>55,500</b>		<b>53,000</b>
Books, magazines, DVDs, music, audiobooks, ebooks and databases for all ages	1.00	55,500.00	55,500		(2,500)	
<b>42344 - LIBRARY MEDIA SUPPLIES</b>				<b>4,000</b>		<b>4,000</b>
Barcodes, 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 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>1,000</b>		<b>1,000</b>
Mileage & fees - workshops, continuing education, conferences	1.00	1,000.00	1,000			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>1,395</b>		<b>1,395</b>
American Library Association (ALA) - Library Director	1.00	150.00	150			
Professional journal, continuing education and discounted purchases, conference attendance						
Connecticut Library Consortium (CLC) - Institutional membership	1.00	825.00	825			
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	85.00	85			
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.						
<b>44205 - DATA PROCESSING</b>				<b>32,700</b>		<b>32,700</b>
Library Connection Inc. (LCI) - consortium membership	1.00	32,700.00	32,700			
Regionalization, resource sharing, & integrated library software system						
<b>44217 - POSTAGE</b>				<b>75</b>		<b>75</b>
Business correspondence, out-of-State inter-library loans, patron notices	1.00	75.00	75			



**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44223 - SERVICE CONTRACTS</b>				<b>21,314</b>		<b>21,314</b>
HVAC system service & repair	1.00	4,000.00	4,000			
Elevator safety certificate (every other year)	1.00	0.00	0			
Elevator inspections - quarterly	4.00	175.00	700			
Sprinkler system service and inspections	4.00	75.00	300			
Fire alarm system service and repairs	1.00	100.00	100			
Fire alarm monitoring	1.00	345.00	345			
Security system - one-time installation of new equipment	1.00	3,203.00	3,203			
Security system monitoring	1.00	600.00	600			
Fire extinguisher service	1.00	100.00	100			
Call backs for repairs, service & electrician	1.00	3,000.00	3,000			
Movie licensing fees (MPLC & MLUSA)	1.00	468.00	468			
Historical Hartford Courant	1.00	500.00	500			
Software contracts - desktop & workstation security, public session & print management, public workstation configuration management, patron self-check software, WIFI & program trackingn software	1.00	2,898.00	2,898			
CEN fiber internt connection - annual maintenance & monitoring	12.00	175.00	2,100			
Required elevator rupture valve test	1.00	3,000.00	3,000			
<b>45216 - TELEPHONE</b>				<b>4,188</b>		<b>4,188</b>
Monthly telephone charges	12.00	90.00	1,080			
Monthly VOIP service	12.00	259.00	3,108			
<b>45221 - FUEL/HEATING</b>				<b>12,136</b>		<b>12,136</b>
Heating oil - Library	4,100.00	2.96	12,136			
<b>45222 - WATER &amp; SEWER</b>				<b>3,306</b>		<b>3,306</b>
Water - quarterly billing	4.00	204.00	816			
Sewer - quarterly billing	4.00	176.00	704			
Fire protection - quarterly billing	4.00	399.00	1,596			
Backflow inspection	1.00	80.00	80			
Backflow test	1.00	110.00	110			

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>45622 - ELECTRIC</b>				<b>36,000</b>		<b>36,000</b>
Cragin Library	1.00	36,000.00	36,000			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>900</b>		<b>900</b>
Minor office equipment and furnishing repairs	1.00	900.00	900			
<b>46226 - BUILDING REPAIRS</b>				<b>2,500</b>		<b>2,500</b>
Painting, minor plumbing, electrical, and heating repairs	1.00	2,500.00	2,500			
<b>47282 - PROGRAMS</b>				<b>750</b>		<b>750</b>
Supplies & equipment for library programs	1.00	750.00	750			
<b>TOTAL CRAGIN MEMORIAL LIBRARY</b>				<b>666,464</b>	<b>(2,500)</b>	<b>663,964</b>

**Town of Colchester  
FY 2022-2023  
Proposed Budget**

**Department: Recreation**

**Mission**

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

**Description**

Colchester Parks and 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.

While most of our prominent events and camps were cancelled due to COVID-19 in 2020, we worked diligently to bring recreational programs and events safely back to the Colchester community in 2021. We found that our local parks and trails were a well-used and important community asset during the pandemic. Our focus continues to center on the need for new, updated and/or repairs to park amenities and facilities.

**Staffing**

Recreation Director (full time)

Recreation Specialist (full-time)

**2021 - 2022 Accomplishments**

- Transitioned programs and events to engage the community during COVID.
- Managed the Program Fund to ensure fiscal responsibility during a time of uncertainty.
- Continue to see the benefit of the software program for online registrations and reservations, which we expanded by sharing with local organizations.
- Publish the monthly digital email newsletter "Connecting Colchester", serving over 4000 people per month.
- Attended professional development and networking opportunities to increase professional skill, knowledge, information, and collaboration.
- Continued to improve the website with public access and information.
- Manage field requests and permits for the Colchester Sports Leagues.
- Engaged in local, regional, state, and national work groups to develop strategies to serve our communities during the pandemic.
- Worked with Colchester Public Schools, YSS, Cragin Library to support parents on professional development days by providing Half Day Hooray for grades K-5.
- Successfully procured new playground equipment donations at the RecPlex.

<b>Measures (January 1 – December 31)</b>	<b><u>2021</u></b>	<b><u>2020</u></b>	<b><u>2019</u></b>	<b><u>2018</u></b>	<b><u>2017</u></b>
• Programs:	132	71	221	218*	199*
• Program Participants:	2136	290	2661	1364	3054*
• Event Participants (estimate)	3500	2040	8368	8300	N/A
• Large Events:	32	23**	25	29	26

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

\*\*All Large Events were cancelled in 2020 due to COVID-19. However, events were held that complied with mandates.

## **2022-2023 Objectives**

- Complete Strategic Plan with Recreation Commission
- To continue to work with Board of Education to improve public use of facilities
- Research and implement new funding options for 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
- Involve a High School student on the Recreation Commission
- Continue to find new ways to increase access to programs and events.
- Innovate and advance community recreation based on outcomes of Strategic Plan.
- Continue to work with Colchester Public Schools to support families.
- Strive to be proactive in facilitating the care and community needs of our parks.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**RECREATION**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	122,770	84,396	109,063	118,554	113,144
Contractual, Temporary, Occasional Payroll	3,632	4,237	840	630	840
Employee Related Insurances	503	396	620	492	620
FICA & Retirement	16,880	11,921	16,212	16,407	16,830
Copier	2,649	1,986	3,768	1,841	3,268
Office Supplies	1,745	1,718	1,900	1,811	1,900
Mileage, Training & Meetings	2,555	633	2,800	2,731	2,800
Professional Memberships	625	1,080	648	850	1,080
Professional Services	283	345	460	119	465
Postage	709	86	700	128	700
Telephone	1,278	1,629	288	277	288
<b>TOTAL</b>	<b>153,629</b>	<b>108,427</b>	<b>137,299</b>	<b>143,840</b>	<b>141,935</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>15201 - RECREATION</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>113,144</b>		<b>113,144</b>
Recreation Director	1.00	69,296.00	69,296			
Recreation Specialist	1.00	43,848.00	43,848			
<b>40105 - CONTR TEMP OCCAS</b>				<b>840</b>		<b>840</b>
Meeting Clerk - Parks & Recreation Commission	12.00	70.00	840			
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>620</b>		<b>620</b>
Life/AD&D insurance.	1.00	375.00	375			
Long Term Disability insurance.	1.00	245.00	245			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>16,830</b>		<b>16,830</b>
FICA/Medicare	1.00	8,655.00	8,655			
Defined Contribution 401(a) Plan - Recreation Director @ 8%	1.00	5,544.00	5,544			
Defined Contribution 401(a) Plan - Recreation Specialist @ 6%	1.00	2,631.00	2,631			
<b>42233 - COPIER</b>				<b>3,268</b>		<b>3,268</b>
Monthly lease payments	12.00	89.00	1,068			
Copier paper	20.00	50.00	1,000			
Per image charges	12.00	100.00	1,200			
<b>42301 - OFFICE SUPPLIES</b>				<b>1,900</b>		<b>1,900</b>
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>2,800</b>		<b>2,800</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>1,080</b>		<b>1,080</b>
National Recreation & Parks Association	1.00	175.00	175			
CT Recreation & Parks Association	1.00	210.00	210			
CT Conference of Municipalities - Certified Municipal Officer Membership	1.00	50.00	50			
American Camp Association Membership	1.00	535.00	535			
ADA	1.00	110.00	110			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>465</b>		<b>465</b>
Canva (program to create marketing/brochure/flyer)	1.00	120.00	120			
ACA discounted movie license (6 month)	1.00	345.00	345			
<b>44217 - POSTAGE</b>				<b>700</b>		<b>700</b>
<b>45216 - TELEPHONE</b>				<b>288</b>		<b>288</b>
Cell phone (shared by staff for camps/programs)	12.00	24.00	288			
<b>TOTAL RECREATION</b>				<b>141,935</b>	<b>0</b>	<b>141,935</b>





