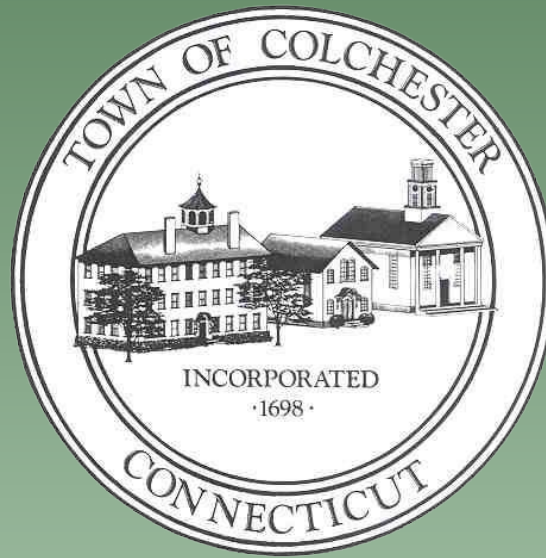


Town of Colchester



FY 2014 – 2015
ADOPTED BUDGET



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SECTION ONE

Introduction





**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Section One – Introduction

Item

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Colchester
Connecticut**

For the Fiscal Year Beginning

July 1, 2013

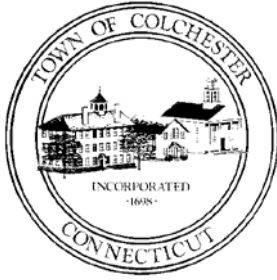
Executive Director

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, 2013.

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

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





Town of Colchester, Connecticut

127 Norwich Avenue, Colchester, Connecticut 06415

Stan Soby, First Selectman

July 1, 2014

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the next twelve months. This adopted budget was approved at a town-wide referendum, held at Town Hall on June 24, and validated by an official recount on June 27. This year's budget placed an emphasis on public safety and education and I am proud that the community supported this effort.

I. INTRODUCTION/BACKGROUND

The overall Town government budget, including capital costs and debt payments, increased by \$184,232 or 1.40% over last year's budget. The majority of this increase is reflected in the area of public safety and public works resulting from the following: end of SAFER grant funding for Firefighter/EMT positions, increased funding for ambulance incentive program, increased costs for Resident Trooper program, and increased costs for snow removal.

II. BUDGET OVERVIEW

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

	<u>FY13-14</u>	<u>FY14-15</u>	<u>DIFFERENCE</u>	
			<u>\$</u>	<u>%</u>
General Government	\$ 3,516,486	\$ 3,442,025	(\$ 74,461)	(2.12) %
Public Safety	\$ 2,334,112	\$ 2,492,989	\$ 158,877	6.81 %
Public Works	\$ 3,145,849	\$ 3,234,601	\$ 88,752	2.82 %
Community & Human Services	\$ 1,436,721	\$ 1,469,948	\$ 33,227	2.31 %
Debt	\$ 2,093,641	\$ 1,972,866	(\$ 120,775)	(5.77) %
Transfers	\$ 623,041	\$ 721,653	\$ 98,612	15.83 %
TOTAL TOWN	\$ 13,149,850	\$ 13,334,082	\$ 184,232	1.40 %
Education	\$ 39,076,054	\$ 39,661,795	\$ 585,741	1.50 %
TOTAL BUDGET	\$ 52,225,904	\$ 52,995,877	\$ 769,973	1.47 %

Mill Rate

The mill rate for the combined adopted budget increases from 30.28 to 30.57, a 0.29 mill or 0.96% increase. This is based on the October 1, 2013 Net Grand List of \$1.209 billion and a 98.4% tax collection rate.

Summary

Summary data on the adopted budget is listed below:

	<u>FY2012-2013</u>	<u>FY2013-2014</u>
Net Grand List	\$1,202,303,420	\$1,209,174,800
Mill Rate	30.28	30.57
Fund Balance Use	\$0	\$0
Debt Service	\$2,093,641	\$1,972,866
Transfers/Capital	\$623,041	\$721,653
Tax Collection Rate	98.4%	98.4%

III. PRIORITIES

Economic Conditions/Budget Challenges

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

Up through this current budget year, the economy for the region shows some slight improvement in wages and unemployment rates, however the costs of energy, purchased goods and food goods continue to increase. While wages and salaries remained relatively flat for the United States as a whole, wages and salaries for the New England area increased between March 2013 and March 2014. Unemployment rates for the Hartford area have declined from 7.8% in May 2013 to 7.0% in May 2014. Prices for all purchased goods and for food goods both increased by 2.0% and energy costs increased by 4.6% in the Northeast Region. *(Information taken from U.S. Bureau of Labor Statistics, Hartford Area Economic Summary, May 2014)*

Two years after the town's ten-year physical revaluation where the grand list dropped by almost ten percent, the Town saw a slight increase in the grand list for the second consecutive year. For this fiscal year, the 2013 Grand List increased by \$6,871,380, or 0.57%, adding an additional \$208,000 in tax dollars based on last year's mill rate.

Property taxes represent the largest source of revenue to support the total combined budget at 69.8% of total revenues. At 27.9%, State grant funding is the second largest source of revenue. With only a slight increase in State funding, the burden of funding the Town and Education budget continues to fall to the local property taxpayer.

Priorities

This budget, as well as the last several budgets, established an agenda for the Town to address its main concerns. By developing a priority list in conjunction with residents and other stakeholders (through public information sessions, budget workshops, and surveys), the budget document itself becomes a mechanism to develop goals and meet established priorities. The identified priorities of the Town are as follows:

Economic Development - First and foremost, the Town needs to expand and improve its economic development. In order for such business expansion to take place, the Town worked with the State to extend the sewer and water line from the downtown area to the Lake Hayward Avenue/Route 85 business district. This expansion was funded by the State as part of the construction of a new State public works facility. As a result, Tractor Supply opened a new location in that area. The Town has also attracted another major retailer, Dollar General, along with various locally owned businesses to add commercial retail development in other sections of Town. In addition, the Town has adopted a tax incentive program and is meeting with interested businesses to attract further business and economic development.

Public Safety – Second, the Town is committed to improving public safety. The priority for this year's Town budget was to increase and fully support public safety. As a community of over 16,000 residents, a growing business base, and several major roads converging in Town, our public safety needs are increasing and need more resources.

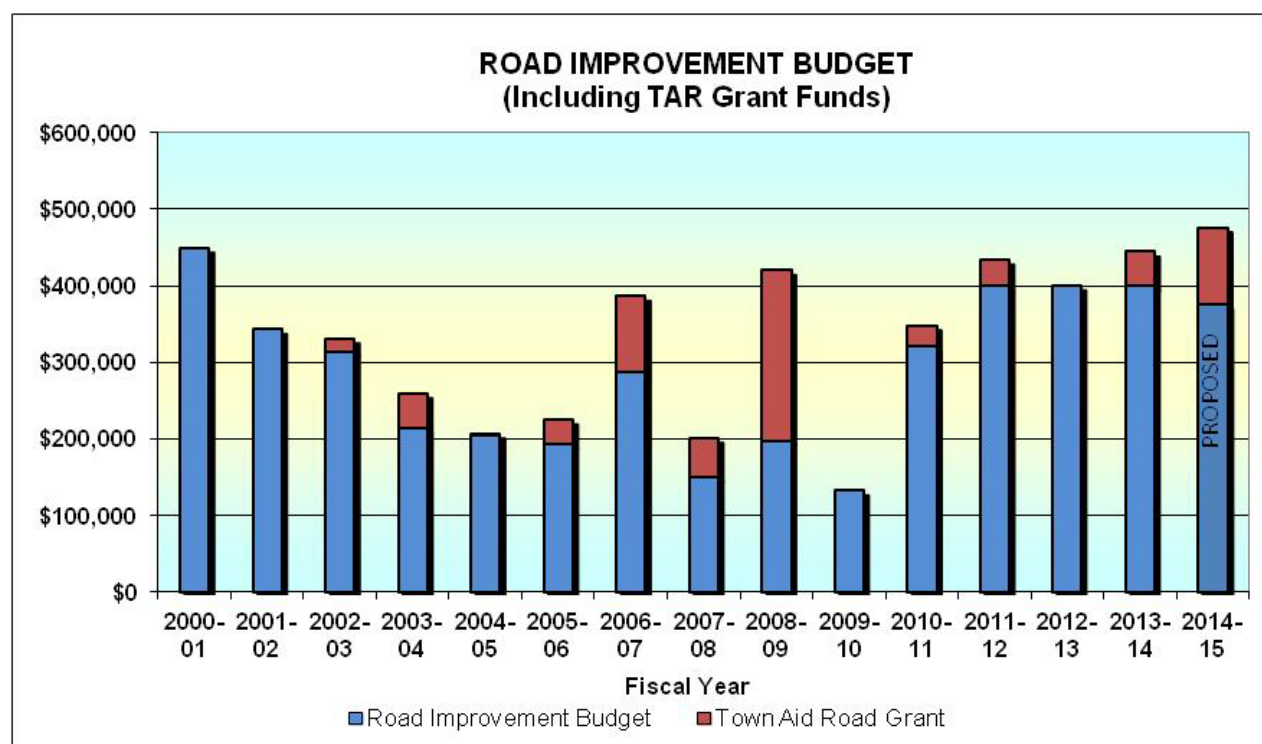
In 2006, a Town task force recommended that we should have 24/7 local police coverage and over the past couple of years, the Town has been working its way towards providing that level of coverage. Currently, the Colchester Police Department has two shifts, with the overnight shift being covered by the State Police. While no new officers were added to the budget this year, the Town is still dedicated towards making this a reality in the future, including looking at providing overnight coverage using existing personnel.

The Town has also worked closely with outside organizations and the Colchester-Hayward Volunteer Fire Department to develop a plan and incentives to recruit more volunteer firefighters as well as retain current volunteers. A significant part of that plan is to ensure that staffing is available for all ambulance shifts. Last year, the Town approved a budget which funded an ambulance staffing incentive program for six months. The Colchester Hayward Volunteer Fire Department (CHVFD) had experienced difficulty in getting volunteers to sign up for shifts and respond to calls. At the end of the six months, the program was evaluated and funding was approved for the remainder of the fiscal year. The program pays volunteers \$50 per six hour shift regardless of how many calls are responded to during a shift. The program has been successful in providing coverage for all shifts, ensuring that the first due ambulance will always have a crew assigned and can respond in an acceptable timeframe, and has been a cost and service effective alternative to hiring additional paid staff. Funding has been included in this budget to continue the program for the entire fiscal year.

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

providing contracted services for a substance abuse counselor. This service was started as a grant funded initiative and the budget would continue the program when the grant ends.

Capital and Infrastructure – Third, the Town has continued to invest in its infrastructure through increasing or maintaining funding to capital reserve and capital improvement. A detailed description of the capital budgets is included in Part C of the Budget Summary section of this Executive Letter and in Section 5 of this budget document. While the Town cannot fund the entire amount needed to replace and maintain the roads as needed, funding has been increased through a combination of State Town Aid Road grant funding and the road improvement budget. The graph below depicts the level of road maintenance funding over the past decade.



IV. BUDGET SUMMARY

A. Revenues

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

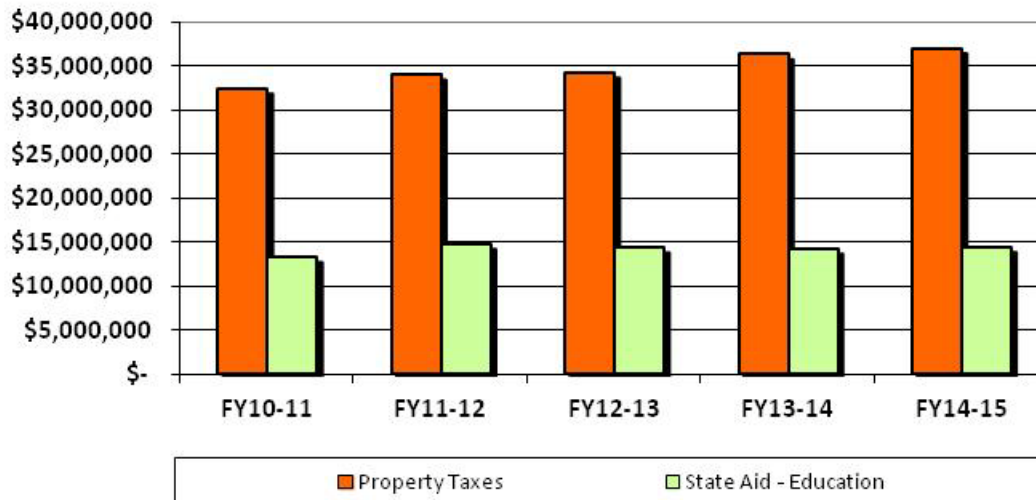
The main revenue factors to highlight in this year’s budget are as follows:

- No budgeted use of Fund Balance for a fourth straight year
- Slight increase in grand list
- Flat funding of State revenues to the Town

	% OF TOTAL REVENUE			
	<u>FY 2011-2012</u>	<u>FY 2012-2013</u>	<u>FY 2013-2014</u>	<u>FY 2014-2015</u>
Property Taxes	67.28%	68.04%	69.51%	69.77%
State Aid - Education	29.20%	28.58%	27.24%	27.16%
Licenses/Fees	1.19%	1.16%	1.13%	1.16%
Charges for Services	0.98%	0.97%	0.93%	0.92%
State Aid - Town	0.67%	1.03%	1.01%	0.75%
Fund Balance/Transfers	0.42%	0.00%	0.00%	0.00%
Interest	0.08%	0.10%	0.10%	0.10%
Other	0.18%	0.12%	0.08%	0.14%

For fiscal year ending 2015, budgeted total revenue amounted to \$52,995,877, including state aid for education. This year's budget anticipates total revenues to increase over last by 1.47%, or \$769,973. As noted earlier, the majority of the increase is from local property tax collections as State aid and all other revenues remain close to last year's levels, leaving the burden of funding the increasing cost of services to the local taxpayers.

MAJOR REVENUE SOURCES



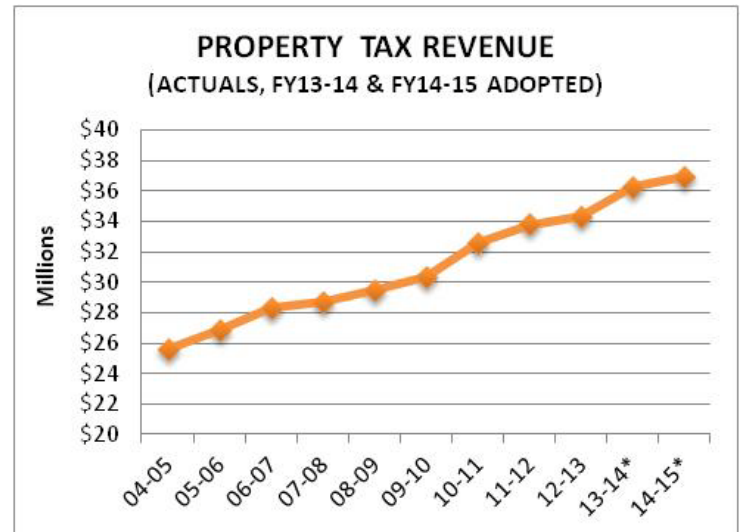
*FY10-11 estimated revenues to fund Education exclude \$1,932,716 to be funded directly to the Board of Education from Federal State Stabilization grant funds.

Taxes & Grand List

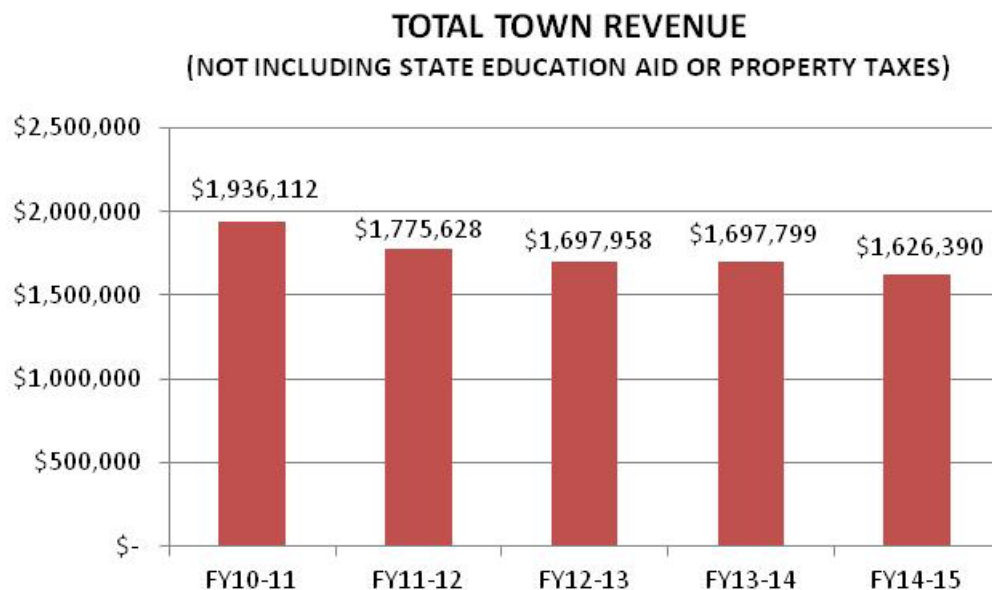
The adopted budget uses an estimated tax collection rate of 98.4%. Actual collection rates over the past five years have been 98.37% (2014), 98.39% (2013), 98.45% (2012), 98.61% (2011), and 98.28% (2010).

As stated above, the Grand List increased slightly from FY 2013-2014 to FY 2014-2015. The 2013 Grand List increased by \$6,871,380, or 0.57%, in value. The increase in costs for public safety and education added to the need for a mill rate increase from 30.28 to 30.57.

Over the past ten years, from FY 2004-05 to FY 2014-15, property taxes have steadily increased from \$25.57 million to \$36.98 million, a 45% increase. During that same time period, the total Town budget (including debt service and capital) increased from \$13.24 million to \$13.33 million. The Town budget has fluctuated within that time period, with a high of \$13.87 million in FY 2006-07 and a low of \$12.76 million in FY 2012-13, but has remained relatively flat overall due to the decrease in debt service. The Education budget has increased from \$28.06 million to \$39.66 million, reflecting the Town's priority of funding Education and the increasing impact of State and Federal mandates.



The table below references the total amount of Town revenue received through various means, with the exception of property taxes and state education aid (the two largest sources of town aid). As is shown, the persistent downward trend from all other revenue sources for the past five years amounts to a total decrease of \$309,722, or 16%, from FY 10-11. This continues to put an increased burden on the Town to reduce services or increase property taxes.



State Aid

Although there had been some shifting of State aid supporting Education to Town government functions in the FY 13/14 State budget proposed by the Governor (which was the basis for the Town revenue budget), the final adopted State budget made no significant changes to State aid to municipalities for FY 13/14 and FY 14/15. While State aid has remained relatively flat over the past few years, mandates on Towns and School Districts continue to be a burden on local budgets. The tables below show the percentage of state aid to the town and board of education adopted budgets.

Fiscal Year	Town Budget	Total State Aid to Town	Aid % of Town Budget
2014-2015	\$ 13,334,082	\$ 396,240	2.97 %
2013-2014	\$ 13,149,850	\$ 528,649	4.02 %
2012-2013	\$ 12,757,366	\$ 518,015	4.06 %
2011-2012	\$ 13,679,697	\$ 336,542	2.46 %
2010-2011	\$ 13,569,651	\$ 351,532	2.59 %

Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
2014-2015	\$ 39,661,795	\$ 14,392,833	36.29 %
2013-2014	\$ 39,076,054	\$ 14,223,810	36.40 %
2012-2013	\$ 37,524,160	\$ 14,371,085	38.30 %
2011-2012**	\$ 36,821,590	\$ 14,746,948	40.05 %
2010-2011*	\$ 34,049,000	\$ 13,258,838	38.94 %

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

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

The Board of Education relies heavily on state aid to maintain operations. Of the school's \$39.7 million adopted budget, 36.29%, or \$14.4 million, comes from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at \$13,761,528.