**Town of Colchester**  
**FY 2022-2023**  
**Proposed 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 (3) (2 part time, 1 full-time, grant funded)

Making Memories Program Coordinator (part-time, grant funded)

Nutrition Site Server (contracted with TVCCA)

**2021-2022 Accomplishments**

- The Colchester Senior Center was impacted by the Coronavirus pandemic, causing us to close our doors to the public from March 16, 2020 through May 1, 2021.
- The Department of Senior Services was able to successfully provide critical services to assist seniors throughout the pandemic both on and off site: transportation services continued; meal deliveries increased serving nearly 10,000 meals delivered during the period of shut down; support and reassurance was provided to all members; created virtual programming both high and low tech (including the Making Memories Program for those experiencing memory loss); created an informational weekly email blasts/robo-calls to all members from the Director; safely ran on-site appointments for AARP Tax Aide, Open Enrollment for Medicare.
- Provided education, scheduling support and transportation for community seniors to receive their first and second doses of the COVID vaccine. Nearly 100% of Colchester seniors are vaccinated according to State data.
- Managed the safe reopening of the Colchester Senior Center to the public in May 2021, following the guidance and recommended safety protocols of the Chatham Health District, incrementally ramping back up to a full slate of in-person, virtual and hybrid programs and services.
- Reintroduced our travel programs with new safety protocols and capacity limits, effective September 2021 building back to a full slate of travel opportunities.
- Secured grant awards totaling \$52,320; including CTDOT Municipal Grant Program for medical transportation, and Title III funding for the Making Memories Program.
- Secured donations in the amount of \$7,408.68, despite pandemic closure.

- Director attended all Senior Center Building Committee Meetings, serving in an advisory capacity and assisted with public outreach throughout the community. Referendum for new senior center was passed 1421 to 851 on November 16, 2021, which will address the need for a larger, modern facility.
- Director actively participated in monthly Commission on Aging committee meetings via Zoom.
- Worked with a sub-committee of Commission on Aging members to revise and update CSC Policies and Procedures Manual, approved by BoS on 5/20/21.
- Director participated virtually in CASC (professional organization) meetings and trainings.

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

	2021	*2020	2019
Membership Totals	1,470	**1,300	1,352
Unduplicated Annual Count	653	560	714
Total Clients Served (duplicated)	17,387	12,740	24,778
Total Programs Sessions Offered	1,311	905	1,749
Transportation, non-medical (total # of rides)	5,867	4,957	7,616
Transportation, medical (total # of rides)	2,124	1,861	2,016
Information and Referrals	9,643	6,931	8,494
Making Memories Program (total units of service)	2984.50	4,286	3,613.50
Volunteer Hours (total hours)	2,172	1,948	4,220.5
Senior Center sponsored Travel Opportunities (attendees)	107	18	341
Meals-on-Wheels Deliveries	5,718	5,301	3,557
Meals Served Onsite (Community Café/Specials)	3,689	3,057	2,312

*\*There was a substantial impact on our statistics this year due to the global pandemic and our inability to be open to the public. None-the-less, we are pleased to have been able to continue serving the community despite the challenges to our usual means of service delivery.*

*\*\*100 members were archived due to the wellness check calls and 111 new members were registered throughout 2020. Membership went from 1,352 (Dec 2019) up to 1,384 (Mar 2020) down to 1,284 (Aug 2020) before climbing back up to 1,363 (Feb 2021).*

#### 2022-2023 Objectives

- Continue to meet the needs of the senior population through innovative programs and efficient, professional services.
- Procure new 14 passenger wheelchair lift-equipped bus to replace the oldest in our fleet through approved Section 5310 grant with CTDOT. Delivery anticipated in late winter 2022.
- Implement changes to In-Town Transportation Services to increase efficiencies and serve more people, effective January 2022.
- Evaluate need to increase resources for additional Medical Transportation Services, create a plan for the future in cooperation with the First Selectman.
- Form a committee to review/create an updated Strategic Plan for 2023-2027.
- Continue working with the Senior Center Building Committee throughout Design Phase II, groundbreaking and build of the new senior center.

**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**SENIOR SERVICES**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Regular Payroll	198,895	197,463	207,791	199,632	215,134
Contractual, Temporary, Occasional Payroll	3,678	735	2,343	2,209	0
Employee Related Insurances	1,001	1,002	1,120	1,068	1,123
FICA & Retirement	26,705	26,524	29,481	27,395	30,369
Copier	3,760	1,920	2,928	3,041	2,928
Office Supplies	906	997	1,000	1,023	1,250
Custodial/Maintenance Supplies	551	1,534	1,600	419	1,600
Mileage, Training & Meetings	28	25	250	53	250
Professional Memberships	225	145	295	0	295
Professional Services	14,112	13,753	15,475	18,004	20,559
Postage	660	495	550	1	605
Service Contracts	3,999	1,489	3,490	2,373	3,550
Printing & Publications	745	285	800	0	800
Telephone	4,082	3,792	3,840	4,184	4,620
Fuel & Heating	8,015	8,850	6,825	10,438	11,840
Electricity	5,108	4,074	6,000	5,870	6,000
Equipment Repairs	76	0	500	0	500
Building Repairs	3,987	4,629	2,000	1,960	2,000
Vehicle Maintenance & Fuel	14,990	13,454	15,165	17,343	20,335
<b>TOTAL</b>	<b>291,523</b>	<b>281,166</b>	<b>301,453</b>	<b>295,013</b>	<b>323,758</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>15401 - SENIOR SERVICES</b>						
<b>40101 - REGULAR PAYROLL</b>				<b>232,308</b>		<b>215,134</b>
Senior Services Director	1.00	64,958.00	64,958			
Program Coordinator (7.5 hrs/day)	1.00	46,289.00	46,289			
Administrative Assistant (7.5 hrs/day)	1.00	49,662.00	49,662			
Bus Driver (7 hrs/day)	1.00	32,758.00	32,758			
Part-time bus driver (5 hrs/day)	1.00	21,467.00	21,467			
Part-time bus driver (20 hrs/week)	1.00	17,174.00	17,174		(17,174)	
New position request - increase in medical transportation requests						
<b>40105 - CONTR TEMP OCCAS</b>				<b>3,000</b>		<b>0</b>
Substitute drivers to cover employee leaves	1.00	1,500.00	1,500		(1,500)	
Temporary staff for office coverage	1.00	1,500.00	1,500		(1,500)	
<b>41210 - EMPLOYEE RELATED INS.</b>				<b>1,123</b>		<b>1,123</b>
Life/AD&D Insurance	1.00	656.00	656			
Long Term Disability insurance	1.00	467.00	467			
<b>41230 - FICA &amp; RETIREMENT</b>				<b>31,913</b>		<b>30,369</b>
FICA/Medicare	1.00	16,687.00	16,687		(230)	
Defined Contribution 401(a) Plan - Senior Services Director @ 8%	1.00	5,197.00	5,197			
Defined Contribution 401(a) Plan - Program Coordinator & FT Bus driver @ 6%	1.00	4,742.00	4,742			
Defined Contribution 401(a) Plan - Administrative Assistant @ 8%	1.00	3,973.00	3,973			
FICA/Medicare - Part-time Bus Driver (20 hrs/week)	1.00	1,314.00	1,314		(1,314)	
New position request - increase in medical transportation requests						
<b>42233 - COPIER</b>				<b>2,928</b>		<b>2,928</b>
Monthly lease payments	12.00	119.00	1,428			
Per image charges	1.00	1,500.00	1,500			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>42301 - OFFICE SUPPLIES</b>				<b>1,250</b>		<b>1,250</b>
Folders, cardstock, colored paper, miscellaneous supplies	1.00	1,250.00	1,250			
<b>42331 - CUSTODIAL/MAINTENANCE SUPPLIES</b>				<b>1,600</b>		<b>1,600</b>
Kitchen and bath paper goods, soap and miscellaneous disposable goods	1.00	1,600.00	1,600			
<b>43213 - MILEAGE, TRAINING &amp; MEETINGS</b>				<b>250</b>		<b>250</b>
Mileage for meetings, training and conferences	1.00	100.00	100			
Local CASC, CAMAE & AARP conferences, training for local & state programs	1.00	150.00	150			
<b>43258 - PROFESSIONAL MEMBERSHIPS</b>				<b>295</b>		<b>295</b>
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			
<b>44208 - PROFESSIONAL SERVICES</b>				<b>20,559</b>		<b>20,559</b>
Random drug/alcohol testing for drivers	4.00	50.00	200			
Includes new position request						
Licenses for drivers	2.00	125.00	250			
Includes new position request						
MPLC Copyright license to show movies on site	1.00	225.00	225			
TVCCA - Nutrition Site Supervisor	12.00	1,657.00	19,884			
Coordinate Senior nutrition program and Meals on Wheels deliveries						
<b>44217 - POSTAGE</b>				<b>605</b>		<b>605</b>
Mailings to clients, agencies, service providers, and funders	1.00	605.00	605			
<b>44223 - SERVICE CONTRACTS</b>				<b>3,550</b>		<b>3,550</b>
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	40.00	480			
MySeniorCenter data tracking system	1.00	1,200.00	1,200			

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>44232 - PRINTING &amp; PUBLICATIONS</b>				<b>800</b>		<b>800</b>
Outreach information, marketing materials & business cards, bus inspection books	1.00	800.00	800			
<b>45216 - TELEPHONE</b>				<b>4,620</b>		<b>4,620</b>
Monthly VOIP phone service	12.00	275.00	3,300			
Monthly cell phone service for senior transportation drivers	12.00	110.00	1,320			
<b>45221 - FUEL/HEATING</b>				<b>11,840</b>		<b>11,840</b>
Heating oil	4,000.00	2.96	11,840			
<b>45622 - ELECTRIC</b>				<b>6,000</b>		<b>6,000</b>
Electricity	1.00	6,000.00	6,000			
<b>46224 - EQUIPMENT REPAIRS</b>				<b>500</b>		<b>500</b>
Small equipment repairs	1.00	500.00	500			
<b>46226 - BUILDING REPAIRS</b>				<b>2,000</b>		<b>2,000</b>
Minor building repairs	1.00	2,000.00	2,000			
<b>46390 - VEHICLE MAINTENANCE &amp; FUEL</b>				<b>20,335</b>		<b>20,335</b>
Equipment repairs/parts	1.00	4,000.00	4,000			
Unleaded gasoline - Senior Center fleet	5,400.00	2.78	15,012			
Estimated gross receipts tax - unleaded gasoline	1.00	1,323.00	1,323			
<b>TOTAL SENIOR SERVICES</b>				<b>345,476</b>	<b>(21,718)</b>	<b>323,758</b>

# Debt Service





**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**DEBT SERVICE**

<b><u>ACCOUNT</u></b>	<b>FY 2019-2020 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2020-2021 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2021-2022 PROPOSED <u>BUDGET</u></b>	<b>FY 2021-2022 ACTUAL <u>EXPENDITURES</u></b>	<b>FY 2022-2023 PROPOSED <u>BUDGET</u></b>
Bond Principal	1,490,000	1,550,000	1,495,000	1,495,000	1,415,000
Bond Interest	585,164	525,164	580,164	580,164	660,164
<b>TOTAL</b>	<b>2,075,164</b>	<b>2,075,164</b>	<b>2,075,164</b>	<b>2,075,164</b>	<b>2,075,164</b>

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>18101 - DEBT SERVICE</b>						
<b>49245 - BOND PRINCIPAL</b>				<b>1,415,000</b>		<b>1,415,000</b>
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	560,000.00	560,000			
Bond Issue 10/17/18 - William J. Johnston Middle School (WJJMS) Project	1.00	350,000.00	350,000			
Bond Issue 10/16/19 - William J. Johnston Middle School (WJJMS) Project	1.00	280,000.00	280,000			
Estimated principal payment - Fire Apparatus bond issue	1.00	225,000.00	225,000			
<b>49246 - BOND INTEREST</b>				<b>745,000</b>		<b>660,164</b>
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	37,115.00	37,115			
Bond Issue 10/17/18 - William J. Johnston Middle School (WJJMS) Project	1.00	412,063.00	412,063			
Bond Issue 10/16/19 - William J. Johnston Middle School (WJJMS) Project	1.00	253,806.00	253,806			
Estimated interest - Fire Apparatus bond issue	1.00	135,000.00	135,000			
Estimated interest - Senior Center Building project bond anticipation notes	1.00	34,000.00	34,000			
Available funding - Debt Service Fund	1.00	(126,984.00)	(126,984)		(84,836)	
<b>TOTAL DEBT SERVICE</b>				<b>2,160,000</b>	<b>(84,836)</b>	<b>2,075,164</b>

# Transfers & Capital



**TOWN OF COLCHESTER  
PROPOSED BUDGET**

**TRANSFERS & CAPITAL**

<b><u>ACCOUNT</u></b>	<b><u>FY 2019-2020 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2020-2021 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2021-2022 ADOPTED BUDGET</u></b>	<b><u>FY 2021-2022 ACTUAL EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
Transfer to Capital Reserve	471,700	742,125	561,525	561,525	504,775
Transfer to Snow Reserve	153,627	37,178	0	18,361	0
Transfer to Animal Control Fund	48,272	48,399	47,259	47,259	48,359
Transfer to Capital Improvement Fund	370,741	254,799	139,725	139,725	82,375
Transfer to Debt Service Fund	134,310	158,246	134,310	134,310	82,712
<b>TOTAL</b>	<b>1,178,650</b>	<b>1,240,747</b>	<b>882,819</b>	<b>901,180</b>	<b>718,221</b>

**TOWN OF COLCHESTER**  
**FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>18501 - TRANSFERS</b>						
<b>50474 - TRANSFER TO CAPITAL RESERVE</b>				<b>577,775</b>		<b>504,775</b>
Contribution to Equipment Reserve	1.00	50,000	50,000			
Contribution to Vehicle Replacement Reserve	1.00	427,775	427,775		(73,000)	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	100,000	100,000			
<b>50496 - ACO - TOWN FUNDING</b>				<b>48,359</b>		<b>48,359</b>
General Fund contribution to support Animal Control Fund	1.00	48,359	48,359			
<b>50500 - TRANSFER TO CAPITAL</b>				<b>249,500</b>		<b>82,375</b>
Town Wide Revaluation	1.00	28,000	28,000			
Open Space	1.00	10,000	10,000		(2,500)	
Police cruisers	1.00	61,725	61,725		(61,725)	
Per vehicle replacement plan						
Information Technology - equipment replacement	1.00	20,000	20,000			
Fire - SCBA units/masks/bottles - 15 year funding plan	1.00	18,000	18,000			
Cragin Library - HVAC, Boiler, Roof repair/replacement	1.00	4,500	4,500			
Fire Department - window replacement	1.00	35,000	35,000		(35,000)	
Town Hall - replacement of AHUs - multi year funding plan	1.00	4,375	4,375			
Cragin Library - Exterior repair, repairs and windows	1.00	25,000	25,000		(25,000)	
Basketball Courts - 10 year funding plan for future replacement	1.00	3,000	3,000		(3,000)	
RecPlex - Tennis Courts resurfacing - 15 year funding plan for future resurfacing	1.00	2,000	2,000		(2,000)	
Bath House repairs - 2 year funding plan	1.00	7,500	7,500		(7,500)	
Skatepark - 10 year funding plan for reconstruction/replacement	1.00	5,000	5,000		(5,000)	
Fitness Trail - 5 year funding plan	1.00	4,000	4,000		(4,000)	
Splash Pad - 15 hyear funding plan for future replacement	1.00	2,400	2,400		(2,400)	
RecPlex - Playground Equipment - 12 year funding plan for future replacement	1.00	7,000	7,000		(7,000)	
Fire - Off road Utility Vehicle with Trailer (3 yr funding plan)	1.00	12,000	12,000		(12,000)	