Fiscal Year	BOE Budget	ECS Funding	ECS % of BOE Budget
2014-2015	\$ 39,661,795	\$ 13,761,528	34.70 %
2013-2014	\$ 39,076,054	\$ 13,773,810	35.25 %
2012-2013	\$ 37,524,160	\$ 13,723,859	36.57 %
2011-2012**	\$ 36,821,590	\$ 13,547,231	36.79 %
2010-2011*	\$ 34,049,000	\$ 11,614,515	34.11 %

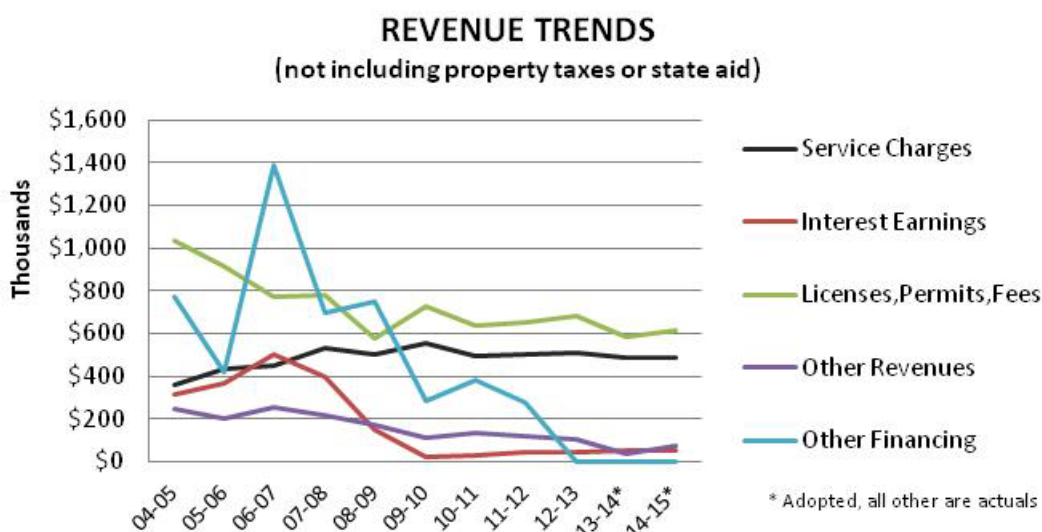
*Education budget and estimated revenues to fund Education exclude \$1,932,716 to be funded directly to the Board of Education from Federal State Stabilization grant funds.

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

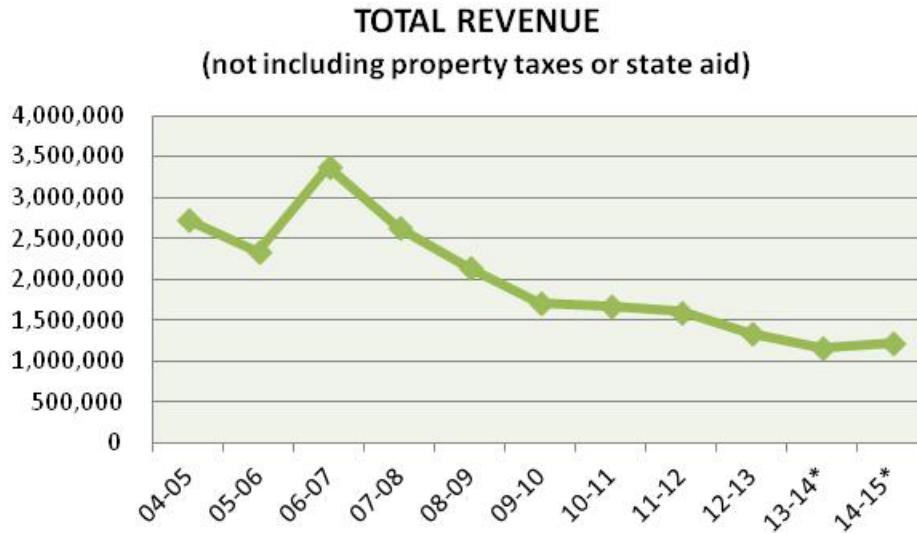
As stated before, ECS funding is a major part of the funding for the Board of Education budget. While this funding has remained relatively stable over the last three years, it has not kept up with the ever increasing cost of State and Federal mandates placed on the educational system, thus placing an ever increasing burden on the local property tax payer to fund the Education budget.

Other Revenue

There are five other revenue sources for the Town after property taxes and state aid: charges for services, licenses/permits/fees, investment interest, "other revenue," and other financing sources (which can include use of fund balance). The total budget for these categories is projected to increase from FY 2013-2014 to FY 2014-2015 by \$61,000, or 5.22%. Total revenue from these categories is projected to bring in about \$1.23 million, or about 2.32% of total revenue.



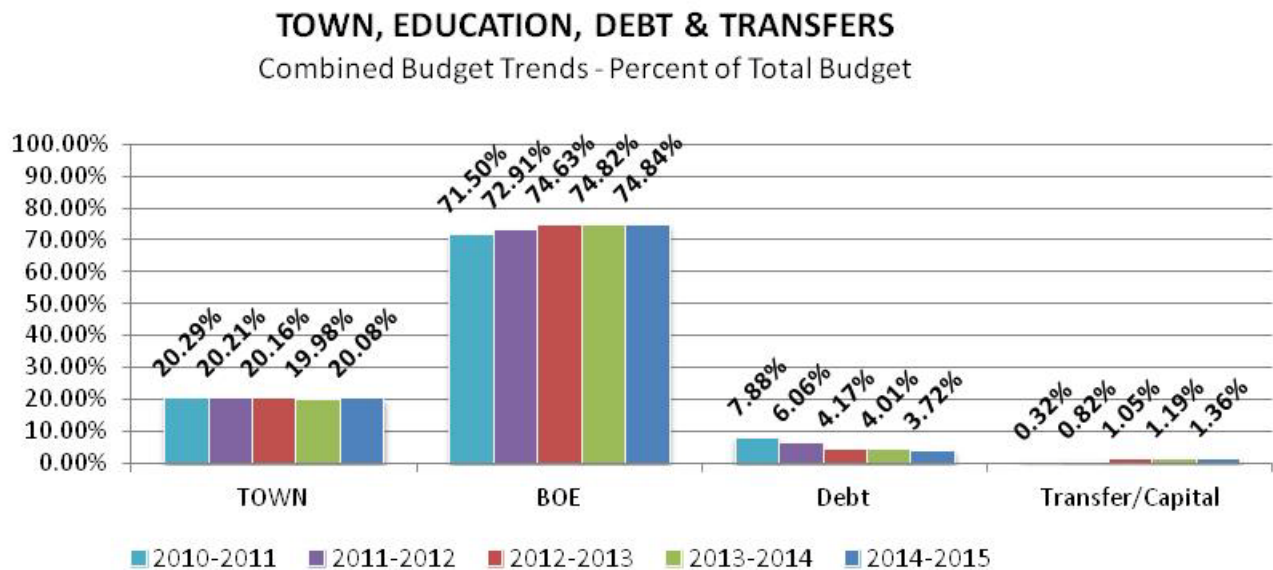
While state aid continues to decrease or become a smaller percentage of the Town and Board of Education budgets and other revenue sources also remain flat or only slightly increase, the Town is forced each year to evaluate needs and budget accordingly. As the table on the next page shows, other revenue sources have declined consistently since FY 2006-2007, from a high of over \$3.375 million. That represents a \$2.1 million dollar decrease in revenue over eight years combined with a reduction in state aid of almost \$900,000 over the past four years. The main reason for the dramatic decrease in revenues other than property taxes and State aid is the reduced or non-use of fund balance to support the operating budget, the use of which hit a high of \$1.39 million in FY06-07.



With regards to investment income, the Town is budgeting for no increase from the \$52,500 included in the FY 2013-14 budget. This remains significantly lower than the pre-recession numbers the Town had received through FY 2007-08. From FY 2002-03 to 2007-08, the Town had averaged over \$250,000 in investment income. Since FY 2009-10, the Town has averaged under \$50,000 in interest income.

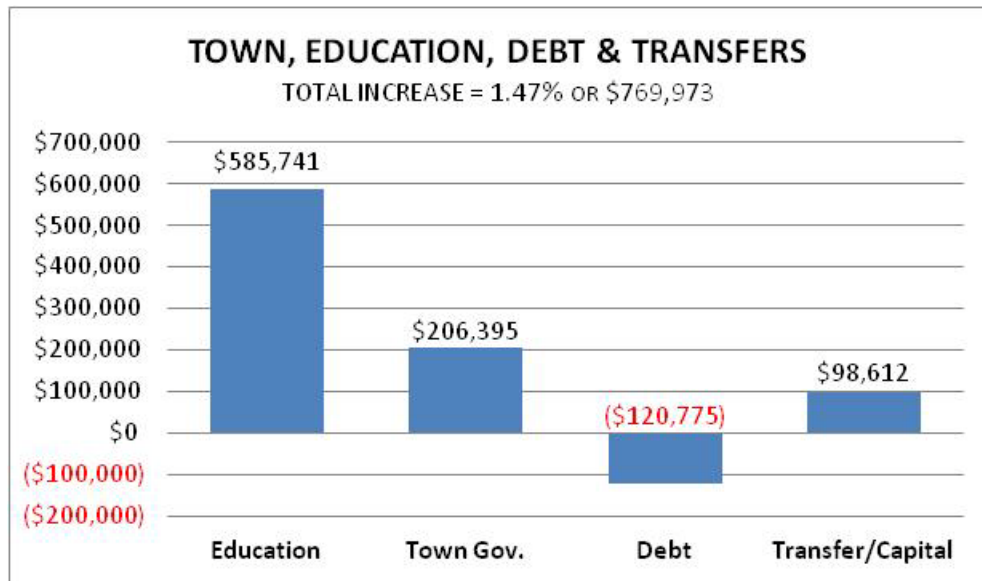
B. Expenditures

Summary of Expenditure Trends



The preceding chart references the trends in Town, education, debt, and transfers/capital allocations, as a percentage of the total budget over the past five years. As a percentage of the total budget, Town operations have remained relatively flat from FY 2010-11 to FY 2014-15, from 20.29% to 20.08% of the total budget; education costs have increased roughly three percent during that period from 71.50% to 74.84%; while debt allocations have continually decreased (over 4.00%), from 7.88% to 3.72%. Meanwhile, transfers (as a percentage of the total budget), due mainly to capital reserve and capital improvement funding has increased over the past five years from \$154,503 to \$721,653, a 367% increase.

A summary of expenditure increases/decreases compared to last year's adopted budget (FY13-14) for the four major budget categories are depicted in the following graph:



General Government

The general Town operations budget decreased by \$74,461, or 2.12%. Two areas of the General Government budget are primarily responsible for the decrease: Town Clerk and Insurances.

The total cost of health insurance for Town employees, workers compensation insurance, property & liability insurance, and anticipated unemployment benefits decreased by \$50,339, or -3.21%. Please refer to the insurances section of this letter on page 27 for a more detailed explanation.

With regards to the Town Clerk's office, the position of part-time Assistant to the Town Clerk was not filled in the FY 2013-14 budget after the position became vacant due to a resignation, and has been eliminated in the FY 2014-15 budget. Elimination of this position contributed to a decrease of \$41,470 or -21.08% in the total budget for this department.

Public Works

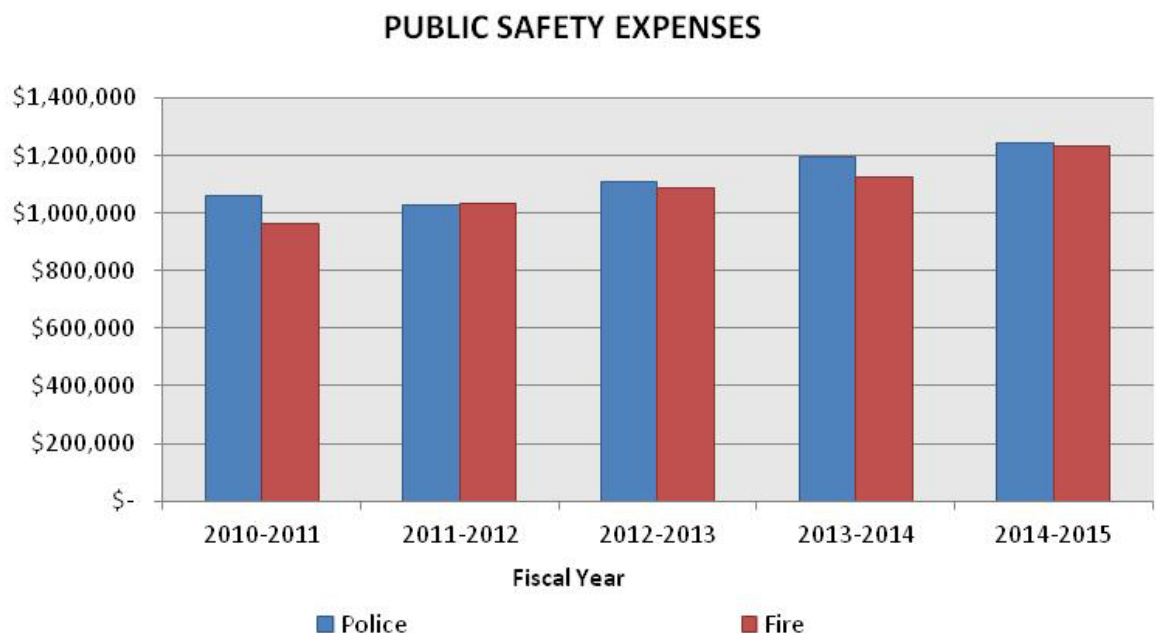
This year, the total public works budget increased by \$88,752, or 2.82%. The increase is primarily due to a projected increase in snow removal costs as we continue to see an increased number of snow and ice events throughout the winter months. In addition, the Transfer Station budget has been increased to reflect the high levels of participation in household hazardous waste disposal events by Colchester residents. Funding for road improvements included in the budget has been decreased slightly as additional funding from the State of Connecticut Town Aid Road grant will be used to supplement the funding in the budget.

Public Safety

Combined Police, Fire, and Emergency Management budgets increased by \$158,877. The police department budget increased by \$48,430 or 4.06%. The increase is due to contractual salary increases, including the anticipated promotion of three officers to Officer First Class, and an increase in costs for participation in the Resident Trooper program. Patrol overtime for the department was decreased as funding for third shift coverage during the summer months was eliminated.

Fire protection (including dispatch) increased by \$112,486 or 10.02%. The increase was mainly due to full funding of two Firefighter/EMT positions previously funded partially by a Federal grant since the addition of the positions in January 2010 and full year funding of the pay-per-shift incentive for ambulance staffing by volunteers.

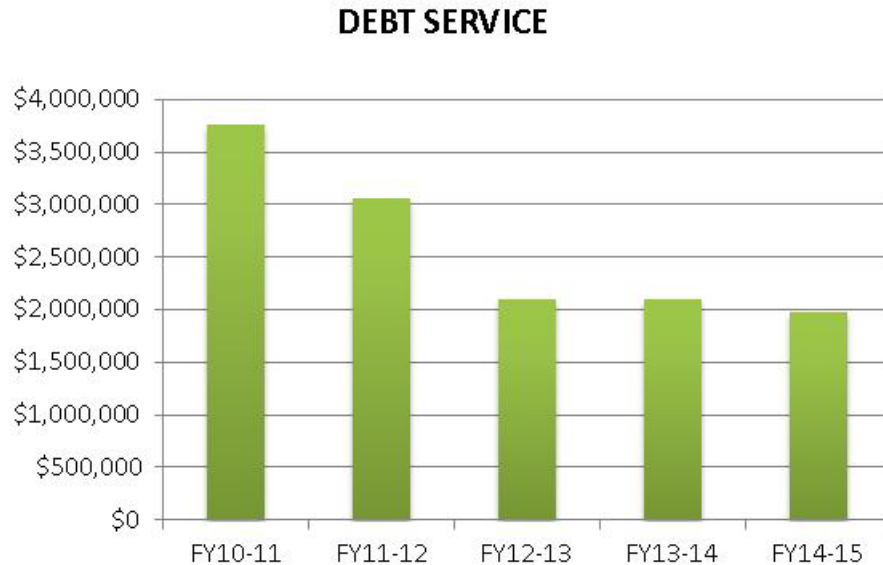
The chart below represents a five-year trend in public safety expenses. Since FY 2010-2011, the police department budget has increased by 17.38%, or \$183,852. Likewise, the fire department budget has increased by 28.19%, or \$271,573. Overall, in the past five years, town investment in public safety has increased by 22.53%, or \$455,425.



Community & Human Services

The total Community & Human Services budget increased this year by \$33,227, or 2.31%. Included in this budget increase is funding for substance abuse counseling services (to continue a new program started with grant funding) included in the Youth & Social Services budget, increased per capita costs paid to the Chatham Health District, and an estimated increase in building rental charges for the Senior Center. The building which houses the Senior Center is owned by the Bacon Academy Trustees and the Town leases the building. The Board of Selectmen has decided to enter into negotiations with the trustees to potentially purchase the building. This will not provide a permanent solution to the space and programming needs of the Senior Center, but rather provide an interim solution until such time as the Town can relocate the Senior Center to an appropriate facility to respond to the increasing membership at the Senior Center and the increased demand for services.

Debt



The Town's budgeted debt service, or debt payments, for FY 2014-15 is \$1,972,866. Bond principal and interest is decreasing from last year to this year by \$69,149 or 3.39%. As shown in the chart above, in the past five years, the Town's debt service has decreased by just under \$1,800,000, or by 47.43%.

As discussed on page 22, the Town has established a building committee for a Middle School renovation project. This project, if approved by the voters, will have an impact on future debt service costs.

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

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

Current Debt vs. Debt Limit

As of June 30, 2013



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

As of June 30, 2013, this amount was roughly \$241 million and the Town's outstanding bonded debt was about \$14 million, or about 5.95% of the debt limit. The Town currently does not have a written debt service policy.

Transfers

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

The overall increase in transfers from last year to this year is \$98,612, or 15.83%.

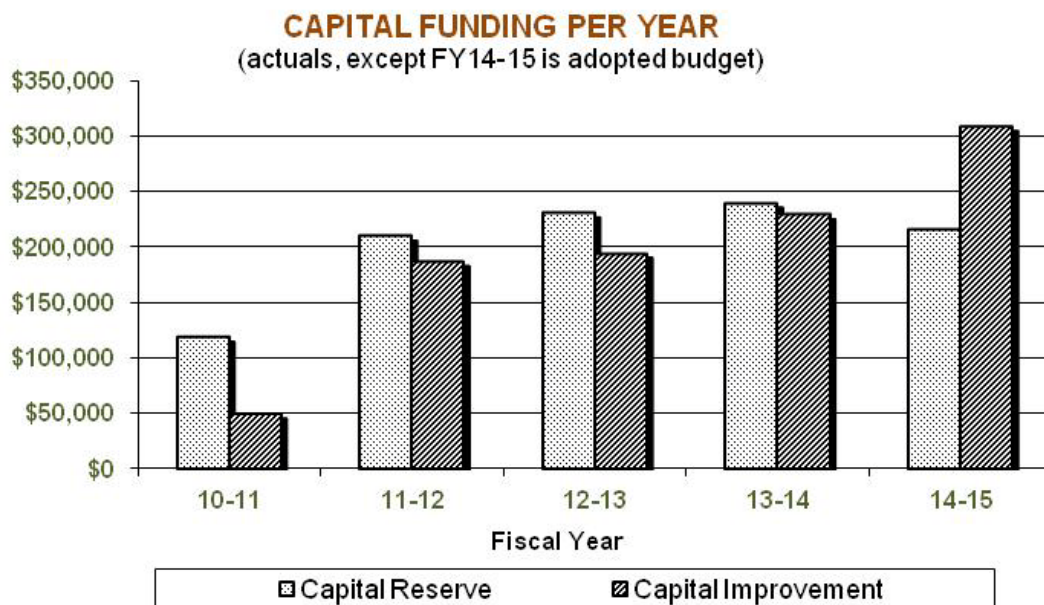
The transfer to debt service includes funding for lease payments under the vehicle lease dated October 2011, the energy project lease dated March 2013, and the Heavy Rescue vehicle lease dated January 2014.

C. Capital

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

Capital reserve is an on-going fund whereby the Town sets aside a predetermined amount of money to fund future needs. Capital reserve is further split between vehicle reserve, equipment reserve, and buildings and grounds maintenance capital reserve, and, in total, has decreased \$23,700 or -9.88%, over last year's adopted budget, to a total of \$216,200. The decrease in the contribution to the capital reserve fund reflects adjustments to the equipment and vehicle replacement schedules based upon the annual review of Town needs and estimated replacement costs. The continued funding of these reserve accounts highlights the Town's

support for a vehicle replacement schedule, whereby all of the Town's fleet will be replaced on a set schedule (based on the vehicle and use). Following a replacement schedule will prevent the Town from needlessly spending on maintenance for old and outdated vehicles.



The other fund, capital improvement, is also an on-going fund whereby the Town sets aside money to adequately fund anticipated large-scale (or expensive) needs that better enhance Town services and/or off-sets large future expenditures or bonding by paying a small amount over several years. For this year's capital improvement fund, the Town continued to fund \$32,500 towards a future revaluation and \$5,000 for potential future open space purchases, while funding Information Technology at \$15,000 for a System Virtualization Project and \$26,500 for ongoing equipment replacement, \$10,000 for initial funding of parking lot repairs at the Fleet Maintenance/Highway Garage, \$45,000 for underground tank replacement at Fire Company 1, \$120,000 for roof replacement and mold remediation at Fire Company 1, and \$55,000 towards a police cruiser (as part of the vehicle replacement plan).

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

The Town has established a building committee for the William J. Johnston Middle School Renovation project. Previously, the voters were presented with a building project to renovate and reconstruct the Middle School as a multi-use facility (Community Center/Senior Center/Middle School). That project proposal was not approved by the voters, mainly due to concerns about consolidating the different uses into one building complex. The project currently under review would address the educational and structural needs related only to the current use of the building as a Middle School. If approved, this project will have an impact on future debt service and Education operating budgets.

Capital Improvement Plan

Within the budget document the Town has outlined its five-year capital improvement plan (CIP) on page 261. The CIP is made up of four different sections: vehicles, facilities and grounds, equipment, and reserves. The CIP is developed alongside the operating budget process and helps determine which project will be funded through the operating budget and those needed to be set aside for funding through capital reserves. Also, department head requests for “big-ticket” items may be set aside for funding in future years based on priority rankings and ability to fund within the operating budget.

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

Vehicles

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

Equipment

Each year, the Town compiles a list of capital or “large-ticket” items to be included in the CIP. If any particular item is not funded, it gets pushed to the next year for review and possible replacement or purchase. This year, similar to last year, many of the items requested will be purchased out of the existing equipment reserve fund. Funding was included in the budget for Information Technology as these projects will improve efficiency or decrease operating costs as the network virtualization project will reduce the workload on the Information Technology staff.

Facilities and Grounds

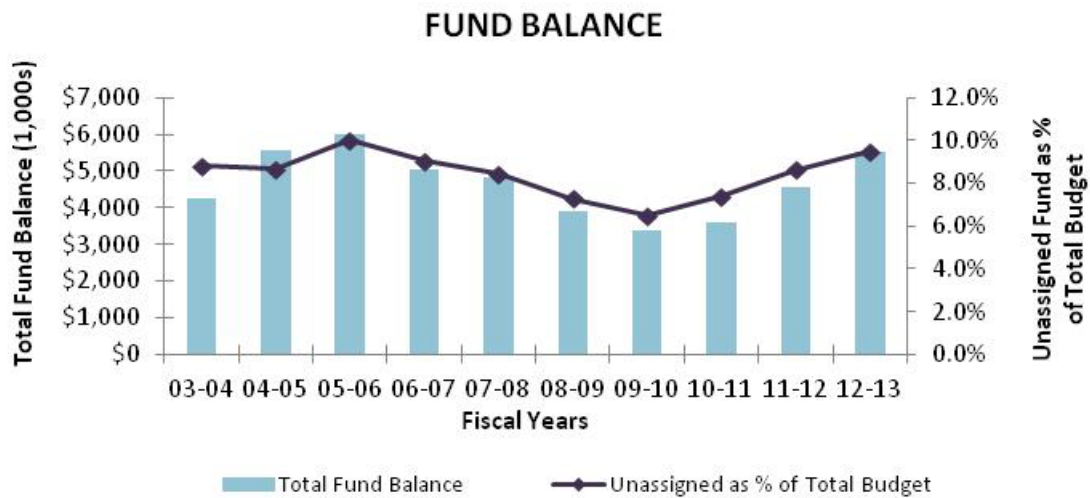
Due to the cost to keep the facilities and surrounding property of the Town safe and manageable, improvements must be made on a regular basis. Just as with a home, roofs need to be replaced, driveways must be re-paved or sealed, and other issues arise that need updating. In this year’s budget, funding has been included to address health & safety issues, meet State and Federal mandates, and maintain existing infrastructure.

Reserves

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

D. Fund Balance

Fiscal Year 2014-2015 will be the fourth straight year that the Town has not budgeted the use of its rainy-day fund to balance the budget. Although the fund balance is improving, it would not be fiscally prudent to use any for mill rate relief at this time, given the Town’s continuing capital and equipment needs.



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

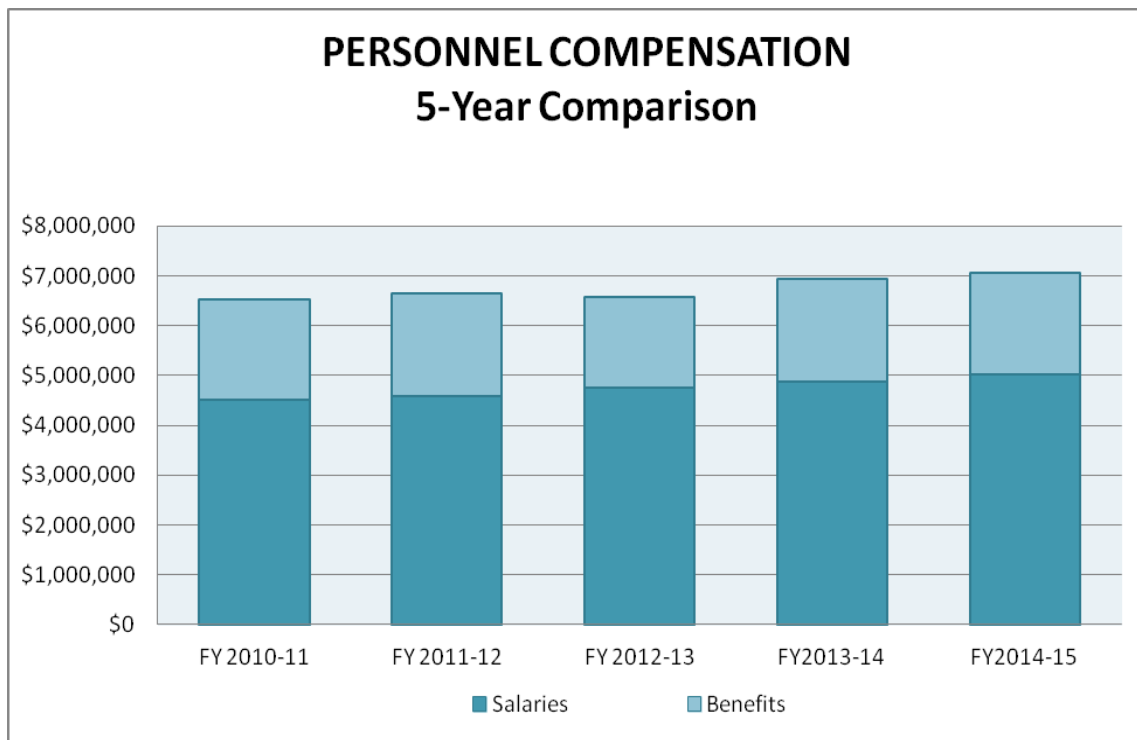
E. Personnel and Wages

Total Town compensation for FY 2014-15, which includes salaries and benefits, increased by \$117,994, or 1.7%, to \$7,052,500.

Union salary increases can be viewed within the Personnel Summary, on page 48. Non-union employees and elected officials are not receiving salary increases in this budget year.

Health insurance costs decreased by \$61,142 as the Town has negotiated plan design changes with various union groups. These plan design changes include a high deductible plan with health savings accounts. Detail descriptions of the various plans available are contained in the individual union contracts which are posted in the Human Resources section of the Town's website.

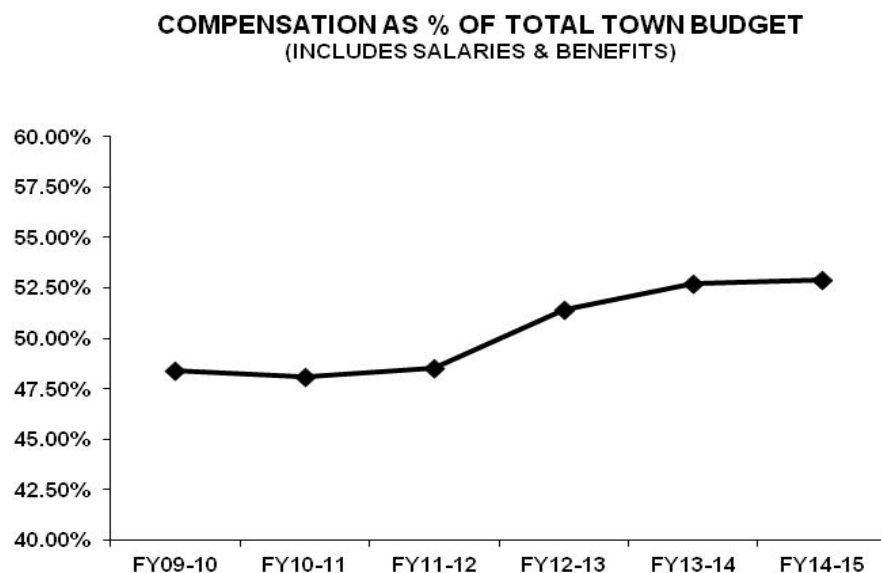
Over the past three years, the budget for salaries has increased by 5.69%; from roughly \$4.74 million to \$5.01 million due primarily to contractual increases, and further Town responsibility for SAFER grant-funded positions in the Fire Department. As a percentage of the total Town budget, salaries make up about 37.61% and benefits constitute around 15.28%.

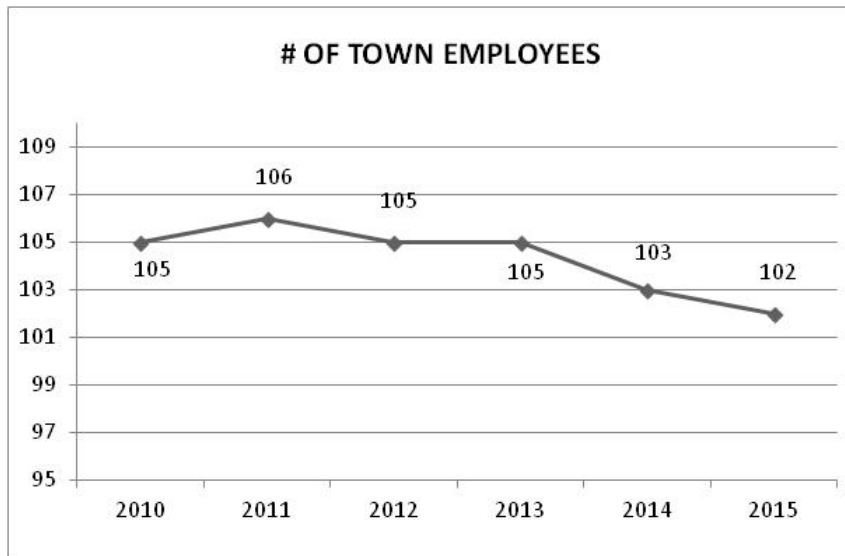


The chart above shows the total amount budgeted each year for employee salaries and benefits. Further, it breaks down the total amount for salaries compared to benefits.

Combined, total salaries and benefits for Town employees make up 52.89% of the total Town budget.

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



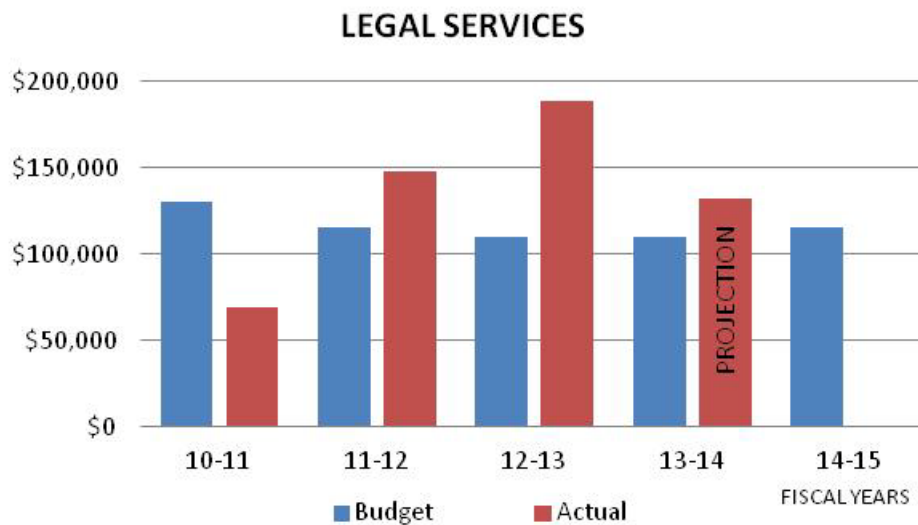


The chart to the left reflects the total number of Town employees, including full-time, regular part-time, and elected officials, over the past six years. Since 2010, the Town has had roughly the same number of employees meeting ever increasing responsibilities and demands for services. This year, through the budget process, the vacant position of part-time Assistant Town Clerk was eliminated.

Legal Services

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

For Fiscal Year 2014-2015, the overall legal budget was increased by \$5,000 for a total legal budget of \$115,000 for potential fees. The legal budget has been allocated as follows: \$25,000 to Department of First Selectman for general government legal matters, \$55,000 to Human Resources for labor negotiations and personnel issues, and \$35,000 to Planning & Code Administration for land use matters.

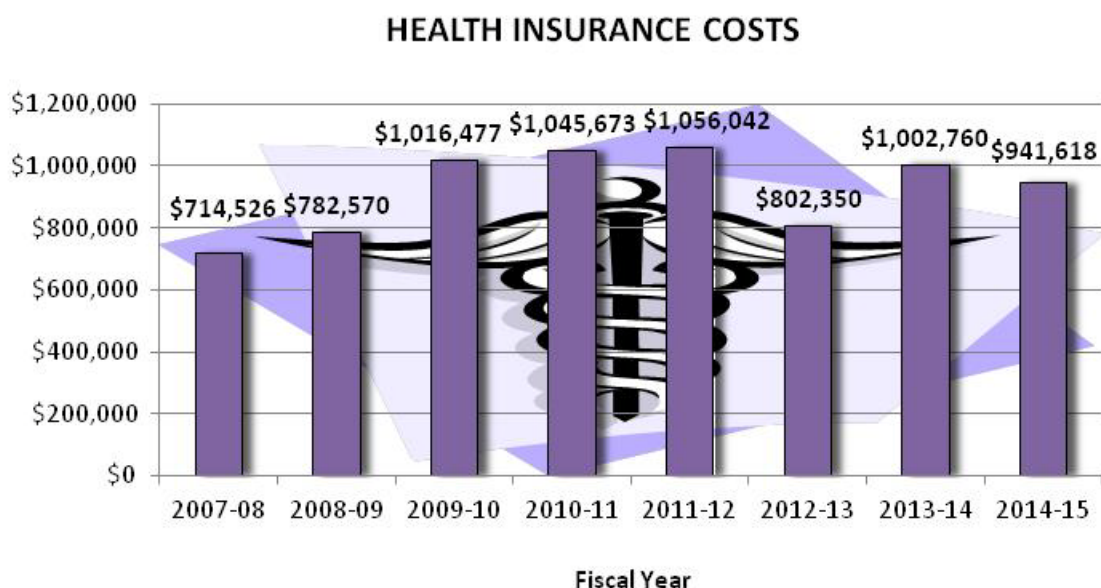


The five-year trend fluctuates so dramatically either over or under the adopted budget because the Town cannot predict future litigation, serious personnel issues, or duration or complication of collective bargaining.

Insurances

This year, the insurance budget, including employee health insurance, municipal property & liability insurance, workers' compensation insurance, and estimated unemployment benefits; decreased by \$50,339, or -3.21%.

Health insurance costs for FY 14-15 are estimated at \$941,618, a decrease of \$61,142 from the prior year. The Town has continued to negotiate plan design changes, including a high deductible health plan with a health savings account, and is pursuing a wellness initiative as a cost control measure.

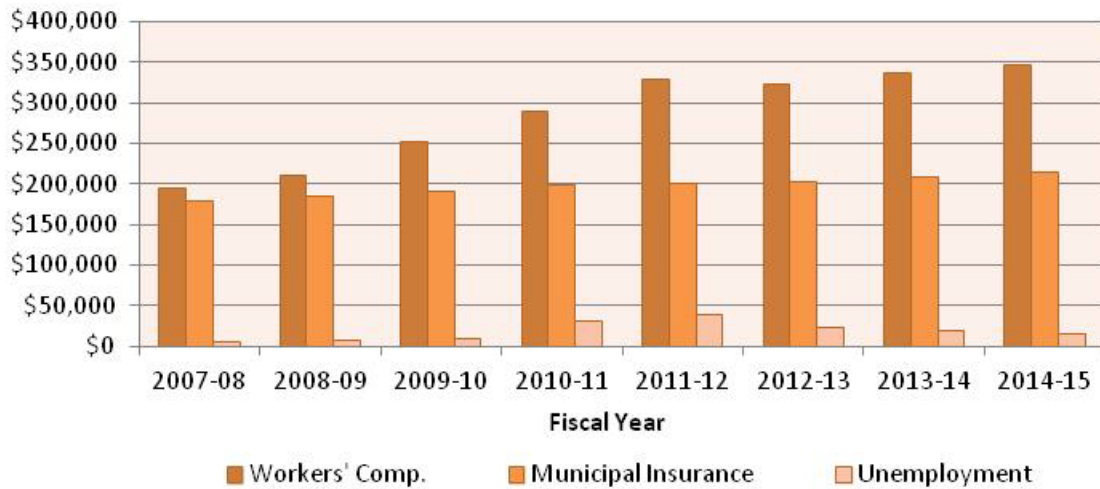


Health insurance costs represent 62.1% of the Town's insurance liability, with workers compensation insurance, property & liability insurance, and unemployment compensation benefits, making up the remainder of the Town's total insurance budget.

Over the past several years, property & liability insurance costs have remained relatively unchanged, increasing \$14,408 or 7.22% since 2011. As was expected, in the aftermath of the economic downturn of 2009, unemployment benefit claims increased. This year, for the fourth year in a row, the unemployment budget has decreased from \$39,200 to \$14,378, or by 63.32%.

Finally, the Town is budgeting an increase in Workers' Compensation expenses of \$10,387, or 3.08% over the prior year's budget.

OTHER INSURANCE COSTS



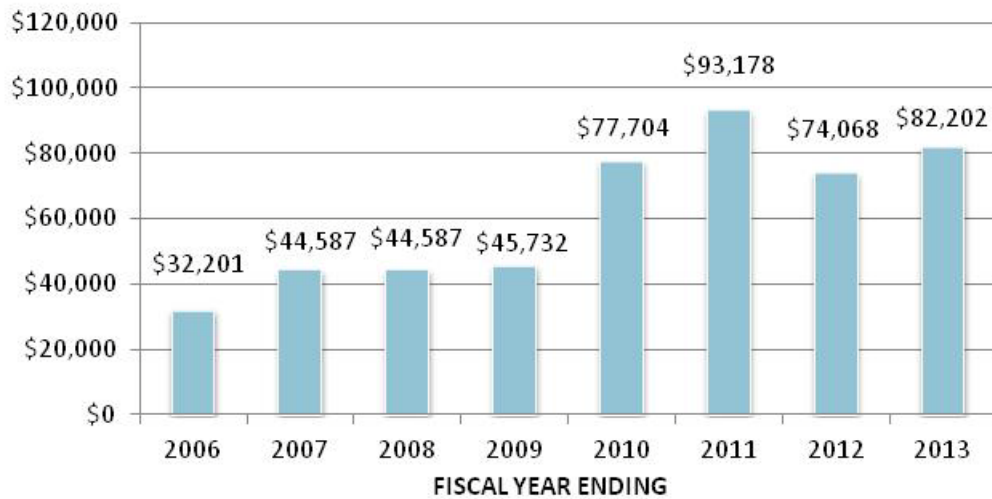
The Town has an active Health & Safety Committee, who works closely with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impacts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

Pension / Retirement

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

Police officers are required to contribute 12.5% of their base pay and the Town contributes the remainder of the Annual Required Contribution (ARC). As of the last audit (June 30, 2013), employees contributed \$77,703, while the Town contributed \$88,321, for a total addition to the police pension fund of \$166,024. At the beginning of fiscal year 2012-2013, the pension fund amounted to \$702,577 and ended the year at \$945,646, taking into account contributions and investment performance. The ARC to the police pension for Fiscal Year 12-13 (the latest audit available) was \$82,202, which was an increase from the prior year of \$8,134. The table on the next page shows ARC trends for the past eight years:

ANNUAL REQUIRED CONTRIBUTION (ARC) TOWARDS POLICE PENSION



The Town has consistently funded its obligation towards the police officers' pension fund. For the past eight years, the town's contribution was between 93% and 142% of the required contribution. Due to the Town's dedication to fully-funding the pension, based on the annual required contribution, at the end of the last fiscal year, the Net Pension Asset was \$(51,970). At the date of the latest actuarial valuation (July 1, 2013), the actuarial accrued liability was \$1,244,938 and the actuarial valuation of assets was \$945,646, leaving an unfunded actuarial accrued liability of \$299,292 and a funded ratio of 75.96%, up from 68.33% the year before.