**TOWN OF COLCHESTER  
FY 2022 - 2023 PROPOSED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL DEPARTMENT REQUEST	REDUCTIONS	TOTAL PROPOSED
<b>50700 - TRANSFER TO DEBT SERVICE FUND</b>				<b>134,310</b>		<b>82,712</b>
Heavy Rescue lease purchase dated 1/20/14 - payments due 7/27/21, 10/27/21, 1/27/22 and 4/27/22	1.00	51,598	51,598		(51,598)	
Energy Project lease payment due 1/5/22 (Town share)	1.00	82,712	82,712			
<b>TOTAL TRANSFERS</b>				<b>1,009,944</b>	<b>(291,723)</b>	<b>718,221</b>





# **Animal Control Fund**



TOWN OF COLCHESTER  
FY2021-2022 PROPOSED BUDGET

**ANIMAL CONTROL FUND**

	<b><u>FY 2019-2020</u></b>	<b><u>FY 2020-2021</u></b>	<b><u>FY 2021-2022</u></b>	<b><u>FY 2021-2022</u></b>	<b><u>FY 2022-2023</u></b>
	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>ACTUAL</u></b>	<b><u>PROPOSED</u></b>
	<b><u>EXPENDITURES</u></b>	<b><u>EXPENDITURES</u></b>	<b><u>BUDGET</u></b>	<b><u>EXPENDITURES</u></b>	<b><u>BUDGET</u></b>
<b>EXPENDITURES:</b>					
OTHER PURCHASED SUPPLIES	0	72	80	0	80
PROFESSIONAL SERVICES	660	520	660	680	660
PRINTING	72	0	0	72	0
FUEL/HEATING	618	971	510	485	600
ELECTRICITY	544	681	710	783	710
BUILDING REPAIRS	0	0	500	0	0
REGIONAL ANIMAL CONTROL DISTRICT	50,491	50,198	49,799	49,799	51,309
<b>TOTAL EXPENDITURES</b>	<b>52,385</b>	<b>52,442</b>	<b>52,259</b>	<b>51,819</b>	<b>53,359</b>
	<b><u>FY 2019-2020</u></b>	<b><u>FY 2020-2021</u></b>	<b><u>FY 2021-2022</u></b>	<b><u>FY 2021-2022</u></b>	<b><u>FY 2022-2023</u></b>
	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>ADOPTED</u></b>	<b><u>ACTUAL</u></b>	<b><u>PROPOSED</u></b>
	<b><u>REVENUES</u></b>	<b><u>REVENUES</u></b>	<b><u>BUDGET</u></b>	<b><u>REVENUES</u></b>	<b><u>BUDGET</u></b>
<b>REVENUES:</b>					
TOWN CLERK DOG LICENSES	3,021	5,592	5,000	5,542	5,000
DONATIONS	0	0	0	5	0
TRANSFER FROM GENERAL FUND	48,272	48,399	47,259	47,259	48,359
<b>TOTAL REVENUES</b>	<b>51,293</b>	<b>53,991</b>	<b>52,259</b>	<b>52,806</b>	<b>53,359</b>

TOWN OF COLCHESTER  
FY2022-2023 PROPOSED BUDGET

**Animal Control Fund - Detail Budget**

<b><u>EXPENDITURES</u></b>	<b><u>FY 2022-2023 PROPOSED BUDGET</u></b>
OTHER PURCHASED SUPPLIES	80
License tags	
PROFESSIONAL SERVICES	660
Exterminating services - Dog Pound	
FUEL/HEATING	600
ELECTRICITY	710
REGIONAL ANIMAL CONTROL DISTRICT	51,309
Per capita fees	
<b>TOTAL EXPENDITURES</b>	<b>53,359</b>

## SECTION FIVE

# Capital Improvement Plan





TOWN OF COLCHESTER  
FY 2022-2023  
PROPOSED 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  
FY2021-2022 PROPOSED BUDGET  
CAPITAL IMPROVEMENT PLAN SUMMARY**

CATEGORY/ITEM	DEPARTMENT	FUNDING SOURCE	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
<b>Facilities &amp; Grounds</b>							
Replacement of 3 AHUs Town Hall	Facilities	Budget	\$ 4,375	\$ 6,560	\$ 8,750	\$ 10,940	
HVAC Replacement - Cragin Library	Facilities	Budget	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Boiler Replacement - Cragin Library	Facilities	Budget	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Roof Repair/Replacement - Cragin Library	Facilities	Budget	\$ 1,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Basketball Courts	Recreation	Budget		\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
Bath House Repairs	Recreation	F/B Appropriation**	\$ 15,000				
Skatepark	Recreation	Budget		\$ 5,000	\$ 7,500	\$ 10,000	\$ 10,000
Fitness Trail	Recreation	Budget		\$ 4,000	\$ 5,000	\$ 6,000	\$ 7,000
Field Irrigation	Recreation	Grant*	\$ 40,000	\$ 40,000			
Field Irrigation/Reconstruction	Recreation	Grant*		\$ 225,000	\$ 225,000		
RecPlex - Reconstruct Tennis Courts	Recreation	Grant*	\$ 135,000				
Tennis Courts - resurfacing	Recreation	Budget		\$ 2,000	\$ 2,500	\$ 3,000	\$ 3,500
Splash Pad	Recreation	Budget		\$ 2,400	\$ 3,000	\$ 3,500	\$ 4,000
Exterior Repaint & Repairs - Windows	Library	F/B Appropriation**	\$ 25,000				
Windows - 52 Old Hartford Road	Fire	F/B Appropriation**	\$ 35,000				
Parking Lot - 52 Old Hartford Road	Fire	Grant*	\$ 200,000				
Vehicle Coverage	Fleet/Highway	Budget				\$ 90,000	\$ 90,000
Road Improvements	Public Works	Budget	\$ 620,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000
Road Improvements	Public Works	Town Aid Road Grant	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
	<b>ANNUAL TOTAL</b>		<b>\$ 1,278,875</b>	<b>\$ 1,146,960</b>	<b>\$ 1,166,750</b>	<b>\$ 1,088,440</b>	<b>\$ 1,129,500</b>

<b>Equipment</b>							
Equipment Replacement	Information Technology	Budget	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 25,000
SCBA Units/Masks/Bottles	Fire Department	Budget	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Playground Equipment	Recreation	Budget		\$ 7,000	\$ 8,000	\$ 9,000	\$ 10,000
	<b>ANNUAL TOTAL</b>		<b>\$ 38,000</b>	<b>\$ 45,000</b>	<b>\$ 46,000</b>	<b>\$ 47,000</b>	<b>\$ 53,000</b>

**TOWN OF COLCHESTER**  
**FY2021-2022 PROPOSED BUDGET**  
**CAPITAL IMPROVEMENT PLAN SUMMARY**

CATEGORY/ITEM	DEPARTMENT	FUNDING SOURCE	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
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<b>Vehicles</b>							
Police Cruisers	Police Department	Budget			\$ 61,725	\$ 123,450	\$ 96,725
Police Cruisers	Police Department	Donation (Beneficiary_	\$ 61,725	\$ 123,450			
Plow Truck	Public Works	Vehicle Reserve	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000
Utility 128	Fire Department	Budget		\$ 80,000			
Off Road Utility Vehicle w/Trailer	Fire Department	F/B Appropriation**	\$ 36,000				
Rail Mower	Public Works	Town Aid Road Grant	\$ 120,000				
Scag Mower	Grounds Maintenance	Equipment Reserve		\$ 10,000			
Skidsteer	Grounds Maintenance	Budget				\$ 30,000	
	<b>ANNUAL TOTAL</b>		<b>\$ 382,725</b>	<b>\$ 378,450</b>	<b>\$ 226,725</b>	<b>\$ 318,450</b>	<b>\$ 261,725</b>