Other Funds

This executive summary and the following budget document primarily represent the Town's major governmental fund, the "General Fund." As noted in the glossary section of the budget, on page 279, there are other funds that the Town maintains and tracks, such as: the Bonded Projects Fund, Sewer Capital Fund, Energy Fund, Water Enterprise Fund, Special Revenue Funds, Capital Projects Funds, Debt Service Fund, Medical Self-Insurance Fund, Internal Service Fund, Pension Trust Fund, Private-Purpose Trust Fund, and Agency Funds.

Debt Service and Bonded Projects have been included in this document. Debt Service is described in this letter on page 20 as well as on pages 245 & 265. Bonded projects are described in Section Six of the budget document on pages 265-274.

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

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

V. Outlook/Future Goals

Budgets are always a struggle between what we would like to have, what we need, and what we can afford. Colchester is a "bedroom" community and our ability to expand or maintain services is limited by what the taxpayers can fund. During these difficult economic times, we continue to lay the groundwork for future economic expansion while maintaining our core services. The next phase of development is beginning in designated areas of town which should add to our commercial tax base. With this economic growth, maintenance of state aid, and stabilization of health insurance costs, Colchester has weathered the economic downturn and is in a strong position entering the recovery.

Our future budget goals are to continue to adequately fund our capital needs, and cost effectively provide necessary services to meet the needs of residents. Roads, facilities and vehicles maintenance and improvements were underfunded in the budget for several years. By working with the Board of Finance, a comprehensive vehicle replacement plan was developed and has been consistently funded for the last four years. A similar plan is being developed for all Town and Education facilities. Future budgets will have to determine how we deal with the changing needs of residents. Despite the challenge of recruiting and retaining volunteers for our fire department, with the initial success of the ambulance incentive program, we believe we are in a position to continue to meet the public safety needs of our residents. Also, although we lack dedicated overnight police coverage, we expect to be able to provide coverage on a periodic basis utilizing existing police personnel. More resources to address these concerns may be required in future budgets.

I hope 2014-2015 is a year of growth and development for the Town of Colchester and I want to thank all those involved in the budget process, staff, board/commission members, and other volunteers, for their hard work, understanding, and effort.

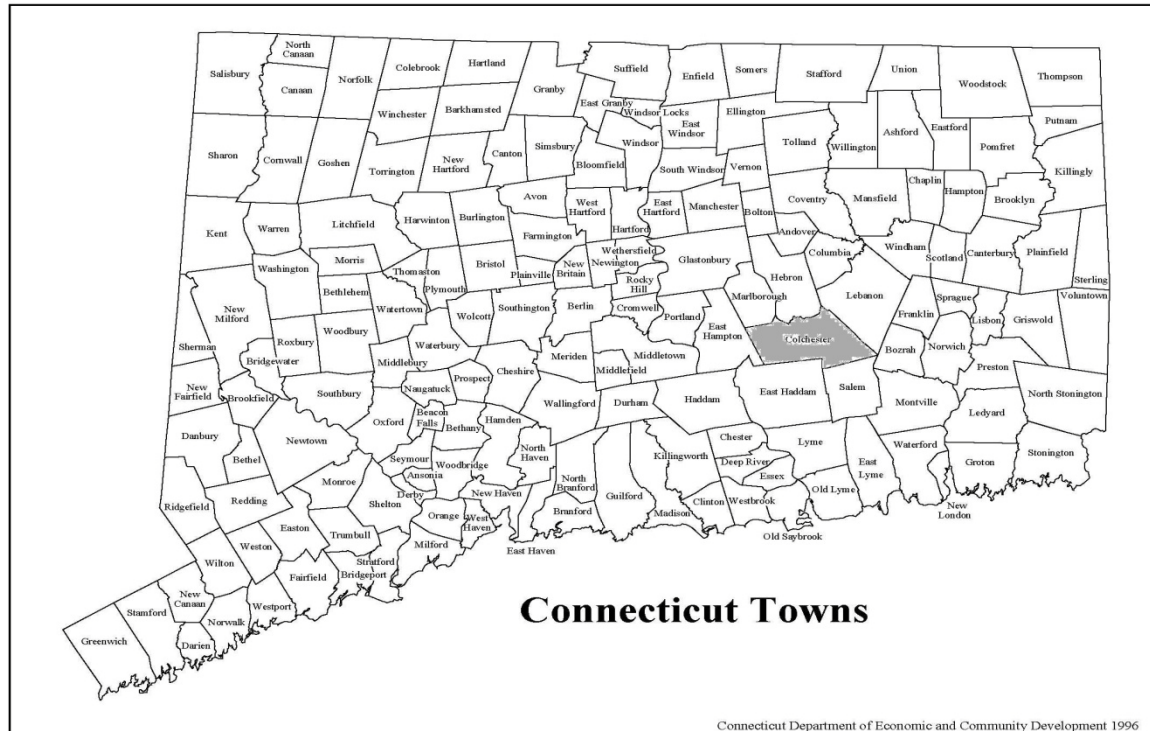
Sincerely,

Stan Soby
First Selectman

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

**TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET**

Description of the Town of Colchester



The Town was incorporated in 1698 and covers an area of 48.7 square miles, located approximately 25 miles southeast of Hartford, Connecticut, the State capital. The Town is intersected by Connecticut Route 2, which connects with Interstate 91 in Hartford and Interstate 95 in North Stonington. Colchester is bordered on the north by the towns of Marlborough and Hebron, on the south by East Haddam and Salem, on the east by Lebanon, and on the west by East Hampton. Easy access to interstate highways, abundance of undeveloped land, affordable housing stock, and availability of public water and sewers, as well as its pleasant rural setting has attracted growth to the Town. About 89% of Colchester is zoned for residential purposes. Colchester's population nearly doubled since the 1980 Census. Its population was estimated to be 16,187 by the Connecticut Department of Public Health as of July 1, 2012. Colchester was the second fastest growing Connecticut municipality in the past decade. In addition, the surrounding towns have also been growing faster than the State average.

In 2012, the Town of Colchester had a population density per square mile of roughly half of the state average, per capita income of 96.4% of the state average, and a median household income 133.1% of the state median. The Town's debt per capita was less than half of the state average at \$983; the tax collection rate was slightly higher than the state average at 98.4%; and the unemployment rate was one percent lower than the average. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 72nd in population, 107th in population density, 125th in debt per capita, 43rd in median household income, and 72nd in unemployment. (*Municipal Fiscal Indicators*, CT Office of Policy & Management, March 2014).

**TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET**

Form of Government

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

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

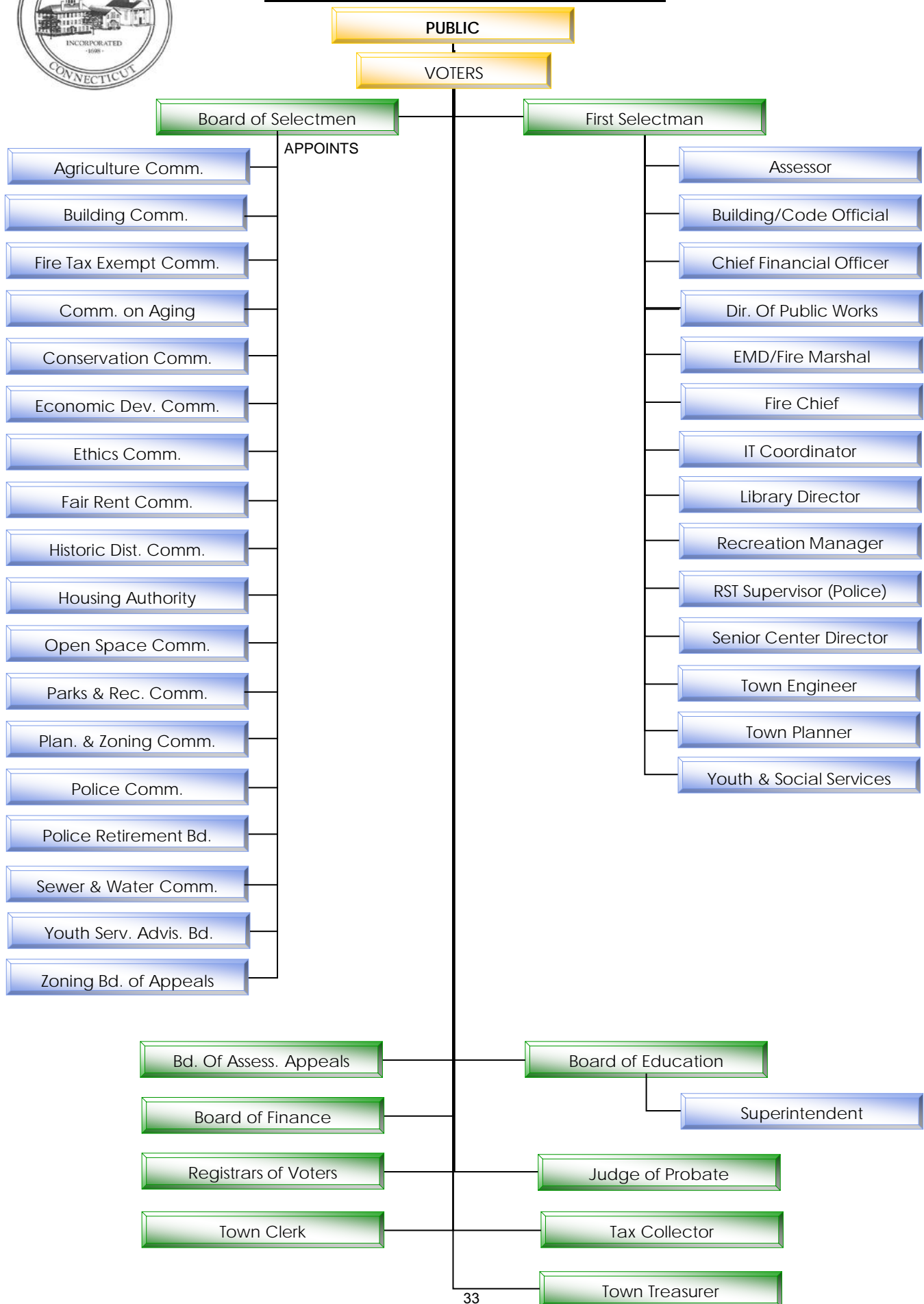
The Board of Finance is the budget-making authority and is responsible for financial and taxation matters, presenting the annual fiscal budget for Town Meeting and referendum approval and establishing the tax rate.

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

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



ORGANIZATIONAL CHART



PRINCIPAL OFFICIALS

Board of Selectmen

Stan Soby, First Selectman
William Curran
Denise Mizla

Rosemary Coyle
Kurt Frantzen

Board of Finance

Robert Tarlov, Chairman
Thomas Kane
John Ringo

Robert Esteve
James McNair
Art Shilosky

Board of Education

Ronald Goldstein, Chairman
Donald Kennedy
Mitchell L. Koziol
Michael Voiland

Bradley Bernier
Michael Egan
Mary Tomasi

Administration

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

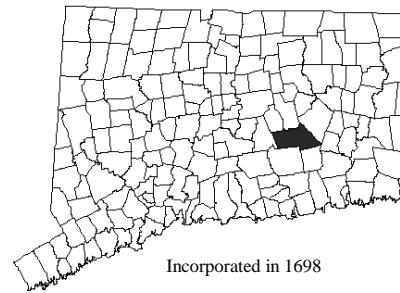
Maggie Cosgrove
Nancy Bray
Gregory Cordova
Donald Philips
Jeffrey Mathieu

Colchester, Connecticut

CERC Town Profile 2013

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

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



Incorporated in 1698

Demographics

<i>Population (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	<i>Race/Ethnicity (2011)</i>	<i>Town</i>	<i>County</i>	<i>State</i>
2000	14,551	259,088	3,405,565	White	15,210	225,661	2,796,198
2010	15,849	272,360	3,545,837	Black	297	14,833	347,941
2011	15,929	272,891	3,558,172	Asian Pacific	91	11,566	135,435
2020	16,923	279,893	3,690,997	Native American	0	1,606	8,104
'11-'20 Growth / Yr	0.7%	0.3%	0.4%	Other/Multi-Race	331	19,225	270,494
				Hispanic (any race)	605	22,261	463,407
Land Area (sq. miles)	49	666	4,845	<i>Poverty Rate (2011)</i>	2.5%	7.7%	9.5%
Pop./ Sq. Mile (2011)	325	410	734	<i>Educational Attainment (2011)</i>			
Median Age (2011)	40	40	40	Persons Age 25 or Older	<i>Town</i>	<i>%</i>	<i>State</i>
Households (2011)	5,939	107,115	1,360,115	High School Graduate	2,806	26%	678,312
Med HH Inc. (2011)	\$95,034	\$67,010	\$69,243	Associates Degree	1,060	10%	176,216
				Bachelors or More	4,402	41%	861,770
<i>Age Distribution (2011)</i>							
	<i>0-4</i>	<i>5-17</i>	<i>18-24</i>	<i>25-49</i>	<i>50-64</i>	<i>65+</i>	<i>Total</i>
Male	513 3%	1,603 10%	541 3%	2,836 18%	1,517 10%	677 4%	7,687
Female	465 3%	1,594 10%	502 3%	2,991 19%	1,727 11%	963 6%	8,242
County Total	15,032 6%	44,780 16%	26,737 10%	92,272 34%	55,872 20%	38,198 14%	272,891

Economics

<i>Business Profile (2012)</i>			<i>Top Five Grand List (2009)</i>	<i>Amount</i>	<i>% of Net</i>
<i>Sector</i>	<i>Units</i>	<i>Employment</i>	Country Place of Colchester	\$10,554,500	0.8%
Total - All Industries	348	3,608	Connecticut Light & Power	\$9,838,680	0.8%
23 Construction	35	200	SS1 Colchester	\$8,104,000	0.6%
31 Manufacturing	9	158	White Oak Development	\$4,572,330	0.4%
44 Retail Trade	55	622	Genesis Health Ventures of Bloomfield	\$4,270,300	0.3%
62 Health Care and Social Assistance	45	626	Net Grand List (2009)	\$1,274,983,803	
72 Accommodation and Food Services	25	373	<i>Top Five Major Employers (2012)</i>		
Total Government	19	779	Alpha Q	Liberty Specialty Care Center	
Local/Municipal Government	14	600	Harrington Court/Genesis Elder C	M&J Bus Company	
			Laidlaw		

Education

<i>2010-2011 School Year</i>	<i>Town</i>	<i>State</i>	<i>Connecticut Mastery Test Percent Above Goal</i>					
			<i>Grade 4</i>		<i>Grade 6</i>		<i>Grade 8</i>	
Total Town School Enrollment	3,237	548,313	<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>
Most public school students in Colchester attend Colchester School District, which has 3,069 students.			Reading	70 63	83 76	80 75		
			Math	73 67	80 72	74 67		
			Writing	73 67	77 65	75 65		
			<i>Average SAT Score</i>					
<i>For more education data see:</i>	<i>Students per Computer</i>	<i>Town</i>	<i>State</i>	<i>Average Class Size</i>		<i>Town</i>	<i>State</i>	
http://sdeportal.ct.gov/Cedar/WEB/ResearchandReports/SSPReports.aspx	Elementary:	2.4	4.1	Grade K	20.2	Grade 2	20.7	Reading 501 502
	Middle:	2.3	2.7	Grade 5	21.6	Grade 7	19.8	Writing 489 506
	Secondary:	2.5	2.9	High School	19.3	Math	505	506

Government

Government Form: Selectman-Town Meeting				Annual Debt Service (2011)	\$3,693,538
				As % of Expenditures	7.4%
Total Revenue (2011)	\$50,665,236	Total Expenditures (2011)	\$50,149,192	Eq. Net Grand List (2009)	\$1,752,181,106
Tax Revenue	\$32,548,912	Education	\$36,998,747	Per Capita	\$109,999
Non-tax Revenue	\$18,116,324	Other	\$9,456,907	As % of State Average	73%
Intergovernmental	\$16,821,153	Total Indebtness (2011)	\$18,115,000	Date of Last Revaluation (2011)	
Per Capita Tax (2011)	\$2,043	As % of Expenditures	36.1%	Moody's Bond Rating (2011)	Aa3
As % of State Average	80.9%	Per Capita	\$1,137	Actual Mill Rate (2011)	25.07
				Equalized Mill Rate (2011)	18.40
				% of Grand List Com/Ind (2009)	8.0%

Housing/Real Estate

<i>Housing Stock (2012)</i>	Town	County	State	Owner Occupied Dwellings (2011)	5,017	74,325	937,339
Existing Units (total)	6,199	120,185	1,481,396	As % Total Dwellings	80%	62%	63%
% Single Unit	80.1%	68.5%	64.4%	Subsidized Housing (2012)	488	12,166	161,379
New Permits Auth. (2012)	25	291	4,669	<i>Distribution of House Sales (2010)</i>	Town	County	State
As % Existing Units	0.40%	0.24%	0.32%	Number of Sales			
Demolitions (2012)	0	39	955	Less than \$100,000	2	157	1,114
House Sales (2010)	98	1,346	17,157	\$100,000-\$199,999	26	449	5,005
Median Price	\$242,500	\$215,000	\$246,000	\$200,000-\$299,999	48	377	4,614
Built Pre 1950 share (2011)	13.0%	30.8%	30.6%	\$300,000-\$399,999	19	180	2,589
				\$400,000 or More	3	183	3,835

Labor Force

<i>Place of Residence (2012)</i>	Town	County	State	<i>Connecticut Commuters (2010)</i>		
Labor Force (Residence)	9,049	147,124	1,879,473	Commuters into Town from:	Town Residents Commuting to:	
Employed	8,391	134,657	1,722,407	Colchester	1,084	Colchester 1,084
Unemployed	658	12,468	157,074	Lebanon	145	Norwich 351
Unemployment Rate	7.3%	8.5%	8.4%	Norwich	140	Glastonbury 288
<i>Place of Work (2012)</i>				East Haddam	117	Groton 275
# of Units	348	6,970	111,933	Hebron	107	Hartford 273
Total Employment	3,608	122,866	1,628,028	East Hampton	95	Montville 226
2000-'12 AAGR	0.3%	-0.2%	0.2%	Windham	86	Manchester 179
Mfg Employment	158	13,850	165,206	Salem	72	Waterford 178
				Montville	66	New London 166
				Glastonbury	58	

Other Information

<i>Library (2011)</i>			<i>Families Receiving (2013)</i>			<i>Residential Utilities</i>
Public web computers	20		Temporary Assistance	44		Electric Provider
Circulation per capita	9.5		<i>Population Receiving (2013)</i>			Connecticut Light & Power
<i>Crime Rate (2011)</i>	Town	State	Food Stamps	899		(800) 286-2000
Per 100,000 Residents	741	2,234	<i>Distance to Major Cities</i>	<i>Miles</i>		Gas Provider
			Hartford	23		na
			Boston	87		na
			New York City	103		Water Provider
			Providence	51		Connecticut Water Company
						(800) 286-5700
						Cable Provider
						COMCAST/NORWICH
						(800) 266-2278

SECTION TWO

Budget Summary & Overview





Section Two – Budget Summary and Overview

Item

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



BUDGET DEVELOPMENT PROCESS

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

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

November - January

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

February

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

March

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

April - May

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

BUDGET ADOPTION PROCESS GUIDED BY TOWN CHARTER/ORDINANCES

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

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

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

2. At the Annual Budget Meeting, the members of the Boards of Selectmen and Education shall, with respect to their respective budgets:
 - a. Present their proposed budget to the Town voters;
 - b. Have available for review by the Town voters a line-item comparison between such budget and the amount budgeted for such line item in the current fiscal year;
 - c. If feasible, have available for review by the Town voters a line-item level comparison between such budget and the amount estimated to be actually expended for such line item in the current fiscal year; and
 - d. Have available for review by the Town voters a listing of all fiscal year-to-date transfers and amendments made within the current fiscal year's budget.
3. At the Annual Budget Meeting, the Town voters may reduce, but not increase, the combined Town budget upon the passage of a proper motion. A proper motion shall:
 - a. Stipulate a specific dollar amount for reduction;
 - b. Stipulate the budget to which such reduction shall be charged;
 - c. With respect to a reduction in the budget of the Board of Selectmen, stipulate a specific line item or the specific line items to be reduced; and
 - d. With respect to a reduction in the budget of the Board of Education, only the bottom line may be reduced.
4. If (i) the combined Town budget, as reduced by such proper motion(s), differs from that first presented by more than 2.0% or (ii) the Board of Selectmen's budget or the Board of Education's budget differs from that first presented by more than 3.0%, the Annual Budget Meeting shall be continued to a second meeting held no less than two business days following the first meeting. At this second meeting, the proper motion(s) shall again be introduced to and acted upon by the Town voters in attendance. Should the proper motion(s) pass at this second meeting, the proper motion(s) shall become effective and shall be incorporated into the proposed combined Town budget.
5. The Annual Budget Meeting shall automatically be recessed to a referendum to be held on a date determined by the Annual Budget Meeting (the "Annual Budget Referendum") at the conclusion of the Annual Budget Meeting, at which the combined Town budget, as recommended by the Annual Budget Meeting, shall be presented to the Town voters for final approval or disapproval.
6. The Annual Budget Referendum is a form of referendum and shall be held on such date as determined by the Annual Budget Meeting. A minimum of two questions shall appear on the ballot for the Annual Budget Referendum. The first question shall require a vote of "Yes" or "No" on whether to approve the budget of the Board of Selectmen (including debt service and capital expenditure budgets) as recommended by the Annual Budget Meeting. The second question shall require a vote of "Yes" or "No" on whether to approve the budget of the Board of

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

SPECIAL ADOPTION PROCESSES, AS DEFINED BY TOWN CHARTER

Special Budget Referendums.

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

Recount of Annual Budget Referendum or special referendums.

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

**TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET**

BUDGET CALENDAR

MARCH

5 – Board of Finance (Town & BOE Budget Presentations)	7:00 PM	Town Hall
6 – Board of Finance (BOE Budget Review)	7:00 PM	Town Hall
6 – Board of Selectmen	7:00 PM	Town Hall
10 – Budget Forum	7:00 PM	Town Hall
10 – Board of Finance	After Forum	Town Hall
11 – Board of Education	7:00 PM	BA Media
17 – Board of Selectmen	6:00 PM	Town Hall
17 – Board of Finance	After BOS	Town Hall
19 – Board of Finance	7:00 PM	Town Hall
20 – Board of Selectmen	7:00 PM	Town Hall
31 – Budget Public Hearing	7:00 PM	Town Hall

APRIL

1 – Budget Public Hearing	7:00 PM	Town Hall
2 – Board of Finance	7:00 PM	Town Hall
3 – Board of Selectmen	7:00 PM	Town Hall
8 – Board of Education	7:00 PM	BA Media
16 – Board of Finance	7:00 PM	Town Hall
17 – Board of Selectmen	7:00 PM	Town Hall
23 – Town Meeting	7:00 PM	Town Hall

MAY

1 – Board of Selectmen	7:00 PM	Town Hall
6 – Budget Referendum	6am – 8pm	Town Hall
7 – Board of Finance	7:00 PM	Town Hall
13 – Board of Education	7:00 PM	BA Media
14 – Board of Finance	6:30 PM	Town Hall
14 – Board of Selectmen	After BOF	Town Hall
15 – Board of Selectmen	7:00 PM	Town Hall
21 – Town Meeting	7:00 PM	Town Hall
27 – Board of Education	7:00 PM	BA Media
29 – Budget Referendum	6am – 8pm	Town Hall

JUNE

2 – Board of Selectmen	6:00 PM	Town Hall
2 – Board of Finance	7:00 PM	Town Hall
3 – Board of Education	7:00 PM	BA Media
4 – Board of Finance	7:00 PM	Town Hall
4 – Board of Selectmen	After BOF	Town Hall
5 – Board of Selectmen	7:00 PM	Town Hall
10 – Board of Education	7:00 PM	BA Media
12 – Budget Information Session	6:30 PM	Town Hall
17 – Town Meeting	7:00 PM	Town Hall
18 – Board of Finance	7:00 PM	Town Hall
19 – Board of Selectmen	7:00 PM	Town Hall
24 – Budget Referendum	6am – 8pm	Town Hall
24 – Board of Finance	8:00 PM	Town Hall
24 – Board of Selectmen	After BOF	Town Hall

Basis of Accounting

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

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

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

Basis of Budgeting

Governmental Funds – An annual budget is legally adopted for the Town's General Fund. This budget is prepared using the modified accrual basis of accounting. The adopted budget is balanced when the sum of estimated revenues and appropriated fund balance is equal to total appropriations. The Town balanced the FY 14-15 budget with a property tax increase and without an appropriation of fund balance.

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

General Fund Revenues and Expenditures

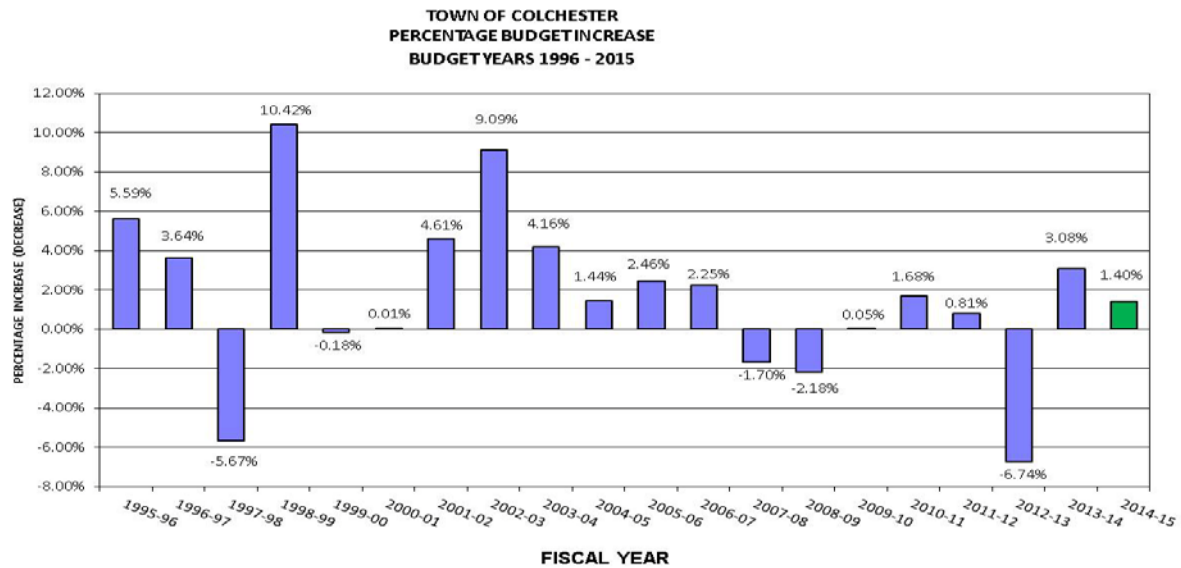
	<u>Actual 2012-2013</u>	<u>Actual 2011-2012</u>	<u>Actual 2010-2011</u>	<u>Actual 2009-2010</u>	<u>Actual 2008-2009</u>
Revenues					
Property taxes	\$34,364,251	\$33,794,551	\$32,548,912	\$30,313,052	\$29,517,925
Intergovernmental revenues	19,347,462	19,517,186	16,821,153	16,597,510	18,522,145
Revenues from use of money	47,491	48,747	27,499	23,792	148,181
Charges for services and assessments	506,988	502,588	497,629	557,770	499,254
Licenses, permits and fees	683,481	656,649	638,568	727,187	578,195
Other	104,759	122,060	131,475	112,142	161,583
Total revenues	55,054,432	54,641,781	50,665,236	48,331,453	49,427,283
Expenditures					
Current:					
General government	3,196,386	3,649,080	3,427,070	3,391,100	3,112,367
Public works	2,849,686	2,440,714	2,468,024	2,102,583	2,272,385
Public safety	2,204,883	2,139,001	1,943,222	1,974,357	2,028,134
Community & Human Services	1,286,636	--	--	--	--
Civic and cultural	--	1,254,771	1,196,544	1,245,111	1,319,120
Health and welfare	--	434,075	422,047	425,473	429,244
Education	41,828,767	40,492,902	36,998,747	35,813,628	36,921,607
Debt service	2,095,890	2,914,282	3,693,538	3,690,958	3,945,936
Total expenditures	53,462,248	53,324,825	50,149,192	48,643,210	50,028,793
Excess (deficiency) of revenues over expenditures	1,592,184	1,316,956	516,044	(311,757)	(601,510)
Other financing sources (uses):					
Operating transfers in	--	214,746	--	--	--
Operating transfers out	(625,363)	(583,058)	(278,003)	(216,977)	(311,331)
Total other financing sources (uses)	(625,363)	(368,312)	(278,003)	(216,977)	(311,331)
Extraordinary item					
State teachers' on-behalf payments	--	--	--	--	(10,033,000)
State teachers' on-behalf revenue	--	--	--	--	10,033,000
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses	966,821	948,644	238,041	(528,734)	(912,841)
Fund balance, beginning of year	4,563,969	3,615,325	3,377,284	3,906,018	4,818,859
Fund balance, end of year	\$5,530,790	\$4,563,969	\$3,615,325	\$3,377,284	\$3,906,018

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

BUDGET HISTORY - Town Operating, Debt Service & Capital

FISCAL YEAR	ADOPTED BUDGET	DOLLAR INCREASE	PERCENT INCREASE	MILL RATE
1995-96	10,189,807	539,480	5.59%	24.45
1996-97	10,560,802	370,995	3.64%	25.02
1997-98	9,962,126	(598,676)	-5.67%	25.02
1998-99	11,000,128	1,038,002	10.42%	26.12
1999-00	10,980,457	(19,671)	-0.18%	27.01
2000-01	10,981,302	845	0.01%	27.53
2001-02	11,487,069	505,767	4.61%	28.46
2002-03	12,531,352	1,044,283	9.09%	29.40 (1)
2003-04	13,052,734	521,382	4.16%	30.35
2004-05	13,241,059	188,325	1.44%	31.02
2005-06	13,566,431	325,372	2.46%	31.75
2006-07	13,871,593	305,162	2.25%	32.47
2007-08	13,636,350	(235,243)	-1.70%	23.01 (1)
2008-09	13,338,957	(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

(1) Revaluation Year



**TOWN OF COLCHESTER
FY 2014-2015 ADOPTED BUDGET**

MUNICIPAL EMPLOYEE HISTORY*

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
General Government	105	106	105	105	103	102

**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 2014-15 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/16	2.00%
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/14	Neg. ¹
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/15	2.50%
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/14	Neg. ¹
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/15	2.50%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/16	1.75%

EMPLOYEE COMPENSATION

<u>Employees</u>	<u>No. of Employees²</u>	<u>Salaries & Wages²</u>
Public Works	19	\$880,235
Town Clerical	13	\$613,724
Fire/Ambulance	6	\$347,232
Administrators	11	\$778,175
Police	11	\$770,504
Library	5	\$208,645
Non-Union	10	\$517,123
Elected	3	\$203,698
TOTAL	78	\$4,319,336

EMPLOYEE BENEFITS

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Health Insurance Cost	\$1,016,477	\$1,045,629	\$1,122,201	\$798,687	\$1,002,760	\$941,618

¹ Contracts currently in negotiations

² Represents full-time and permanent part-time employees receiving benefits included in proposed budget

REVENUE SUMMARY

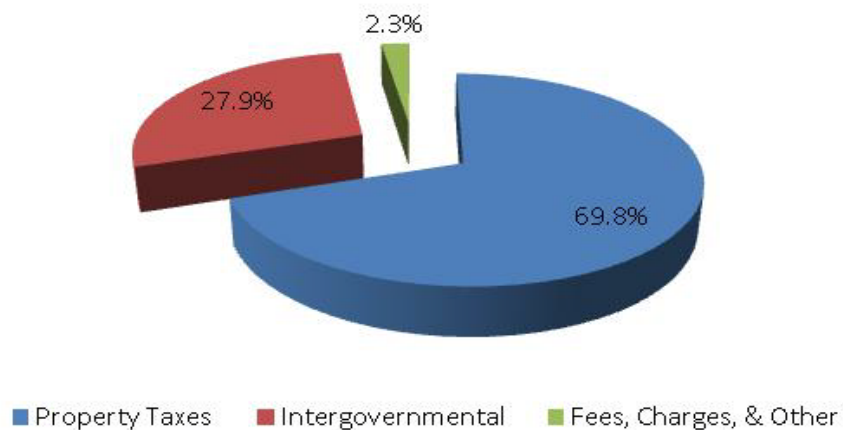


	FY 2011-2012 Actual Revenues	FY 2012-2013 Actual Revenues	FY 2013-2014 Adopted Budget	FY 2013-2014 Projected Actuals	FY 2014-2015 Adopted Budget
REVENUES:					
Property Taxes:					
Current taxes	33,250,044	33,626,453	35,829,295	35,572,503	36,376,654
Delinquent taxes	317,379	444,355	325,000	400,000	400,000
Interest & lien fees	227,128	293,443	150,000	200,000	200,000
Total property taxes	33,794,551	34,364,251	36,304,295	36,172,503	36,976,654
Intergovernmental:					
Property Tax Relief Revenue Sharing	187,394	110,088	0	0	46,349
Hold Harmless Grant	0	0	228,664	0	0
In lieu of taxes - PILOT	50,470	49,876	0	52,351	58,234
Manufacturing Transition Grant	0	30,957	0	0	0
Mashantucket Pequot/Mohegan Fund	73,709	72,749	9,470	67,828	70,381
Distribution to Towns	16,335	10,845	16,000	9,500	10,000
Elderly Freeze	2,000	2,000	0	0	0
Disability Exemptions	1,721	1,969	2,000	1,894	2,150
Elderly Circuit Breaker	48,263	50,265	56,900	48,326	54,905
Additional Veterans Exemptions	5,081	6,386	7,000	7,960	7,571
Local Capital Improvement	120,273	0	181,560	236,614	118,690
Youth Services Grant	18,753	18,750	18,750	18,833	18,833
Library Grant	5,653	5,375	4,400	5,222	5,222
Emergency Management	0	1,200	3,905	3,905	3,905
Total	529,652	360,460	528,649	452,433	396,240
Intergovernmental - Education:					
ECS	13,550,768	13,759,751	13,773,810	13,750,145	13,761,528
Transportation	216,872	203,028	0	187,183	181,305
Special Education	782,328	519,762	450,000	371,609	450,000
School Building Grants	595,566	0	0	0	0
Total	15,145,534	14,482,541	14,223,810	14,308,937	14,392,833
Total intergovernmental	15,675,186	14,843,001	14,752,459	14,761,370	14,789,073

	FY 2011-2012 Actual Revenues	FY 2012-2013 Actual Revenues	FY 2013-2014 Adopted Budget	FY 2013-2014 Projected Actuals	FY 2014-2015 Adopted Budget
Charges for Services:					
Ambulance Fees	493,174	490,728	475,000	475,000	475,000
Recreation Fees	9,414	16,261	11,500	11,500	11,500
Total charges for services	502,588	506,989	486,500	486,500	486,500
Revenues from use of money:					
Investment interest earnings	48,747	47,491	52,500	52,500	52,500
Licenses/permits/fees:					
Vendor permits	660	340	400	330	330
Copier fees	17,304	18,324	16,650	17,100	17,000
ZBA fees	150	700	1,000	400	1,000
Conservation Commission fees	4,808	3,207	5,500	5,500	5,500
Zoning and Planning fees	18,071	11,100	12,000	12,000	12,000
Building fees	188,319	264,201	170,000	200,000	190,000
Fire marshal inspection fees	240	480	200	500	200
Conveyance tax	107,315	116,290	108,000	112,000	112,000
Town Clerk fees	99,225	108,576	105,000	106,000	106,000
Sports licenses	614	605	520	520	520
Land Records - Town	3,029	3,263	3,400	3,200	3,200
Pistol permits	7,490	12,320	8,050	10,000	10,000
Road inspection fees	33,744	4,189	4,100	4,838	6,600
Transfer Station fees	156,554	123,376	135,000	135,000	135,000
Library fines & fees	15,123	12,957	15,000	11,680	14,000
Dial-A-Ride	4,003	3,553	4,000	3,500	3,500
Total licenses/permits/fees	656,649	683,481	588,820	622,568	616,850

	FY 2011-2012 Actual Revenues	FY 2012-2013 Actual Revenues	FY 2013-2014 Adopted Budget	FY 2013-2014 Projected Actuals	FY 2014-2015 Adopted Budget
Other revenues:					
Tuition	12,730	8,890	15,030	49,099	10,000
Telecommunication property tax	45,718	40,888	0	40,000	40,000
Elderly Housing/Dublin Village	13,499	11,848	13,500	11,500	11,500
Miscellaneous	20,142	9,853	12,000	12,000	12,000
Insurance Reimbursement	2,417	385	0	0	0
Recovery/Settlement	0	0	0	59,996	0
State Fund for Building Inspection fees	982	1,679	800	800	800
CIRMA Member Equity Distribution	26,892	31,414	0	29,288	0
	122,380	104,957	41,330	202,683	74,300
Other financing sources:					
Transfer from Capital Projects Funds	214,746	0	0	0	0
Use of Fund Balance	62,513	126,852	0	136,811	0
Total other financing sources	277,259	126,852	0	136,811	0
Total revenues	51,077,360	50,677,022	52,225,904	52,434,935	52,995,877

Revenue Sources by Type





EXPENDITURE SUMMARY



**TOWN OF COLCHESTER
BUDGET SUMMARY BY FUNCTION**

	ACTUAL EXPENDITURES <u>FY 2011-2012</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	ADOPTED BUDGET <u>FY 2014-2015</u>
GENERAL GOVERNMENT	3,457,972	3,197,836	3,516,486	3,376,727	3,442,025
PUBLIC SAFETY	2,135,524	2,214,604	2,334,112	2,454,130	2,492,989
PUBLIC WORKS	3,018,269	3,217,697	3,145,849	3,276,733	3,234,601
COMMUNITY & HUMAN SERVICES	1,301,225	1,286,695	1,436,721	1,425,603	1,469,948
DEBT	2,914,282	2,095,890	2,093,641	2,054,915	1,972,866
TRANSFERS	583,058	625,363	623,041	703,319	721,653
TOTAL TOWN	13,410,330	12,638,085	13,149,850	13,291,427	13,334,082
BOARD OF EDUCATION	36,764,988	37,482,580	39,076,054	39,076,054	39,661,795
TOTAL BUDGET	50,175,318	50,120,665	52,225,904	52,367,481	52,995,877

SUMMARY - GENERAL GOVERNMENT

	ACTUAL EXPENDITURES <u>FY 2011-2012</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	PROPOSED BUDGET <u>FY 2014-2015</u>
LEGISLATIVE					
BOARDS AND COMMISSIONS	20,347	23,240	27,314	25,397	24,996
CONTINGENCY					
CONTINGENCY	0	0	52,229	0	52,790
MUNICIPAL MANAGEMENT					
FIRST SELECTMAN	239,713	271,362	211,402	210,333	215,393
HUMAN RESOURCES	79,242	61,506	120,202	65,815	107,275
FINANCE					
FINANCE	259,883	281,833	270,208	275,566	275,703
TAX COLLECTOR	153,143	154,498	147,309	185,870	151,342
ASSESSOR	243,257	238,980	251,931	257,979	269,557
DEVELOPMENT AND PLANNING					
PLANNING CODE ADMINISTRATION	497,024	502,901	516,817	511,110	508,700
TOWN CLERK					
TOWN CLERK	184,993	179,393	196,733	160,015	155,263

SUMMARY - GENERAL GOVERNMENT (CONTINUED)

	ACTUAL EXPENDITURES <u>FY 2011-2012</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	ADOPTED BUDGET <u>FY 2014-2015</u>
REGISTRARS OF VOTERS					
REGISTRARS OF VOTERS	57,099	54,153	69,074	53,786	65,512
LEGAL & INSURANCES					
INSURANCES	1,635,965	1,332,749	1,567,296	1,545,025	1,516,957
PROBATE	5,249	4,836	4,558	4,558	5,340
INFORMATION TECHNOLOGY					
INFORMATION TECHNOLOGY	82,057	92,385	81,413	81,273	93,197
TOTAL GENERAL GOVERNMENT	3,457,972	3,197,836	3,516,486	3,376,727	3,442,025