<b>Lease Financing</b>							
Heavy Rescue 128 lease (January 2014)	Fire Department	F/B Appropriation**	\$ 51,598	\$ 38,698			
Energy Project lease (March 2013)	Facilities	Budget	\$ 82,712	\$ 82,712	\$ 82,712		
	<b>ANNUAL TOTAL</b>		<b>\$ 134,310</b>	<b>\$ 121,410</b>	<b>\$ 82,712</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Reserves</b>							
Revaluation	Assessor (annual funding)	Budget	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 31,000
Open Space	Planning & Zoning	Budget	\$ 7,500	\$ 10,000	\$ 12,500	\$ 15,000	\$ 15,000
Building & Grounds Maintenance	Facilities	Budget	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Equipment	Various	Budget	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Fire Vehicles (excluding large apparatus)	Fire Department	Budget	\$ 101,500	\$ 101,500	\$ 101,500	\$ 101,500	\$ 101,500
Pick-Up Trucks	Public Works & Grounds	Budget	\$ 34,600	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300
Plow Trucks	Public Works	Budget	\$ 127,800	\$ 142,000	\$ 142,000	\$ 142,000	\$ 142,000
Specialized Vehicles	Public Works & Grounds	Budget	\$ 63,250	\$ 86,925	\$ 86,925	\$ 86,925	\$ 86,925
Town Hall/Community Service Vehicles	Various	Budget	\$ 27,625	\$ 32,800	\$ 32,800	\$ 32,800	\$ 32,800
Police Vehicles	Police	Budget	\$ -	\$ 32,500	\$ 45,750	\$ 65,000	\$ 81,250
	<b>ANNUAL TOTAL</b>		<b>\$ 540,275</b>	<b>\$ 632,025</b>	<b>\$ 647,775</b>	<b>\$ 669,525</b>	<b>\$ 688,775</b>

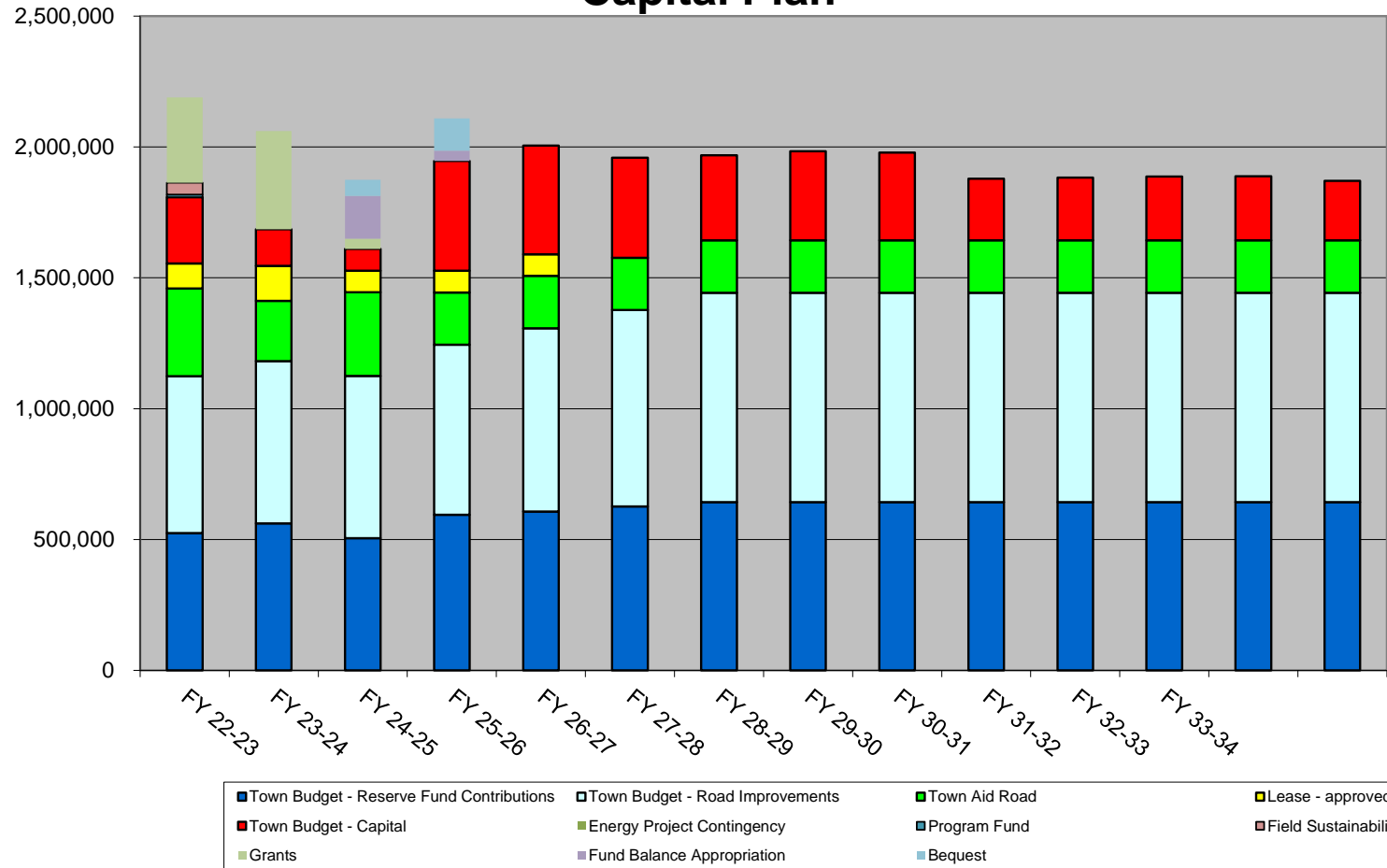
<b>GRAND TOTAL</b>		<b>\$ 2,374,185</b>	<b>\$ 2,323,845</b>	<b>\$ 2,169,962</b>	<b>\$ 2,123,415</b>	<b>\$ 2,133,000</b>
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Note: Funding for the Capital Improvement Plan for all years presented, including any lease financing is subject to funding authorizations.

\*Items proposed for grant funding subject to eligibility requirements

\*\*Subject to appropriation approval

## Capital Plan





## SECTION SIX

### Debt





TOWN OF COLCHESTER  
FY 2022-2023 PROPOSED BUDGET

## Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan





### 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 1/20<sup>th</sup> (1/30<sup>th</sup> for sewer projects and certain school projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is reduced by the amount of time temporary financing exceeds two years.

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

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

### Debt Summary As of June 30, 2021

#### Outstanding Short-term Debt

As of June 30, 2021, the Town has outstanding bond anticipation notes for the William J. Johnston School Project in the amount of \$2,845,000.

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

<u>Dated Date</u>	<u>Final Maturity</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>Original Issue</u>	<u>Amount Outstanding</u>
03/01/12 .....	06/15/25	Refunding	2.00-4.00	8,400,000	2,450,000
10/17/18 .....	10/15/45	School project	3.00-5.00	12,000,000	11,650,000
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>997,505</u>
Total .....					\$22,137,505

<sup>1</sup> Excludes the Refunded Bonds.

#### Drinking Water State Revolving Fund Program

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

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

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

### Overlapping/Underlying Debt

The Town does not have any overlapping or underlying debt.

### Current Debt Ratios As of June 30, 2021

Population, 2019 <sup>1</sup> .....	15,809
Per capita income (2019) <sup>1</sup> .....	\$45,898
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) <sup>1</sup> .....	\$1,818,727,792

	<b>Total Long Term Debt <u>\$22,137,505</u></b>	<b>Overall Debt <u>\$24,982,505</u></b>	<b>Overall Net Debt <u>\$24,982,505</u></b>
Per capita .....	\$1,400.31	\$1,580.27	\$1,580.27
To net taxable grand list .....	1.79%	2.01%	2.01%
To estimated full value .....	1.25%	1.41%	1.41%
To equalized net grand list .....	1.22%	1.37%	1.37%
Ratio of debt per capita to per capita income .....	3.05%	3.44%	3.44%

<sup>1</sup> Source: State of Connecticut, Office of Policy and Management, Fiscal Indicators (April 2021)

**Bonded Debt Maturity Schedule<sup>1</sup>**  
**As of June 30, 2021**

<u>Fiscal Year Ending</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Payments</u>	<u>Cumulative Percent of Principal Retired</u>
2022 .....	1,626,916	779,979	2,406,895	7.35
2023 .....	1,324,740	720,030	2,044,770	13.33
2024 .....	1,317,624	673,326	1,990,950	19.29
2025 .....	1,310,571	626,505	1,937,076	25.21
2026 .....	923,580	575,825	1,499,405	29.38
2027 .....	926,654	536,252	1,462,906	33.56
2028 .....	929,793	499,112	1,428,905	37.76
2029 .....	792,627	463,141	1,255,768	41.34
2030 .....	780,000	431,619	1,211,619	44.87
2031 .....	780,000	402,619	1,182,619	48.39
2032 .....	780,000	373,306	1,153,306	51.91
2033 .....	780,000	345,081	1,125,081	55.44
2034 .....	780,000	317,944	1,097,944	58.96
2035 .....	780,000	290,281	1,070,281	62.48
2036 .....	780,000	262,106	1,042,106	66.01
2037 .....	780,000	235,119	1,015,119	69.53
2038 .....	780,000	209,219	989,219	73.05
2039 .....	780,000	183,006	963,006	76.58
2040 .....	780,000	156,481	936,481	80.10
2041 .....	780,000	130,656	910,656	83.63
2042 .....	725,000	106,500	831,500	86.90
2043 .....	725,000	83,312	808,312	90.18
2044 .....	725,000	59,953	784,953	93.45
2045 .....	725,000	36,141	761,141	96.73
2046 .....	<u>725,000</u>	<u>12,047</u>	<u>737,047</u>	100.00
Total .....	\$22,137,505	\$8,509,560	\$30,647,065	

<sup>1</sup> Excludes the Refunded Bonds.