SUMMARY - PUBLIC SAFETY

	<u>ACTUAL EXPENDITURES FY 2011-2012</u>	<u>ACTUAL EXPENDITURES FY 2012-2013</u>	<u>ADOPTED BUDGET FY 2013-2014</u>	<u>PROJECTED ACTUAL FY 2013-2014</u>	<u>ADOPTED BUDGET FY 2014-2015</u>
POLICE PROTECTION					
POLICE	1,096,221	1,136,387	1,193,510	1,237,447	1,241,940
FIRE PROTECTION					
FIRE	1,031,652	1,067,414	1,122,600	1,198,967	1,235,086
EMERGENCY MANAGEMENT					
EMERGENCY MANAGEMENT	7,651	10,803	18,002	17,716	15,963
TOTAL PUBLIC SAFETY	2,135,524	2,214,604	2,334,112	2,454,130	2,492,989

SUMMARY - PUBLIC WORKS

	ACTUAL EXPENDITURES <u>FY 2011-2012</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	ADOPTED BUDGET <u>FY 2014-2015</u>
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	157,410	199,516	153,705	159,863	154,971
HIGHWAY	1,295,524	1,225,217	1,307,105	1,275,291	1,314,477
FLEET MAINTENANCE	342,871	364,000	362,313	373,092	368,081
GROUNDS MAINTENANCE	389,424	398,925	416,142	416,826	406,274
SNOW REMOVAL	294,676	469,223	410,890	535,423	469,405
FACILITIES	188,131	198,499	144,335	146,394	151,894
ENGINEERING					
ENGINEERING	98,538	101,326	104,985	115,431	104,509
TRANSFER STATION					
TRANSFER STATION	251,695	260,991	246,374	254,413	264,990
TOTAL PUBLIC WORKS	3,018,269	3,217,697	3,145,849	3,276,733	3,234,601

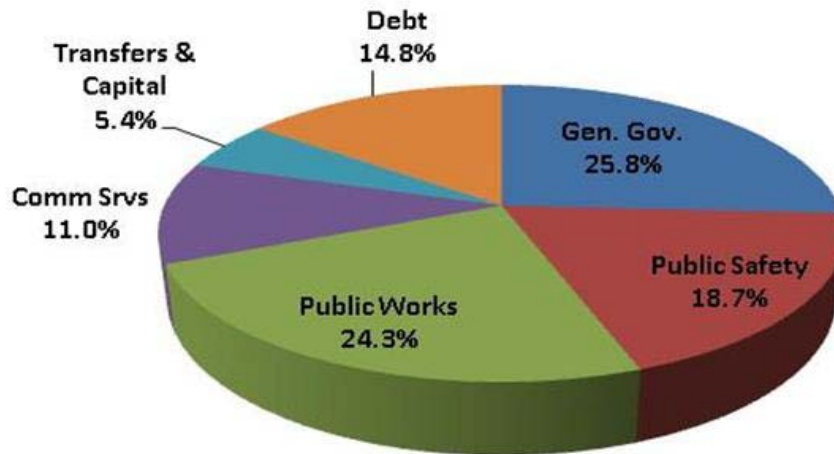
SUMMARY - COMMUNITY & HUMAN SERVICES

	ACTUAL EXPENDITURES <u>FY 2011-2012</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	ADOPTED BUDGET <u>FY 2014-2015</u>
YOUTH & SOCIAL SERVICES					
YOUTH & SOCIAL SERVICES	304,245	294,438	330,300	322,565	332,079
HEALTH					
HEALTH	130,424	132,759	136,289	136,289	144,874
LIBRARY					
CRAGIN LIBRARY	519,266	520,738	533,165	535,865	540,307
RECREATION					
RECREATION	99,064	108,595	175,357	169,168	172,938
SENIOR SERVICES					
SENIOR SERVICES	248,226	230,165	261,610	261,716	279,750
TOTAL COMMUNITY & HUMAN SERVICES	1,301,225	1,286,695	1,436,721	1,425,603	1,469,948

SUMMARY - DEBT & TRANSFERS

	ACTUAL EXPENDITURES <u>FY 2011-2012</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	ADOPTED BUDGET <u>FY 2014-2015</u>
DEBT					
DEBT SERVICE	2,914,282	2,095,890	2,093,641	2,054,915	1,972,866
TRANSFERS					
OTHER FINANCING USES	583,058	625,363	623,041	703,319	721,653
TOTAL DEBT & TRANSFERS	3,497,340	2,721,253	2,716,682	2,758,234	2,694,519

Expenditures by Type



SUMMARY - EDUCATION

	ACTUAL EXPENDITURES <u>FY 2011-2012*</u>	ACTUAL EXPENDITURES <u>FY 2012-2013</u>	ADOPTED BUDGET <u>FY 2013-2014</u>	PROJECTED ACTUAL <u>FY 2013-2014</u>	ADOPTED BUDGET <u>FY 2014-2015</u>
EDUCATION	36,764,988	37,482,580	39,076,054	39,076,054	39,661,795

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

SECTION THREE

Taxation & Collections





**TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET**

Section Three – Taxation & Collections

Item _____

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



**Town of Colchester
FY 2014-2015 Adopted Budget
Budget Summary & Mill Rate Calculation**

BUDGET SUMMARY

	EDUCATION	TOWN	DEBT SERVICE	TRANSFERS/ CAPITAL	TOTAL
Appropriations	39,661,795	10,639,563	1,972,866	721,653	52,995,877
Estimated Revenue	14,402,833	2,216,390	0	0	16,619,223
Amount to be Raised by Taxation	25,258,962	8,423,173	1,972,866	721,653	36,376,654
MILLS	20.89	6.97	1.63	0.60	30.09

MILL RATE CALCULATION

	DOLLARS	MILLS
Amount to be Raised by Taxation	36,376,654	30.09
Reserve for Uncollected Revenue (estimated 98.4% collection rate)	582,026	0.48
TOTAL TAX WARRANT	36,958,680	30.57

Grand List	1,194,674,800	2014-15 Mill Rate	30.57
Estimated Prorates	1,900,000	2013-14 Mill Rate	30.28
M. V. Supplement	15,100,000	Increase in Mill Rate	0.29
Less Estimated BAA and adjustments	<u>(2,500,000)</u>		
List Net	1,209,174,800		

Dated: June 24, 2014

Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2011	Percent of Net Taxable Grand List ¹
Connecticut Light & Power Company	Utility	\$12,424,750	1.04
Country Place of Colchester LTD Partners	Housing Development	9,214,200	0.77
SS1 Colchester, LLC	Grocery Store	7,232,900	0.60
Norwich, City of	Utility	4,835,900	0.40
GAIA Colchester LLC	Manufacturing/Distribution	3,695,100	0.31
Sharr Realty LLC	Commercial Leasing	3,518,000	0.29
Church Street Oreo One LLC	Residential Subdivision	3,508,800	0.29
Alpha Q Inc	Manufacturing	3,498,330	0.29
S & S Worldwide Inc	Manufacturing/Distribution	3,401,500	0.28
Genesis Health Ventures of Bloomfield Inc.	Convalescent Home	<u>3,220,000</u>	<u>0.27</u>
TOTAL		\$54,549,480	4.56

¹ Based on 2013 Net Taxable Grand List of \$1,195,815,175.

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 6/30/14
2014	\$1,191,172	30.28	\$36,156,049	98.4	1.6	1.63
2013	1,176,520	28.80	34,157,365	98.4	1.6	0.62
2012	1,297,281	25.85	33,774,748	98.4	1.6	0.32
2011	1,275,362	25.07	32,238,714	98.6	1.4	0.26
2010	1,268,249	23.65	30,066,131	98.3	1.7	0.25
2009	1,249,469	23.01	28,929,185	98.4	1.6	0.28
2008	1,223,766	23.01	28,443,115	97.7	2.3	0.26
2007	860,497	32.47	28,363,487	97.4	2.6	0.35
2006	826,761	31.75	26,735,437	97.8	2.2	0.27

SECTION FOUR

Department Operating Budgets





TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET

**Section Four – FY 2014-2015 Adopted Operating Budget
(by Department)**

Item _____

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



General Government



**TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET**

General Government

Departments

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



**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Boards and Commissions

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

- Board of Finance
- Police Retirement Board
- Ethics Commission
- Board of Assessment Appeals
- Economic Development Commission
- Historic District Commission
- Fair Rent Commission

**TOWN OF COLCHESTER
ADOPTED BUDGET**

BOARDS & COMMISSIONS

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Overtime	1,397	3,645	3,914	3,839	3,826
Contractual, Temporary, Occassional Payroll	2,160	2,260	3,900	2,280	2,760
FICA	202	270	300	294	305
Office Supplies	193	0	175	175	175
Mileage, Training & Meetings	50	0	310	50	260
Professional Memberships	0	0	50	0	50
Financial & Accounting	12,760	12,760	12,760	12,760	11,165
Professional Services	3,500	3,600	4,400	4,300	4,400
Postage	35	31	225	100	225
Legal Notices	50	60	380	370	380
Printing & Publications	0	614	900	1,229	1,450
TOTAL	20,347	23,240	27,314	25,397	24,996

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11105 - BOARDS AND COMMISSIONS				
40103 - OVERTIME				3,826
Meeting Clerk - Board of Finance	1.00	2,253.00	2,253	
Meeting Clerk - Board of Assessment Appeals	1.00	1,200.00	1,200	
Meeting Clerk - Historic District Commission	1.00	373.00	373	
40105 - CONTR TEMP OCCAS				2,760
Meeting Clerk - Police Retirement Board	2.00	60.00	120	
Meeting Clerk - Ethics Commission	3.00	60.00	180	
Meeting Clerk - Fair Rent Commission	2.00	60.00	120	
Meeting Clerk - WJJMS/Community Center/Senior Center Building Project	24.00	60.00	1,440	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
41230 - FICA				305
FICA for Meeting Clerk's wages	1.00	305.00	305	
42301 - OFFICE SUPPLIES				175
Board of Assessment Appeals	1.00	25.00	25	
Economic Development Commission	1.00	75.00	75	
Historic District Commission	1.00	75.00	75	
43213 - MILEAGE, TRAINING & MEETINGS				260
CT Public Pension Forum conferences - Police Retirement Board	1.00	50.00	50	
Training seminars for BAA board members	3.00	50.00	150	
Economic Development Commission	1.00	60.00	60	
43258 - PROFESSIONAL MEMBERSHIPS				50
CT Public Pension Forum membership - Police Retirement Board	1.00	50.00	50	
44202 - FINANCIAL & ACCOUNTING				11,165
Independent audit	1.00	11,165.00	11,165	
44208 - PROFESSIONAL SERVICES				4,400
Actuarial services - Police Defined Benefit pension plan	1.00	4,000.00	4,000	
Economic Development - Assistance with Plan development for revitalization, etc.	1.00	150.00	150	
Historic District Commission	1.00	250.00	250	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				225
Board of Finance	1.00	75.00	75	
Economic Development Commission	1.00	75.00	75	
Historic District Commission	1.00	75.00	75	
44230 - LEGAL NOTICES				380
Board of Assessment Appeals	1.00	30.00	30	
Historic District Commission	1.00	350.00	350	
44232 - PRINTING & PUBLICATIONS				1,450
Printing of adopted budget	1.00	1,300.00	1,300	
Economic Development Commission - Brochures to promote business growth	1.00	150.00	150	
TOTAL BOARDS AND COMMISSIONS				24,996

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Department: Contingency

Description

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

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

CONTINGENCY

<u>ACCOUNT</u>	FY 2011-2012 ACTUAL <u>EXPENDITURES</u>	FY 2012-2013 ACTUAL <u>EXPENDITURES</u>	FY 2013-2014 ADOPTED <u>BUDGET</u>	FY 2013-2014 PROJECTED <u>ACTUALS</u>	FY 2014-2015 ADOPTED <u>BUDGET</u>
Contingency	0	0	52,229	0	52,790
TOTAL	0	0	52,229	0	52,790

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11110 - CONTINGENCY				
50900 - CONTINGENCY				52,790
Reserve for unanticipated expenditures	1.00	52,790.00	52,790	
TOTAL CONTINGENCY				52,790



Department: First Selectman

Mission

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

Description

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

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

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

Staffing

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

2013 – 2014 Accomplishments

- Updated personnel policy
- Implementation of Energy Performance Contract for Town and School Facilities
- Successful negotiation of two union contracts
- Improved Emergency Operation Center functionality
- Application and receipt of Main Street Investment Fund Grant
- Implementation of improved security at town and school facilities
- Assisted Tractor Supply opening
- Implementation of ambulance incentive program with fire department
- Awarded the National Government Finance Officers' Association Distinguished Budget Presentation for the FY 2013-2014

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Board of Selectmen Agenda Items Acted On:	330	315	329
• Union Contracts Negotiated/Amended:	2	2	3
• Citizen Issues Addressed*:	2,515	2,800	2,428

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

2014 – 2015 Objectives

- Support blight ordinance task force in effort to facilitate a community decision on implementing a blight ordinance
- Establish and support a Charter review commission
- Determine feasibility of a YMCA in Colchester and determine future steps
- Implementation of CHFD task force recommendation, as appropriate
- Creation of budget transfer policy
- Creation of a program fund policy
- Recommendation on elderly tax relief options
- Recommendation on reconfiguration of services at Town Hall
- Successful negotiation of administrator's union and clerical union contracts
- Strive to keep appointed boards and commissions 95% full

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRST SELECTMAN

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	138,998	138,398	138,991	130,660	136,536
Overtime	9	0	0	0	0
Contractual, Temporary, Occassional Payroll	1,731	1,275	500	3,545	1,500
Employee Related Insurances	331	316	317	281	329
FICA & Retirement	18,051	17,921	18,285	15,771	17,954
Copier	4,330	4,393	4,500	4,458	4,653
Office Supplies	2,277	1,189	1,250	1,250	1,250
Technical Reference Materials	0	0	200	0	0
Mileage, Training & Meetings	1,384	1,134	1,250	1,250	1,400
Professional Memberships	16,868	18,595	18,595	18,795	18,605
Legal	47,404	80,610	20,000	26,875	25,000
Professional Services	1,012	995	0	965	1,175
Postage	3,879	3,969	4,834	4,084	4,234
Legal Notices	97	0	500	200	250
Printing & Publications	55	114	0	213	240
Telephone	1,135	0	0	0	0
Hebron Tax	450	306	0	54	75
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	1,702	2,147	2,030	1,932	2,042
TOTAL	239,713	271,362	211,402	210,333	215,393

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11201 - FIRST SELECTMAN				
40101 - REGULAR PAYROLL				136,536
First Selectman	1.00	80,995.00	80,995	
Executive Assistant to the First Selectman	1.00	42,000.00	42,000	
Part-time Clerk (4 hrs/day)	1.00	13,541.00	13,541	
40105 - CONTR TEMP OCCAS				1,500
Temporary staff for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				329
Life/AD&D Insurance	1.00	84.00	84	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				17,954
FICA	1.00	10,574.00	10,574	
Defined Contribution 401(a) Plan @ 6%	1.00	7,380.00	7,380	
42233 - COPIER				4,653
Central copier - per copy charges	1.00	1,200.00	1,200	
Copy paper	1.00	325.00	325	
Central Copier - monthly lease payments	2.00	249.00	498	
Lease expiration 8/31/14				
Central Copier - monthly lease payments	10.00	263.00	2,630	
Replacement effective 9/1/14				
42301 - OFFICE SUPPLIES				1,250
Paper, envelopes, letterhead, computer & printer supplies	1.00	1,250.00	1,250	
42343 - TECHNICAL REFERENCE MATERIALS				200
Reference materials	1.00	200.00	200	
43213 - MILEAGE, TRAINING & MEETINGS				1,400
Mileage - meetings, conferences, workshops	1.00	900.00	900	
Workshop & conference fees: FOI, accident investigation, risk management, customer service, etc.	1.00	500.00	500	
43258 - PROFESSIONAL MEMBERSHIPS				18,605
Southeast CT Council of Governments	1.00	8,837.00	8,837	
CT Council of Small Towns	1.00	1,025.00	1,025	
CT Conference of Municipalities	1.00	8,653.00	8,653	
Colchester Business Association	1.00	90.00	90	
44203 - LEGAL				25,000
General Municipal legal, including assessment appeals				

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				1,175
Constant contact - communication with citizens	12.00	50.00	600	
Survey Monkey	1.00	150.00	150	
GFOA Budget award application fees	1.00	425.00	425	
44217 - POSTAGE				4,234
Postage	1.00	1,250.00	1,250	
Postage meter - quarterly lease payments	4.00	696.00	2,784	
First class mail permit	1.00	200.00	200	
44230 - LEGAL NOTICES				250
Meeting warnings	1.00	250.00	250	
44232 - PRINTING & PUBLICATIONS				240
Department share - quarterly publication costs	4.00	60.00	240	
Colchester Connections				
45250 - HEBRON TAXES				75
Property taxes paid to Town of Hebron	1.00	75.00	75	
46224 - EQUIPMENT REPAIRS				150
Office Equipment Repairs	1.00	150.00	150	
47242 - PARADES & CELEBRATIONS				2,042
Grave markers & flags - Memorial Day	1.00	1,250.00	1,250	
Float prizes - Memorial Day parade	1.00	150.00	150	
School band donations - Memorial Day Parade	1.00	300.00	300	
Meeting Clerk - Memorial Day Parade Committee	1.00	182.00	182	
Employee recognition & bereavement	1.00	160.00	160	
TOTAL FIRST SELECTMAN				215,593



**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Department: Human Resources

Mission

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

Description

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

Staffing

First Selectman's Office

2013 – 2014 Accomplishments

- Selection of Biometric Screening Vendor
- Successful negotiation of Public Works Union Contract
- Successful negotiation of Library Union Contract
- Successful negotiation of Firefighters Union Contract
- Implementation of new health plans
- Finalize updated Employee Handbook & Personnel Policies

2014 – 2015 Objectives

- Successful negotiation of two union contracts (Clerical and Administrators)
- Implementation of biometric screening

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HUMAN RESOURCES

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Office Supplies	179	0	150	150	150
Other Purchased Supplies	310	91	450	250	250
Mileage, Training & Meetings	147	0	300	150	200
Legal	52,803	54,241	45,000	60,000	55,000
Professional Services	22,384	2,525	3,440	2,310	3,460
Advertising	2,672	4,297	2,000	1,955	2,500
Printing & Publications	161	100	200	0	200
Programs	586	252	1,000	1,000	1,000
Contract Settlements	0	0	67,662	0	44,515
TOTAL	79,242	61,506	120,202	65,815	107,275

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11205 - HUMAN RESOURCES				
42301 - OFFICE SUPPLIES				150
General office & meeting supplies	1.00	150.00	150	
42340 - OTHER PURCHASED SUPPLIES				250
First Aid supplies, materials, etc.	1.00	250.00	250	
43213 - MILEAGE, TRAINING & MEETINGS				200
Workshops & updates (CPR, First Aid, etc.)	1.00	200.00	200	
44203 - LEGAL				55,000
Labor & personnel issues				
44208 - PROFESSIONAL SERVICES				3,460
Required Physicals & Testing for employment	1.00	200.00	200	
Employee Assistance Program (EAP) fees	1.00	2,560.00	2,560	
Applicant tracking software	1.00	700.00	700	
44231 - ADVERTISING				2,500
Employment advertising	1.00	2,500.00	2,500	
44232 - PRINTING & PUBLICATIONS				200
Forms, booklets, and employee notifications	1.00	200.00	200	
47282 - PROGRAMS				1,000
Employee health and safety incentive programs	1.00	1,000.00	1,000	
50950 - CONTRACT SETTLEMENTS				44,515
Estimated salary & benefit increases for union contract settlements	1.00	44,515.00	44,515	
Administrators & Town Hall union contracts in negotiation				
TOTAL HUMAN RESOURCES				107,275



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Finance (Town & Board of Education)

Mission

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

Description

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

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

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

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

Staffing

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

2013 – 2014 Accomplishments

- Issued audited financial statements for the fiscal year ended June 30, 2013 with unqualified audit opinion
- Issued State and Federal grant audit reports with no compliance or internal control findings
- For the period January-December 2013, increased the use of electronic payments to vendors to 14% of total payment transactions
- Obtained lease purchase financing for Heavy Rescue Fire Apparatus at an interest rate of 2.25% for 10 years
- Issued Request for Proposals for Auditing Services
- Worked with Executive Assistant to the First Selectman to obtain the National Government Finance Officers' Association Distinguished Budget Presentation Award for the FY 2013-2014 Adopted Budget

2014 – 2015 Objectives

- Issue audited financial statements for the fiscal year ended June 30, 2014 with an unqualified opinion
- Development of FY 2015-2016 Town & BOE annual operating budgets
- Develop funding plan for WJJMS project in conjunction with Building Committee
- Implement reporting requirements of Uniform Chart of Accounts as required by the State of CT Office of Policy and Management
- Implement employer mandate requirements of the Affordable Health Care Act
- Upgrade Munis financial software from Version 8.3

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FINANCE

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	182,076	201,230	189,357	191,470	191,496
Overtime	28	0	0	0	0
Contractual, Temporary, Occasional Payroll	4,613	4,760	4,613	4,993	4,613
Employee Related Insurances	746	718	724	747	792
FICA & Retirement	26,186	29,358	25,453	28,817	28,790
Copier	812	639	2,186	1,958	2,091
Office Supplies	688	886	1,000	1,000	1,000
Technical Reference Materials	210	50	150	50	100
Mileage, Training & Meetings	1,098	1,173	2,875	1,950	1,950
Professional Memberships	545	553	570	555	560
Data Processing	25,130	24,382	25,580	25,575	25,611
Professional Services	14,862	16,384	15,500	16,451	16,500
Postage	1,839	1,700	2,000	2,000	2,000
Telephone	851	0	0	0	0
Equipment Repairs	199	0	200	0	200
TOTAL	259,883	281,833	270,208	275,566	275,703

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11301 - FINANCE				
40101 - REGULAR PAYROLL				191,496
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	57,120.00	57,120	
Finance Director	1.00	78,283.00	78,283	
Union contract in negotiation				
Payroll/AP Coordinator (8 hrs/day)	1.00	54,643.00	54,643	
Union contract in negotiation				
Longevity	1.00	1,450.00	1,450	
40105 - CONTR TEMP OCCAS				4,613
Treasurer	1.00	4,613.00	4,613	
41210 - EMPLOYEE RELATED INS.				792
Life/AD&D Insurance	1.00	368.00	368	
Long Term Disability Insurance	1.00	424.00	424	
New position request				
41230 - FICA & RETIREMENT				28,790
FICA	1.00	15,002.00	15,002	
Defined Contribution 401(a) Plan - CFO @ 6% (50% Town & 50% BOE)	1.00	3,427.00	3,427	
Defined Contribution 401(a) Plan - Finance Director @ 8%	1.00	6,263.00	6,263	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Payroll & A/P Coordinator @ 7.5%	1.00	4,098.00	4,098	
Union contract in negotiation				
42233 - COPIER				2,091
Copier supplies - paper, etc.	1.00	325.00	325	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	105.50	1,266	
Per copy charges	1.00	500.00	500	
42301 - OFFICE SUPPLIES				1,000
Office supplies	1.00	1,000.00	1,000	
42343 - TECHNICAL REFERENCE MATERIALS				100
GAAFR Review & Other reference materials for Finance & Treasurer	1.00	100.00	100	
43213 - MILEAGE, TRAINING & MEETINGS				1,950
Mileage for use of personal vehicle - attendance at educational seminars and professional organization meetings	1.00	450.00	450	
CCM, GFOA, CSCP sponsored meetings & seminars	1.00	750.00	750	
Continuing education requirements for certification				
Staff Training - Finance, Payroll/Personnel, computer, Munis	1.00	750.00	750	
Keep current on legal mandates, improve operational efficiency and implement cost saving measures				

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				560
CTGFOA membership - CFO, Finance Director	2.00	65.00	130	
National GFOA membership - CFO	1.00	200.00	200	
AICPA membership - CFO (50% Town/50% BOE)	1.00	115.00	115	
CSCPA membership - CFO (50% Town/50% BOE)	1.00	115.00	115	
44205 - DATA PROCESSING				25,611
Munis contract (shared with BOE) - 3 year contract renewal 7/1/13-6/30/16	1.00	23,625.00	23,625	
Crystal Reports for Munis - estimated 5% increase	1.00	736.00	736	
Check stock, Direct deposit paystubs, W-2 tax forms	1.00	1,250.00	1,250	
44208 - PROFESSIONAL SERVICES				16,500
Banking services fees	1.00	16,500.00	16,500	
44217 - POSTAGE				2,000
46224 - EQUIPMENT REPAIRS				200
Office equipment repairs - typewriter, printers	1.00	200.00	200	
TOTAL FINANCE				275,703



**TOWN OF COLCHESTER
FY 2014-2015 ADOPTED BUDGET**

Department : Tax Office

Mission:

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

Description:

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

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

Staffing:

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

2012-2013 Accomplishments

- Achieved 98.39% tax collection rate for FY 2012/2013
- Successfully kept high collection rate using a variation of enforcement tools
- Process started to have online system lookup with second monitor for taxpayer viewing
- Education , including some completed NIMS, continuing education for tax and Excel training for tax collector

Measures (January 1-December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Bills sent:	26,050	26,045	26,017
• Delinquent statements & demands:	8,625	7,454	9,522
• Liens recorded:	157	181	401
• Accounts with marshal or collection agency:	4,444	2,936	1,865
• Accounts with attorney:	35	42	36

2014-2015 Objectives

- Continue education and training for collector and staff including CCMA classes, road shows supervision and NIMS .
- Achieve at least a 98.4% tax collection rate
- Successfully complete the online billing and processing system through Quality Data, taking online payments

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TAX COLLECTOR

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	110,885	112,356	101,927	138,550	101,927
Contractual, Temporary, Occasional Payroll	0	0	0	0	1,500
Employee Related Insurances	237	112	332	308	346
FICA & Retirement	12,592	12,059	12,475	16,677	14,645
Office Supplies	3,734	3,374	2,600	2,600	2,500
Mileage, Training & Meetings	1,226	1,574	1,800	1,500	1,800
Professional Memberships	95	95	120	125	175
Data Processing	9,452	10,389	13,500	11,747	13,553
Postage	9,907	8,737	9,800	9,800	9,800
Service Contracts	3,646	4,178	4,095	3,933	4,216
Legal Notices	660	660	660	630	880
Telephone	709	0	0	0	0
Office Equipment	0	964	0	0	0
TOTAL	153,143	154,498	147,309	185,870	151,342

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11303 - TAX COLLECTOR				
40101 - REGULAR PAYROLL				101,927
Tax Collector	1.00	60,819.00	60,819	
Assistant Tax Collector - Certified (7 hrs/day)	1.00	41,108.00	41,108	
Union contract in negotiation				
40105 - CONTR TEMP OCCAS				1,500
Temporary staff for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				346
Life/AD&D Insurance	1.00	101.00	101	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				14,645
FICA	1.00	7,913.00	7,913	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	3,649.00	3,649	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 7.5%	1.00	3,083.00	3,083	
Union contract in negotiation				
42301 - OFFICE SUPPLIES				2,500
Paper, toner, envelopes (delinquent demands, billing), general office supplies	1.00	2,500.00	2,500	
43213 - MILEAGE, TRAINING & MEETINGS				1,800
Required classes & Annual Seminar	1.00	1,800.00	1,800	
43258 - PROFESSIONAL MEMBERSHIPS				175
CT Tax Association & New London County Collectors Association Dues	1.00	175.00	175	
44205 - DATA PROCESSING				13,553
Quality Data -- tax billing & collection software	1.00	13,553.00	13,553	
44217 - POSTAGE				9,800
Tax bills, delinquent statements, demands & other notices required for collection.	1.00	9,800.00	9,800	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				4,216
Annual State Dept of Motor Vehicles (DMV) fee	1.00	3,871.00	3,871	
DMV - online access	1.00	250.00	250	
Warranty - remote deposit capture hardware	1.00	95.00	95	
44230 - LEGAL NOTICES				880
Legal notices required by State Statute for collection periods	1.00	880.00	880	
Additional public notices prior to sending accounts to collection				
TOTAL TAX COLLECTOR				151,342



Department: Assessor's Office

Mission

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

Description

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

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

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

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

Staffing

Assessor (full time)

Deputy Assessor (full time)

Assistant Assessor (full time)

2013 – 2014 Accomplishments

- Successfully hired and trained two new employees on CT state laws regarding the assessment/appraisal process, Colchester's specialized software systems, and town policies & ordinances.
- Deputy Assessor and Assistant Assessor both became State Certified Tax Assessors in Connecticut and received their CCMA Designations.
- Deputy Assessor became Connecticut State Certified for performing residential revaluation work.
- Assistant Assessor received her AAT Designation (Administrative Assessment Technician) from the Connecticut Association of Assessing Officers.
- Began renovating & reconstructing the Assessor's office in order to operate more efficiently.
- Received a \$4,000 State Grant for a new filing system.
- Resolved remaining appeals/litigation which arose from the revaluation process.
- Acquired six used filing cabinets for \$60 and began major house cleaning and reorganization of our third floor storage area. Applied to the State Library for permission to destroy documents no longer covered by the State Retention Schedule.
- Filed all State reports for reimbursement in a timely manner.
- Assessor received his re-certification from the State of Connecticut as a Connecticut Municipal Assessor.
- Assessor received his re-certification to perform municipal revaluations in the State of Connecticut.
- Deputy Assessor received his re-certification as a Licensed Real Estate Appraiser in the State of Connecticut.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Properties Field Reviewed for Revaluation:	-0-	5,246	2,701
• Real Estate Appraisals:	788	6,194	1,058
• Motor Vehicles Valued:	19,107	19,263	4,705
• Personal Property Accounts Processed:	1,001	1,011	1,300
• Untaxed Assets Uncovered:	297	217	671

2014 – 2015 Objectives

- Fully complete the reconstruction and renovation of Assessor's office.
- Fully complete the reorganization of our storage room & third floor filing system, dispose of data no longer covered under the state records retention schedule.
- Construct and create a Request for Proposals for the 2016 town-wide revaluation.
- Review bid proposals and select a contractor to assist in the completion of the October 1, 2016 revaluation.
- Support & assist the Elderly Tax Relief efforts.
- Construct a plan/goal and begin completing revaluation inspections "in-house".

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ASSESSOR

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	186,878	190,787	196,427	201,088	204,758
Overtime	1,245	1,704	1,000	1,106	1,250
Contractual, Temporary, Occasional Payroll	0	392	500	0	500
Employee Related Insurances	714	560	684	750	737
FICA & Retirement	26,828	22,222	28,356	30,923	31,528
Copier	1,786	1,857	1,962	2,060	1,977
Office Supplies	2,097	1,897	2,200	2,000	2,200
Other Purchased Supplies	21	31	50	35	50
Technical Reference Materials	395	430	670	475	500
Mileage, Training & Meetings	6,697	5,907	6,717	6,717	6,717
Professional Memberships	375	392	490	375	490
Data Processing	11,875	6,825	9,025	8,600	14,900
Professional Services	2,180	4,030	2,000	2,000	2,000
Postage	1,740	1,946	1,850	1,850	1,950
Telephone	426	0	0	0	0
TOTAL	243,257	238,980	251,931	257,979	269,557

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11304 - ASSESSOR				
40101 - REGULAR PAYROLL				204,758
Assessor	1.00	86,029.00	86,029	
Union contract in negotiation				
Deputy Assessor	1.00	66,092.00	66,092	
Union contract in negotiation				
Assistant Assessor - Certified (8 hrs/day)	1.00	51,887.00	51,887	
Union contract in negotiation				
Longevity	1.00	750.00	750	
40103 - OVERTIME				1,250
Overtime	1.00	1,250.00	1,250	
40105 - CONTR TEMP OCCAS				500
Temporary help for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				737
Life/AD&D Insurance	1.00	370.00	370	
Long term Disability Insurance	1.00	367.00	367	
41230 - FICA & RETIREMENT				31,528
FICA	1.00	15,797.00	15,797	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	6,882.00	6,882	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 7.5%	1.00	8,849.00	8,849	
Union contract in negotiation				
42233 - COPIER				1,977
Monthly lease	12.00	138.50	1,662	
Per copy charges - \$.007 per copy	1.00	175.00	175	
Paper for copier	1.00	140.00	140	
42301 - OFFICE SUPPLIES				2,200
State mandated forms, pricing books, cards, labels,	1.00	2,200.00	2,200	
Personal Property declarations, envelopes, General office supplies, veteran cards, correction forms, printer supplies, reproduction of tax maps				
42340 - OTHER PURCHASED SUPPLIES				50
Film & Developing costs.	1.00	50.00	50	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42343 - TECHNICAL REFERENCE MATERIALS				500
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	500.00	500	
43213 - MILEAGE, TRAINING & MEETINGS				6,717
Mileage for use of personal vehicles - State meetings, OPM training, professional organization meetings, inspections	1.00	6,717.00	6,717	
43258 - PROFESSIONAL MEMBERSHIPS				490
CAAO - CT Assoc. of Assessing Officers	1.00	150.00	150	
IAAO - International Assoc. of Assessing Officers	1.00	185.00	185	
SPA - Society of Professional Assessors	1.00	30.00	30	
HCAA - Hartford County Assessors Assoc.	1.00	45.00	45	
GNLCAA - Greater New London County Assessors	1.00	40.00	40	
NRAAO - Northeastern Regional Association of Assessing Officers	1.00	40.00	40	
44205 - DATA PROCESSING				14,900
Quality Data Service Contract	1.00	8,450.00	8,450	
Vision CAMA - maintenance contract	1.00	6,200.00	6,200	
DMV - online access	1.00	250.00	250	
44208 - PROFESSIONAL SERVICES				2,000
Personal property audits	1.00	2,000.00	2,000	
44217 - POSTAGE				1,950
TOTAL ASSESSOR				269,557



Department: Planning/ Building Code Administration

Mission

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

Description

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

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

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

The Department is staffed by six professionals who are all full time. The Department provides primary staffing to the Planning and Zoning Commission, the Conservation Commission, the Open Space Commission, the Zoning Board of Appeals, the Economic Development Commission and the Historic District Commission. All of these positions involve administration and compliance with state mandates and regulations, including detailed notice and development decision requirements.

Staffing

Town Planner (full time)
Building Official (full time)
Zoning/Assistant Planner (full time)
Fire Marshall (full time)
Environmental Planner(full time)
Land Use Assistant (full time)

2013 – 2014 Accomplishments

- Completion and Hearings on Land Development Regulations
- Grant award for Linwood Avenue Streetscape and Airline Trail Improvement (\$325,000)
- Complete construction of first phase of the Town's southern water and sewer expansion including pump station/permitting of Tractor Supply
- Commence Update of Plan of Conservation and Development and production of background statistics and maps
- Secured \$60,000 court sanction payment

2013 Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Applications Reviewed:	249	251	321
• Applications Approved:	240	222	302
• Residential Applications Approved (Houses)	37	27	18
• Residential Applications Approved (Other)	186	179	264
• Commercial Applications Approved:	17	16	20
• Building Inspections:	1,018	919	873
• Fees Collected:	282,335	227,038	185,625
• Total Cost of Construction (\$)	13,587,513	10,339,822	9,512,985

2014-2015 Objectives

- Complete and adopt update of Plan of Conservation and Development
- Complete Linwood Avenue Streetscape and Airline Trail Parking Lot
- Additional open space acquisition
- Increased portability of permitting

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PLANNING & CODE ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	364,502	367,231	373,168	371,566	377,641
Overtime	2,449	2,327	4,282	2,872	2,711
Contractual, Temporary, Occasional Payroll	83	177	1,000	231	500
Employee Related Insurances	1,488	1,423	1,425	1,554	1,540
FICA & Retirement	46,383	47,934	50,706	48,695	51,057
Copier	3,755	3,834	4,992	4,992	5,742
Office Supplies	2,501	2,470	2,500	2,500	2,500
Safety Equipment	599	565	600	600	600
Other Purchased Supplies	46	139	50	50	50
Technical Reference Materials	0	1,716	1,735	1,735	1,235
Mileage, Training & Meetings	2,759	2,288	3,000	3,000	3,000
Professional Memberships	7,854	6,595	7,765	7,765	7,000
Legal	47,377	54,015	45,000	45,000	35,000
Professional Services	3,957	2,710	8,000	8,000	8,000
Postage	1,235	845	1,750	1,750	1,500
Legal Notices	2,300	1,875	3,000	3,000	3,000
Printing & Publications	1,629	907	1,000	1,000	750
Telephone	1,674	0	0	0	516
Equipment Repairs	141	14	300	300	150
Vehicle Maintenance & Fuel	6,292	4,465	6,544	6,500	6,208
Office Equipment	0	1,371	0	0	0
TOTAL	497,024	502,901	516,817	511,110	508,700

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11411 - PLANNING CODE ADMINISTRATION				
40101 - REGULAR PAYROLL				377,641
Town Planner	1.00	79,615.00	79,615	
Building Official	1.00	73,970.00	73,970	
Fire Marshal	1.00	59,232.00	59,232	
Union contract in negotiation				
Zoning Enforcement Officer (current vacant position)	1.00	58,693.00	58,693	
Union contract in negotiation				
Wetlands Officer	1.00	53,628.00	53,628	
Union contract in negotiation				
Land Use Assistant (8 hrs/day)	1.00	49,653.00	49,653	
Union contract in negotiation				
Longevity	1.00	2,850.00	2,850	
40103 - OVERTIME				2,711
Meeting Clerk - Zoning & Planning Commission	1.00	1,427.00	1,427	
Meeting Clerk - Zoning Board of Appeals	1.00	428.00	428	
Meeting Clerk - Wetlands Conservation Commission	1.00	856.00	856	
40105 - CONTR TEMP OCCAS				500
Temporary staff for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				1,540
Life/AD&D Insurance	1.00	807.00	807	
Long Term Disability Insurance	1.00	733.00	733	
41230 - FICA & RETIREMENT				51,057
FICA	1.00	29,171.00	29,171	
Defined Contribution 401(a) Plan - Fire Marshal, ZEO, and Wetlands Officer @ 8%	1.00	13,724.00	13,724	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Building Official @ 6%	1.00	4,438.00	4,438	
Defined Contribution 401(a) Plan - Land Use Assistant @ 7.5%	1.00	3,724.00	3,724	
Union contract in negotiation				
42233 - COPIER				5,742
Per copy charges	1.00	1,150.00	1,150	
Copy supplies (shared cost)	1.00	500.00	500	
Annual Lease for copier & service contract (shared cost)	1.00	4,092.00	4,092	
42301 - OFFICE SUPPLIES				2,500
Shared cost	1.00	2,500.00	2,500	
42323 - PROT CLOTHING& SAFETY EQUIP				600
Routine replacement due to damage of required equipment such as hand tools, first aid kits, gloves	1.00	600.00	600	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				50
Batteries, Film & Film processing	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				1,235
Technical Journals, Code Publications, reference materials	1.00	1,235.00	1,235	
43213 - MILEAGE, TRAINING & MEETINGS				3,000
Mileage for use of personal vehicles - staff, board & commissions	1.00	3,000.00	3,000	
Classes, seminars and meetings				
Staff training to maintain required professional certifications				
43258 - PROFESSIONAL MEMBERSHIPS				7,000
Prof.Organization fees/membership dues - Town Planner,	1.00	2,000.00	2,000	
Building Officials, ZEO & Commissions				
Salmon River Watershed Conservation Compact	1.00	5,000.00	5,000	
44203 - LEGAL				35,000
44208 - PROFESSIONAL SERVICES				8,000
Consultant service and review of applications in the Historic Overlay Zone	1.00	8,000.00	8,000	
44217 - POSTAGE				1,500
44230 - LEGAL NOTICES				3,000
Legally required notices for ZPC, ZBA and CCC	1.00	3,000.00	3,000	
44232 - PRINTING & PUBLICATIONS				750
Printing cost for all administrative functions - CO's, permits, forms, regulations, etc.	1.00	750.00	750	
45216 - TELEPHONE				516
Air card for Building Official's printer (allows field use)	1.00	516.00	516	
46224 - EQUIPMENT REPAIRS				150
Cash register & other office equipment - minor repairs	1.00	150.00	150	
46390 - VEHICLE MAINTENANCE & FUEL				6,208
Equipment repairs & maintenance - 4 vehicles	1.00	2,500.00	2,500	
Unleaded & diesel gasoline	1.00	3,708.00	3,708	
TOTAL PLANNING CODE ADMINISTRATION				508,700