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

**Statement of Statutory Debt Limitation  
As of June 30, 2021**

**Debt Limitation Base**

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2020.....	<u>\$40,867,611</u>
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**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 .....	\$91,952,125				
4.50 x base .....	—	\$183,904,250			
3.75 x base .....	—	—	\$153,253,541		
3.25 x base .....	—	—	—	\$132,819,736	
3.00 x base .....	—	—	—	—	\$122,602,833
Total debt limitation .....	<u>91,952,125</u>	<u>183,904,250</u>	<u>153,253,541</u>	<u>132,819,736</u>	<u>122,602,833</u>
Less indebtedness:					
Bonds payable .....		21,140,000	—	—	—
Bond anticipation notes .....	—	<u>2,845,000</u>	—	—	—
Total indebtedness .....		<u>23,985,000</u>	—	—	—
Debt limitation in excess of outstanding and authorized debt .....	<u>\$91,952,125</u>	<u>\$159,919,250</u>	<u>\$153,253,541</u>	<u>\$132,819,736</u>	<u>\$122,602,833</u>

Does not include the Refunded Bonds.  
Clean Water Fund loan of \$997,505 excluded by statute.

The General Statutes require that in no event shall the total debt for the Town of Colchester exceed seven (7) times the annual receipts from taxation. Maximum debt for the Town of Colchester under this formula is \$286,073,277.

### Five-year Debt Statement Summary

	<u>2020-21</u>	<u>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>
Population <sup>1</sup> .....	15,809	15,936	16,029	16,061	16,130
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 <sup>2</sup> .....	\$1,818,727,792	\$1,818,727,792	\$1,818,727,792	\$1,718,352,556	\$1,697,800,704
Per capita income <sup>3</sup> .....	\$45,898	\$44,990	\$42,775	\$42,775	\$38,599
Short-term debt .....	\$2,845,000	\$2,845,000	\$8,850,000	\$20,850,000	\$9,550,000
Bonded debt .....	<u>22,137,505</u>	<u>23,816,656</u>	<u>18,393,101</u>	<u>8,011,896</u>	<u>9,658,096</u>
Overall debt .....	24,982,505	26,661,656	27,243,101	28,861,896	19,206,096
Overall net debt .....	\$24,982,505	\$26,661,656	\$27,243,101	\$28,861,896	\$19,206,096

<sup>1</sup> FY 2020-2021, 2019-2020, FY 2018-2019 and 2017-18 State of Connecticut, Office of Policy and Management Fiscal Indicators (April 2021, 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.

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

<sup>3</sup> FY 2020-2021, 2019-2020, 2018-2019 and 2017-18 State of Connecticut, Office of Policy and Management Fiscal Indicators (April 2021, 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>2020-21</u>	<u>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>
Overall debt:					
Per capita .....	\$1,580.27	\$1,673.05	\$1,699.61	\$1,797.02	\$1,190.71
To net taxable grand list .....	2.01%	2.18%	2.25%	2.40%	1.58%
To estimated full value .....	1.41%	1.53%	1.57%	1.68%	1.11%
To equalized net taxable grand list .....	1.37%	1.47%	1.49%	1.68%	1.13%
Overall debt per capita to per capita income .....	3.44%	3.72%	3.97%	4.20%	3.08%
Overall net debt:					
Per capita .....	\$1,580.27	\$1,673.05	\$1,699.61	\$1,797.02	\$1,190.71
To net taxable grand list .....	2.01%	2.18%	2.25%	2.40%	1.58%
To estimated full value .....	1.41%	1.53%	1.57%	1.68%	1.11%
To equalized net taxable grand list .....	1.37%	1.47%	1.49%	1.68%	1.13%
Overall net debt per capita to per capita income .....	3.44%	3.72%	3.97%	4.20%	3.08%

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

<b>Fiscal Year Ended June 30</b>	<b><u>Debt Service</u></b>	<b>Total Expenditures and <u>Transfers Out</u></b>	<b>Debt Service as Ratio to Total Expenditures and <u>Transfers Out</u></b>
2021 .....	\$2,374,184	\$61,717,572	3.85%
2020 .....	2,241,234	61,921,238	3.62%
2019 .....	1,935,789	61,664,016	3.14%
2018 .....	1,791,665	61,402,643	2.92%
2017 .....	1,842,265	61,623,465	2.99%

<sup>1</sup>Debt service expenditures for FYE 6/30/21 includes \$299,020, 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, 2020**

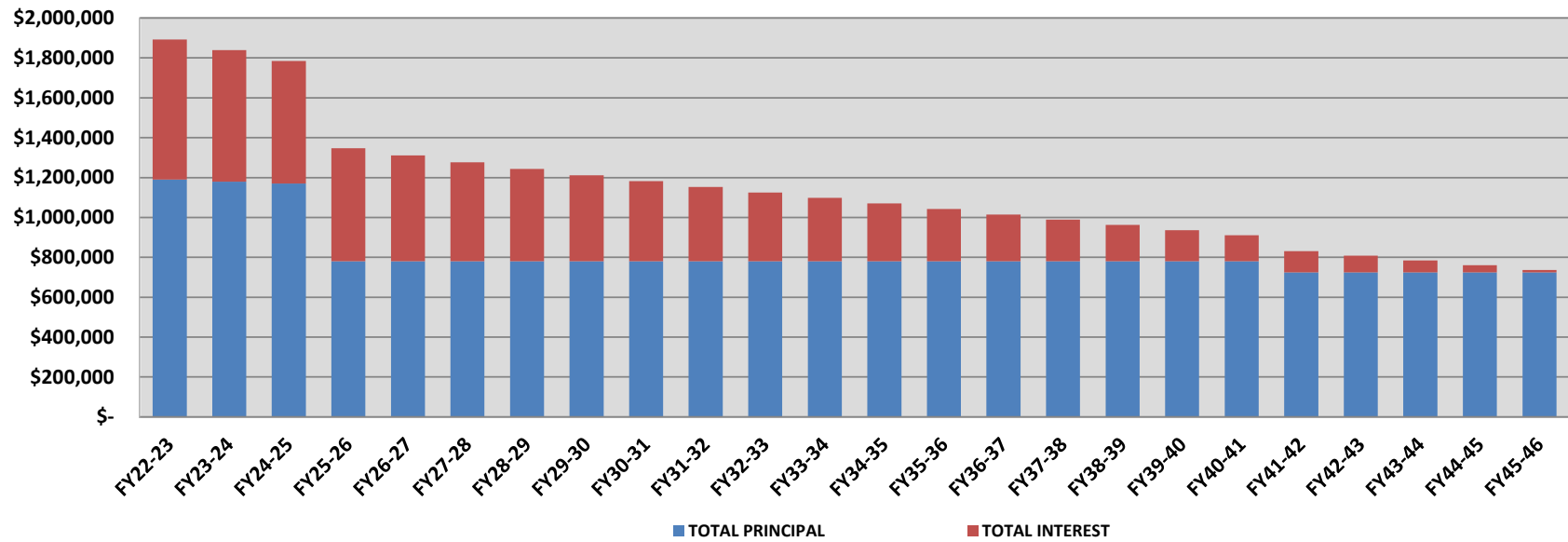
<b><u>Project</u></b>	<b><u>Date Authorized</u></b>	<b><u>Amount Authorized</u></b>	<b><u>Bonds Issued</u></b>	<b><u>Notes Issued</u></b>	<b><u>Grants/ Paydowns</u></b>	<b>Authorized but Unissued<sup>1</sup></b>
Portable classrooms .....	05/09/06	\$ 850,000	\$ 425,000	\$0	\$399,712	\$ 25,288
William J. Johnston Middle School <sup>2</sup> .....	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

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

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

	<b>TOTAL PRINCIPAL</b>	<b>TOTAL INTEREST</b>	<b>Fiscal Year Total</b>
<b>FY22-23</b>	\$ 1,190,000	\$ 702,984	\$ 1,892,984
<b>FY23-24</b>	\$ 1,180,000	\$ 659,164	\$ 1,839,164
<b>FY24-25</b>	\$ 1,170,000	\$ 615,289	\$ 1,785,289
<b>FY25-26</b>	\$ 780,000	\$ 567,619	\$ 1,347,619
<b>FY26-27</b>	\$ 780,000	\$ 531,119	\$ 1,311,119
<b>FY27-28</b>	\$ 780,000	\$ 497,119	\$ 1,277,119
<b>FY28-29</b>	\$ 780,000	\$ 463,119	\$ 1,243,119
<b>FY29-30</b>	\$ 780,000	\$ 431,619	\$ 1,211,619
<b>FY30-31</b>	\$ 780,000	\$ 402,619	\$ 1,182,619
<b>FY31-32</b>	\$ 780,000	\$ 373,306	\$ 1,153,306
<b>FY32-33</b>	\$ 780,000	\$ 345,081	\$ 1,125,081
<b>FY33-34</b>	\$ 780,000	\$ 317,944	\$ 1,097,944
<b>FY34-35</b>	\$ 780,000	\$ 290,281	\$ 1,070,281
<b>FY35-36</b>	\$ 780,000	\$ 262,106	\$ 1,042,106
<b>FY36-37</b>	\$ 780,000	\$ 235,119	\$ 1,015,119
<b>FY37-38</b>	\$ 780,000	\$ 209,219	\$ 989,219
<b>FY38-39</b>	\$ 780,000	\$ 183,006	\$ 963,006
<b>FY39-40</b>	\$ 780,000	\$ 156,481	\$ 936,481
<b>FY40-41</b>	\$ 780,000	\$ 130,656	\$ 910,656
<b>FY41-42</b>	\$ 725,000	\$ 106,500	\$ 831,500
<b>FY42-43</b>	\$ 725,000	\$ 83,312	\$ 808,312
<b>FY43-44</b>	\$ 725,000	\$ 59,953	\$ 784,953
<b>FY44-45</b>	\$ 725,000	\$ 36,141	\$ 761,141
<b>FY45-46</b>	\$ 725,000	\$ 12,047	\$ 737,047
	\$ 19,645,000	\$ 7,671,803	\$ 27,316,803

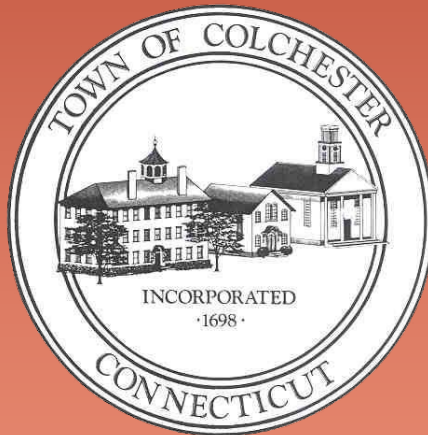
## DEBT PAYMENT SCHEDULE GENERAL OBLIGATION BONDS





## SECTION SEVEN

### Glossary





## Section Seven – Glossary

### Item

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- Description of Funds
- Financial Policies
- Definition of Terms



### **Description of Funds**

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

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

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

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

The Town reports the following major governmental funds:

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

The *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 equipment financing notes issuances.

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

The Town reports the following major proprietary fund:

The *Water Fund* accounts for the operating activity of the water operations.

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 restricted, committed or assigned to expenditures for specified purposes other than debt service or capital projects. The Town has the following non-major Special Revenue Funds: Town Aid Road, Small Cities Grants, Sewer Operating, Recreation Activities, Miscellaneous Grants, Special Gifts, Police Special Duty, School Cafeteria, Educational Grants, Out of District Tuition, Pay to Play, Bacon Academy Summer School, and School Activity.

*Capital Projects Funds* are used to account for and report resources and expenditures that are restricted, committed or assigned for the acquisition and construction of capital facilities, including those that are financed through special assessments. 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 to account for and report resources and expenditures that are assigned for the payment of debt.

#### **Proprietary Fund Types:**

The *Internal Service Fund* is used to account for risk financing activities for medical insurance benefits.

#### **Fiduciary Fund Types:**

The *Pension Trust Fund* is used to account for the activities of the Town of Colchester Police Retirement Plan which accumulates resources for pension benefit payments to qualified employees.

The *Permanent Fund* is used to account for the receipt of private donations to be used for cemetery maintenance.

Department/Fund Matrix											
		Capital	Johnston		Nonmajor	Nonmajor				Private	
	General	Reserve	Building	Water	Special	Capital	Debt	Internal	Pension	Purpose	
Department	Fund	Fund	Project	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	X					
Animal Control					X	X					
Public Works	X	X			X	X		X		X	
Sewer					X	X		X			
Water				X		X		X			
Youth & Social Services	X	X			X	X		X			
Health	X										
Community Agencies	X										
Cragin Memorial Library	X				X	X		X			
Recreation	X	X			X	X		X			
Senior Services	X				X	X		X			
Education	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 to improve and maintain the Town's financial stability. The Unassigned 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 Unassigned 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 Unassigned Fund Balance of 10% to 15% of its annual operating expenditures (including debt service). The level of Unassigned Fund Balance may exceed 15%, but it cannot be allowed to fall below 10% without a determination of a specific urgent situation in accordance with this policy.

Declarations of an ongoing emergency by government entities other than the Town of Colchester can allow the Board of Selectmen and Board of Finance to jointly create adjustments to the policy for the use of funds and planned restoration schedules.

### **CAUTIONARY ZONE (Unassigned Fund Balance less than 10% of annual operating expenditures)**

If the Unassigned Fund Balance is in the Cautionary Zone of under 10%, then the Unassigned Fund Balance shall only be used in the event of a specific urgent and unexpected situation as deemed by the Board of Finance and Board of Selectmen through regular voting procedures. A supplemental appropriation shall then require recommendation by the Board of Selectmen and approval by at least four members of the Board of Finance. The Board of Finance shall adopt a plan that will restore the Unassigned Fund Balance to 10% over the next two fiscal years.

If the Unassigned Fund Balance is in the Cautionary Zone of under 10%, then the Unassigned Fund Balance shall not be used as revenue in the next Fiscal Year Budget.

### **CONFIDENCE ZONE (Unassigned Fund Balance 10%-12% of annual operating expenditures)**

If the Unassigned Fund Balance is in the Confidence Zone of 10% to 12%, then the Unassigned Fund Balance may be used for a supplemental appropriation to fund capital projects, repayment of debt if permissible, transfers to other funds, and/or other one-time items. A supplemental appropriation in this zone shall require approval by a majority of the Board of Finance with at least three members voting to approve the appropriation.

Supplemental appropriations in this zone should avoid bringing the Unassigned Fund Balance below 10%<sup>1</sup>. If a supplemental appropriation would bring the Unassigned Fund Balance below 10%, then in addition to Board of Finance approval, it shall also require a recommendation from the Board of Selectmen through regular voting procedures. The Board of Finance shall adopt a plan to restore the Unassigned Fund Balance to greater than 10% over no more than the next two fiscal years.

If the Unassigned Fund Balance is in the confidence zone of 10% to 12%, then the Unassigned Fund Balance shall not be used as revenue in the next Fiscal Year Budget.

#### HIGH CONFIDENCE ZONE (Unassigned Fund Balance 12%-15% of annual operating expenditures)

If the Unassigned Fund Balance is in the High Confidence Zone of 12% to 15%, then the Unassigned Fund Balance may be used for a supplemental appropriation to fund capital projects, repayment of debt if permissible, transfers to other funds, and/or other one-time items. A supplemental appropriation in this zone shall require approval by a majority of the Board of Finance with at least three members voting to approve the appropriation.

Supplemental appropriations in this zone should avoid bringing the Unassigned Fund Balance below 10%<sup>1</sup>. If a supplemental appropriation would bring the Unassigned Fund Balance below 10%, then it shall also require approval by the Board of Selectmen through regular voting procedures. The Board of Finance shall adopt a plan to restore the Unassigned Fund Balance to greater than 10% over no more than the next two fiscal years.

If the Unassigned Fund Balance is in the High Confidence Zone of 12% to 15%, then the Unassigned Fund Balance may be used for revenue in the next Fiscal Year Budget (Mil Rate Relief)<sup>2</sup>. To use the Unassigned Fund Balance as revenue in this zone, the Board of Finance should identify a one-time expenditure, expected temporary revenue reduction, or temporary expense increase to occur in the next fiscal year. This shall not bring the Unassigned Fund Balance below 12% based on the Unassigned Fund Balance and expenses shown in the last Fiscal Year Audit.

If the Unassigned Fund Balance falls below 12% on subsequent Town audits, the Board of Finance shall adopt a plan to restore funds used to bring the Unassigned Fund Balance back to 12% over the next three fiscal years.

#### HIGH CONFIDENCE ZONE B (Unassigned Fund Balance above 15% of annual operating expenditures)

If the Unassigned Fund Balance is in the High Confidence Zone above 15%, then the Board of Selectmen and the Board of Finance shall identify for taxpayers possible future purposes for this money. The funds may be used for supplemental appropriations or as revenue within the budget (mil rate relief) based on regular voting procedures provided they do not bring the fund balance below 15%; procedures as described in the High Confidence Zone of 12% to 15% shall apply if the use of funds would bring the Unassigned Fund Balance below 15%.

#### Footnotes:

1. Based on the Unassigned Fund Balance and Expenses shown in the last Fiscal Year Town audit.
2. Because use of funds in the current year budget could create a need to replace these funds in the next budget through a tax increase, consideration should be given to allow these funds to be used in a way to allow potential availability over multiple budget years.

**(Approved by Board of Finance on 5/19/10, Amended by Board of Finance on 02/01/12, Draft Amendment reviewed by Board of Finance on 3/17/21 with amended zone ranges approved by Board of Finance on 12/16/20)**

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



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

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

**Purchasing Policy** –

Section A: Definitions and General Requirements

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

Section B: Procedures for Request for Proposal/Competitive Bid

Section C: Procedures for Optional Request for Qualification

Section D: Preferred Professional Services Vendor List

Section E: Acceptance/Rejection of Bids

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

Section G: Purchasing in Emergency Situations or Under Extraordinary Conditions

Section H: Mandatory Review of Purchasing Policy

**SECTION A - DEFINITIONS & GENERAL REQUIREMENTS**

**1. DEFINITIONS**

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

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

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

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

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

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

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

**Superintendent**: the Superintendent of the Colchester School District.

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

**2. PURPOSE**

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

### **3. COORDINATION WITH OTHER APPLICABLE LAWS**

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

### **4. OBJECTIVES**

The objectives of this policy are as follows:

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

### **5. RESPONSIBILITY FOR COMPLIANCE**

Compliance with this Purchasing Policy shall be monitored as follows:

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

### **6. COMMUNICATION WITH VENDORS**

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

### **7. BULK PURCHASING**

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

### **8. ENVIRONMENTALLY-PREFERABLE PURCHASES**

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

## **9. OTHER FORMS OF PURCHASING**

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

## **10. PURCHASE ORDERS AND BLANKET PURCHASE ORDERS**

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

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

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

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

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

## **11. EXPENDITURES NOT REQUIRING A PURCHASE ORDER**

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

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

## **12. REQUEST FOR PROPOSAL/COMPETITIVE BID**

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

### **a. WHEN A REQUEST FOR PROPOSAL/COMPETITIVE BID IS NOT REQUIRED**

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

governmental bid quotes for the particular commodity with the approval of the Purchasing Agent.

**b. WHEN A REQUEST FOR PROPOSAL/COMPETITIVE BID IS REQUIRED**

- Purchases or contracts with an anticipated value of \$2,500 and up to \$5,000 shall require verbal quotes from a minimum of three (3) vendors. Verbal quotes must be summarized on the appropriate form and submitted with the purchase requisition.
- Purchases or contracts with an anticipated value of \$5,000 and up to \$7,500 shall require written quotes from a minimum of three (3) vendors. Emailed or faxed quotes signed by an authorized company representative on company letterhead are acceptable, as are product catalogs and online vendors. Written quotes must be submitted with the purchase requisition.
- Purchases or contracts with an anticipated value of \$7,500 or more shall require use of either the Request for Proposal/Competitive Bid Process unless waived per Section F of this Policy.
- For purposes of this Paragraph (b), if a vendor declines the invitation to participate that refusal shall qualify as a response.

**c. AUTOMATIC ADJUSTMENT OF DOLLAR AMOUNT**

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

**13. BID SECURITY**

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

**14. BIDDERS LIST**

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

**15. INSURANCE REQUIREMENTS**

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

**SECTION B - PROCEDURES FOR REQUEST FOR PROPOSAL/COMPETITIVE BID**

**1. PREPARATION**

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

**2. SPECIFICATIONS**

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

Bid specifications must include:

- Detailed description of goods/services to be purchased.
- Requirements regarding quality of goods/services to be purchased.

- Vendor or contractor qualification requirements.
- Requirement that all communications be in writing.
- A draft contract if the purchase requires entering into a contract.
- Format of submission.
- Number of copies of bid to be submitted.
- Deadline and address for submission.
- Insurance requirements.
- Bid security requirements, if applicable.
- Name, phone number, and email address of contact person responsible for all communications with prospective bidders.
- Criteria for selection.
- Sworn statement of identity of all owners and officers
- Information on pre-submission meeting(s), if any.
- Certification of bidder compliance with terms, conditions, requirements and other directives as contained in any applicable local, state or federal regulation, law, statute, policy or other directive, including but not limited to those pertaining to affirmative action and prevailing wages, as applicable.
- Any additional information needed for submission.

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

### **3. NOTIFICATION OF REQUEST FOR PROPOSAL/COMPETITIVE BID**

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

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

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

### **4. BID OPENING & AWARD**

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

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

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

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

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

- The ability and capacity of the bidder to perform the work based on an evaluation of the character, integrity, reputation, and experience of the bidder. Consideration shall be given to previous work performed by the bidder for the Town or the Board of Education or for other agencies, including the quality and degree of satisfaction with the work performed.
- The financial resources of the bidder and the bidder's ability to secure any required bonds and/or insurance.
- Compliance by the bidder with all applicable federal, state, and local laws, including any licensing requirements.
- Delivery or completion time.
- Cost.
- Involvement in litigation.

#### **5. CONSIDERATION FOR LOCAL VENDORS**

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

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

#### **6. PROCEDURES IN THE EVENT OF A TIE BID**

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

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

#### **7. BID AWARD**

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

#### **8. POST BID NEGOTIATION**

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

## **9. BID FILE**

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

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

## **SECTION C - PROCEDURES FOR OPTIONAL REQUESTS FOR QUALIFICATION**

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

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

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

### **1. SPECIFICATIONS**

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

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

### **2. RESPONSES TO RFQ**

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

- Background statement on the firm, principals, staff availability, location, and financial stability.
- Qualifications and position with the firm of those key individuals who will be assigned to the project.
- List of similar projects and at least three references including contact information for work done within the last five years.

- Short description of vendor's approach to the project and a general time line for completion, including phases if any.
- Short description of typical fee structure. Fee information is only for assessing the firm's understanding of the project.
- Statement as to why the vendor is the best qualified to meet the needs of the Town or Board of Education.

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

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

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

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

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

## **SECTION D - PREFERRED PROFESSIONAL SERVICES VENDOR LIST**

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

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

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

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

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



## **SECTION E - ACCEPTANCE/REJECTION OF BIDS**

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

- if there is any reason to believe that collusion exists among the bidders;
- irregularities of any kind, including, without limitation, alteration of form, additions not called for, conditional bids, incomplete bids, and unexplained erasures;
- if past performance is such that the First Selectman or Superintendent feels that the bidder cannot provide satisfactory service; or
- failure to act responsibly in dealings with the Town, Board of Education, or other customers.

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

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

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

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

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

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

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

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

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

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

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

## **SECTION G - PURCHASING IN EMERGENCY SITUATIONS OR UNDER EXTRAORDINARY CONDITIONS**

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

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

Emergency situations shall be defined as situations in which:

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

Extraordinary conditions shall be defined as conditions which:

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

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

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

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

## **SECTION H - MANDATORY REVIEW OF PURCHASING POLICY**

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

Approved by Board of Selectmen: 05/07/15

Approved by Board of Education: 06/09/15

Approved by Board of Finance: 06/03/15

### **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.
- 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.