**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Department: Town Clerk

Mission

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

Description

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

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

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

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

Staffing

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

2013 – 2014 Accomplishments

- Scanned 100 volumes of documents and 1,990 maps into the computer system thereby allowing our customers to view and print the images from the vault as well as on-line.
- Hired a company to microfilm vital records from 1947-1969, to do repairs to the original records where needed, to transfer to new hard cover binders that will protect and separate the records.
- Purchased a new locking shelving unit for the second floor to store election material.
- Completed requirements to start E-Recording process for land records. This is the use of information technology to facilitate the performance of duties integral to the maintenance and tracking of electronic records in our office.
- Had Adkins Printing Company reproduce the large 1932 Land Record Index Book in an effort to preserve torn pages while making it easier for the public to handle.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>
• Land Record Recordings:	3,473	3,556
• Absentee Ballots Issued:	209	839
• Dog Licenses Issued:	1,442	1,541
• Marriage Licenses Issued:	64	39
• Birth, Marriage, & Death Cert. Issued:	401	366
• Sporting Licenses Issued:	1,114	1,144
• Documents Notarized:	1,078	817

2014 – 2015 Objectives

- Connect an index of property parcels with the digital image of filed surveys
- Continue back scanning land records and maps for our on-line system
- Start Electronic Recording of land records.
- Streamline the process for storing information regarding Boards and Commissions

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TOWN CLERK

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	127,653	128,696	135,241	106,925	98,783
Overtime	53	296	0	0	0
Contractual, Temporary, Occasional Payroll	800	0	800	0	1,500
Employee Related Insurances	472	451	471	348	340
FICA & Retirement	16,721	17,207	18,901	14,922	14,170
Copier	3,449	4,095	4,550	4,500	4,550
Office Supplies	1,161	1,257	1,500	1,500	1,500
Technical Reference Materials	550	550	550	550	550
Mileage, Training & Meetings	568	793	1,050	700	950
Professional Memberships	235	270	270	270	270
Indexing & Recording	21,544	21,376	24,800	23,000	24,500
Postage	1,538	1,828	2,500	2,500	2,250
Legal Notices	6,704	1,211	2,900	2,900	2,900
Printing & Publications	2,037	742	2,200	1,200	2,000
Micro Film	657	621	700	700	700
Telephone	851	0	0	0	0
Equipment Repairs	0	0	300	0	300
TOTAL	184,993	179,393	196,733	160,015	155,263

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11501 - TOWN CLERK				
40101 - REGULAR PAYROLL				98,783
Town Clerk	1.00	60,671.00	60,671	
Assistant Town Clerk - Non-certified (7 hrs/day)	1.00	38,112.00	38,112	
Union contract in negotiation				
40105 - CONTR TEMP OCCAS				1,500
Temporary help for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				340
Life/AD&D Insurance	1.00	101.00	101	
Long Term Disability Insurance	1.00	239.00	239	
41230 - FICA & RETIREMENT				14,170
FICA	1.00	7,672.00	7,672	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	3,640.00	3,640	
Defined Contribution Plan - 401(a) - Assistant Town Clerk Non-certified @ 7.5%	1.00	2,858.00	2,858	
Union contract in negotiation				
42233 - COPIER				4,550
Town Clerk & Registrar copier lease	12.00	219.00	2,628	
Per copy charges - Town Clerk & Registrars copier	1.00	572.00	572	
Paper & supplies for regular and map copier	1.00	900.00	900	
Annual map copier service contract.	1.00	450.00	450	
42301 - OFFICE SUPPLIES				1,500
Pens, vital paper, folders, map strips, and other supplies	1.00	1,500.00	1,500	
42343 - TECHNICAL REFERENCE MATERIALS				550
General Code - annual subscription for code update	1.00	550.00	550	
43213 - MILEAGE, TRAINING & MEETINGS				950
State mandated training for Town Clerk or Assistant	1.00	750.00	750	
Conferences, workshops re: changes in regulations; including mileage				
Other training that may be required for changes, including mileage	1.00	200.00	200	
43258 - PROFESSIONAL MEMBERSHIPS				270
Town Clerks' Associations - CT, NEACTC, IIMC	1.00	270.00	270	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44207 - INDEXING & RECORDING				24,500
Land records, indexing and imaging - monthly contracted services	12.00	1,615.00	19,380	
Auditing services	1.00	2,700.00	2,700	
Vital (birth, marriage, death) filings	1.00	362.00	362	
Additional recordings (excess over monthly contract allotment)	1.00	1,058.00	1,058	
Backfile conversion scanning	1.00	1,000.00	1,000	
44217 - POSTAGE				2,250
Postage for returning recorded documents, absentee ballots, general correspondence.	1.00	2,250.00	2,250	
44230 - LEGAL NOTICES				2,900
Warnings for Town meetings, budget referenda, Elections, audit, Annual Budget meeting, dog notices, etc.	1.00	2,900.00	2,900	
44232 - PRINTING & PUBLICATIONS				2,000
Imprinted envelopes, dog notices, minute books, absentee ballots, index tabs	1.00	800.00	800	
Bindings of minute books for boards and commissions are imprinted				
General code updates for codebook & ordinances	1.00	1,200.00	1,200	
44271 - MICRO FILMING				700
Annual microfilming & storage of maps.	1.00	700.00	700	
46224 - EQUIPMENT REPAIRS				300
Office Equipment repairs such as town and vital seals, copier parts not covered under warranty, etc.	1.00	300.00	300	
TOTAL TOWN CLERK				155,263



Department: Registrars' of Voters

Mission

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

Description

The Registrars follow the statutes and laws of the Secretary of the State, which are monitored by the State's Election Enforcement Commission. The Registrars budget is established and supported by the Town. The Registrars of Voters are responsible for running local, state and federal elections, referenda and primaries for the town while adhering to state election laws.

We maintain an accurate database for the town through voter registration and the yearly canvass.

This year the Registrars' of Voters successfully implemented new legislation: Election Day Voter Registration and Election Day Disaster Emergency Procedure plan.

Staffing

Registrar (Democratic)

Registrar (Republican)

Deputy Registrar (Democratic)

Deputy Registrar (Republican)

2013 – 2014 Accomplishments

- Attended ROVAC State Conference
- Supervised absentee ballot voting session at local convalescent home and rehabilitation facilities for November 2013 Municipal Election
- District ROVAC meetings attended
- NCOA canvass conducted to update voter lists
- Integrated updated voter registration system to CONVERS 2
- Had 2 moderators trained and certified by the State
- Registered High School Students
- 2 Recounts: budget referendum and Board of Selectmen race
- Completed Maintenance of Tabulators
- Passed inspection on election day by the office of Protection and Advocacy for persons with disabilities

2014 – 2015 Objectives

- Continue to maintain accurate voter database
- Keep moderator's certification up to date by having them trained when certification expires
- Continue to update emergency plan for election day disasters and follow when needed
- Attend Spring and Fall ROVAC conferences for education and updates of new legislation
- Administer same day voter registration for Gubernatorial Election
- Continue Maintaining Tabulator Maintenance
- Implementation of electronic voter check in
- Make sure all records are maintained in compliance with the State regulations

**TOWN OF COLCHESTER
ADOPTED BUDGET**

REGISTRARS OF VOTERS

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	24,750	24,750	24,750	25,370	25,370
Contractual, Temporary, Occasional Payroll	17,925	16,018	18,850	12,111	18,750
FICA	2,184	2,075	2,124	2,867	2,170
Office Supplies	415	356	500	400	500
Other Purchased Supplies	1,206	1,491	2,000	1,500	2,000
Mileage, Training & Meetings	1,576	1,636	1,500	1,500	1,750
Professional Memberships	110	110	200	110	200
Professional Services	420	1,408	5,000	1,448	3,500
Postage	1,193	673	2,600	1,200	1,500
Service Contracts	1,938	830	1,830	1,830	3,552
Printing & Publications	4,841	4,404	9,000	5,000	5,500
Telephone	541	402	720	450	720
TOTAL	57,099	54,153	69,074	53,786	65,512

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11601 - REGISTRARS OF VOTERS				
40101 - REGULAR PAYROLL				25,370
Registrars salary	2.00	12,685.00	25,370	
40105 - CONTR TEMP OCCAS				18,750
Regular election - Registrars, Deputy registrars, pollworkers	1.00	6,800.00	6,800	
Referenda - Registrars, Deputy registrars, pollworkers	2.00	3,100.00	6,200	
Primary - Registrars, Deputy Registrars, pollworkers	1.00	3,500.00	3,500	
Election Audit	1.00	350.00	350	
Additional Pollworkers - same day registration	16.00	200.00	3,200	
Eliminate unofficial checkers	1.00	(1,300.00)	(1,300)	
Reallocate to purchase Voter checklist software				
41230 - FICA				2,170
FICA	1.00	2,170.00	2,170	
42301 - OFFICE SUPPLIES				500
Fax and copier toner cartridges	1.00	500.00	500	
42340 - OTHER PURCHASED SUPPLIES				2,000
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
43213 - MILEAGE, TRAINING & MEETINGS				1,750
Conferences (2) for Registrars and Deputies	1.00	1,750.00	1,750	
43258 - PROFESSIONAL MEMBERSHIPS				200
Annual dues - ROVAC	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				3,500
Use of polling locations, cleaning of tabulators	1.00	3,500.00	3,500	
44217 - POSTAGE				1,500
44223 - SERVICE CONTRACTS				3,552
Voting machine maintenance	1.00	1,830.00	1,830	
Voter checklist software - licensing & maintenance fees	3.00	574.00	1,722	
44232 - PRINTING & PUBLICATIONS				5,500
Printing of ballots	1.00	5,500.00	5,500	
45216 - TELEPHONE				720
Phone charges - polling locations	1.00	720.00	720	
TOTAL REGISTRARS OF VOTERS				65,512

**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Insurances

Description:

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INSURANCES

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Health Insurance	1,122,201	798,687	1,002,760	1,002,727	941,618
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	303,347	319,212	336,706	330,673	347,093
Municipal Insurance	198,215	200,104	207,750	206,695	213,868
Unemployment Compensation	12,202	14,746	20,080	4,930	14,378
TOTAL	1,635,965	1,332,749	1,567,296	1,545,025	1,516,957

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11701 - INSURANCES				
41211 - HEALTH INSURANCE				941,618
Projected claims - 100%	1.00	1,018,845.00	1,018,845	
Per Lockton estimate dated 3/10/14				
Fixed expenses - 100%	1.00	177,273.00	177,273	
Per Lockton estimate dated 3/10/14				
Employee contributions	1.00	(205,000.00)	(205,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(52,440.00)	(52,440)	
Fully insured premium for vision rider in Administrators' union contract	12.00	245.00	2,940	
Estimated 5% increase				
41260 - WORKERS' COMP INSURANCE				347,093
Workers Compensation premium	1.00	339,502.00	339,502	
Per estimate from USI Connecticut dated 1/4/13				
MIRMA membership assessment (policy year 2004-2005) -	1.00	7,591.00	7,591	
Colchester share of MIRMA funding to transfer claims for final closeout				

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44206 - MUNICIPAL INSURANCE				213,868
Property/I.M./Crime	1.00	13,824.00	13,824	
Per estimate from USI Connecticut dated 12/27/13				
Boiler	1.00	1,623.00	1,623	
Per estimate from USI Connecticut dated 12/27/13				
General Liability	1.00	55,159.00	55,159	
Per estimate from USI Connecticut dated 12/27/13				
Law Enforcement Liability	1.00	5,955.00	5,955	
Per estimate from USI Connecticut dated 12/27/13				
Automobile	1.00	21,933.00	21,933	
Per estimate from USI Connecticut dated 12/27/13				
Public Officials, including EPLI	1.00	16,181.00	16,181	
Per estimate from USI Connecticut dated 12/27/13				
Umbrella (annual)	1.00	25,982.00	25,982	
Per estimate from USI Connecticut dated 12/27/13				
Crime (Travelers)	1.00	1,638.00	1,638	
Per estimate from USI Connecticut dated 12/27/13				
Fire Department Package (VFIS)	1.00	40,935.00	40,935	
Per estimate from USI Connecticut dated 12/27/13				
Fire Department Umbrella (VFIS)	1.00	4,896.00	4,896	
Per estimate from USI Connecticut dated 12/27/13				
Fire Department - Accident/sickness	1.00	2,924.00	2,924	
Per estimate from USI Connecticut dated 12/27/13				
Miscellaneous Adds & Changes	1.00	2,000.00	2,000	
Per estimate from USI Connecticut dated 12/27/13				
Bond (Tax Collector)	1.00	986.00	986	
Per estimate from USI Connecticut dated 12/27/13				
Bond (Town Clerk)	1.00	493.00	493	
Per estimate from USI Connecticut dated 12/27/13				
Fiduciary liability - Police Retirement Board	1.00	1,039.00	1,039	
Per estimate from USI Connecticut dated 12/27/13				
Insurance broker fees	1.00	18,300.00	18,300	
Per estimate from USI Connecticut dated 12/27/13				
44243 - UNEMPLOYMENT COMPENSATION				14,378
Unemployment compensation paid per case.	1.00	13,378.00	13,378	
Third Party Administrator & claims management fees	4.00	250.00	1,000	
TOTAL INSURANCES				1,516,957

**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Probate

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PROBATE

<u>ACCOUNT</u>	FY 2011-2012 ACTUAL <u>EXPENDITURES</u>	FY 2012-2013 ACTUAL <u>EXPENDITURES</u>	FY 2013-2014 ADOPTED <u>BUDGET</u>	FY 2013-2014 PROJECTED <u>ACTUALS</u>	FY 2014-2015 ADOPTED <u>BUDGET</u>
Windham/Colchester Probate District	5,249	4,836	4,558	4,558	5,340
TOTAL	5,249	4,836	4,558	4,558	5,340

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11702 - PROBATE				
47250 - WINDHAM-COLCHESTER PROBATE				5,340
Per capita fees	1.00	5,340.00	5,340	
TOTAL PROBATE				5,340



**TOWN OF COLCHESTER
FY 2014-2015 ADOPTED BUDGET**

Department: Information Technology

Mission

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

Description

The Information Technology department manages all computer based technology for seven sites and more than 165 computers.

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

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

Staffing

Information Technology/GIS Coordinator (part time)

Network Technician (part time)

2013 – 2014 Accomplishments

- Upgraded Permit Tracking Database software
- Completed Drainage System GIS Data Creation

Measures (January 1 – December 31)

	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Work Orders Opened:	560	388	262
• Work Orders Closed:	582	409	287
• IT Management Hours:	543.75	472	542.25
• Technical Assistance Hours:	826	622	311
• Website Management Hours:	20.25	45	91.50
• GIS Hours:	54.25	67	93.50
• Other IT Function Hours:	245.5	109	116

2014 – 2015 Objectives

- Begin Implementation of computer virtualization
- E-mail Service Upgrade

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INFORMATION TECHNOLOGY

<u>ACCOUNT</u>	FY 2011-2012 ACTUAL <u>EXPENDITURES</u>	FY 2012-2013 ACTUAL <u>EXPENDITURES</u>	FY 2013-2014 ADOPTED <u>BUDGET</u>	FY 2013-2014 PROJECTED <u>ACTUALS</u>	FY 2014-2015 ADOPTED <u>BUDGET</u>
Regular Payroll	38,599	41,909	45,623	45,767	49,974
Overtime	0	4	0	0	0
FICA & Retirement	2,953	3,206	3,490	3,501	3,823
Other Supplies	1,735	1,853	2,000	2,000	2,000
Professional Services	26,167	28,962	30,300	30,005	37,400
Equipment	12,603	16,451	0	0	0
TOTAL	82,057	92,385	81,413	81,273	93,197

TOWN OF COLCHESTER
FY 2014 - 2015 PROPOSED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11801 - INFORMATION TECHNOLOGY				
40101 - REGULAR PAYROLL				49,974
GIS/Project Coordinator - 15 hrs/week	1.00	25,362.00	25,362	
Network Technician - 23 hrs/week	1.00	24,612.00	24,612	
41230 - FICA & RETIREMENT				3,823
FICA	1.00	3,823.00	3,823	
42315 - OTHER SUPPLIES				2,000
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	2,000.00	2,000	
44208 - PROFESSIONAL SERVICES				37,400
Website Hosting	1.00	3,600.00	3,600	
Email SPAM/Virus Protection/Archiving	1.00	12,000.00	12,000	
Hosted email				
Geographic Information System - software licensing, shapefile maintenance, data improvements	1.00	14,600.00	14,600	
Offsite System data backup. Service work with System Backup Device to save data offsite	1.00	1,000.00	1,000	
Outsourced Technical Services	1.00	4,000.00	4,000	
Antivirus Software - annual maintenance	1.00	2,200.00	2,200	
TOTAL INFORMATION TECHNOLOGY				93,197

Public Safety



TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET

Public Safety

Departments

- Police
- Fire/Emergency Medical Services
- Emergency Management



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Police/Resident Trooper's Office

Mission

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

Description

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

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

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

Staffing

Resident State Trooper Supervisor (1 full-time)

- CSP Sergeant - 1

Administrative Officers/personnel (2 full-time)

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

Patrol Officers (9 full-time)

- Police Officer First Class – 5
- Police Officer – 4 (*3 eligible for Ofc. rank in FY 14-15*)

FY 2013 – 2014 Accomplishments

- Maintaining staffing at 11 sworn members (1 Sgt., 1 School Resource Officer, 9 patrol officers)
- Provided Late Evening and Midnight shift coverage during summer months
- Replacement of duty firearms for all sworn personnel
- Provided Active Shooter Response and Advanced MV Enforcement Techniques training for officers
- Continuation of Juvenile Review Board with Youth Services.
- Re-establishment of TRIAD Program with Senior Services.
- Continuing implementation of Colchester-specific substance abuse program with school system (CARD – Colchester Acts to Resist Drugs).
- Purchase of new police S.U.V. to update aging police fleet.
- Presentations to child care facilities, business groups and other community organizations
- Department involvement in Colchester Food Bank Food Drive and “Cop on Top” fundraiser for Special Olympics.
- Participation in Prescription Drug Drop-Box Program
- Processing of over 200 Town Pistol Permits

Measures (January 1 – December 31)	<u>2011</u>	<u>2012</u>	<u>2013</u>
• Motor Vehicle Warnings:	707	950	708
• Motor Vehicle Arrests:	780	582	429
• Motor Vehicle Accidents:	190	149	157
• Criminal Investigations:	370	447	332
• Pistol Permits Issued:	75	111	201
• DWI Arrests:	40	44	34
• Alarms:	497	419	392
• Calls for Service:	5,137	5,831	5,654

FY 2014 – 2015 Objectives

- Replacement of 6 mobile and 12 portable police radios to comply with mandatory CSP radio upgrade in FY 2015/16 (incremental replacement to take place over 2 years).
- Equip all sworn officers with department-issued patrol rifles and associated training.
- Armorer’s training for 2 officers to reduce maintenance outsourcing for department firearms.
- Continue annual replacement of older police vehicles with new police S.U.V.
- Continue annual replacement vehicle MDTs and MVR equipment assigned to police vehicles.
- Replacement of obsolete/antiquated / damaged speed enforcement equipment (radar/laser).
- Promotion of 3 officers to the rank of Officer First Class.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

POLICE

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	599,634	661,846	698,130	705,726	738,259
Overtime	101,879	107,080	100,939	117,519	85,939
Contractual, Temporary, Occasional Payroll	74	104	1,460	107	500
Employee Related Insurances	3,060	3,119	3,130	3,580	3,414
FICA & Retirement	163,392	155,917	176,696	179,310	185,440
Copier	3,686	3,761	4,000	3,778	3,936
Office Supplies	1,888	1,145	2,200	1,500	1,500
Uniform Purchases	11,818	7,927	4,490	4,490	4,500
Police Equipment	7,846	9,148	3,500	3,500	3,040
Mileage, Training & Meetings	5,377	5,921	11,125	11,125	9,600
Professional Memberships	3,559	3,399	3,565	3,309	3,392
Resident Trooper	109,997	110,947	108,425	131,545	135,140
Resident Trooper Overtime	10,901	8,127	7,000	7,000	5,000
Professional Services	13,262	12,100	14,350	12,650	12,650
Postage	261	233	400	300	300
Printing & Publications	169	274	400	278	400
Telephone	6,328	5,147	5,220	5,220	5,220
Equipment Repairs	644	377	2,780	810	810
Vehicle Maintenance & Fuel	52,446	39,815	45,700	45,700	42,900
TOTAL	1,096,221	1,136,387	1,193,510	1,237,447	1,241,940

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12101 - POLICE				
40101 - REGULAR PAYROLL				738,259
Sergeant (8 hrs/day)	1.00	77,632.00	77,632	
Police Officer First Class - Step 4 (8 hrs/day)	1.00	73,957.00	73,957	
Police Officer First Class - Step 4 (8 hrs/day)	1.00	73,957.00	73,957	
Police Officer First Class - Step 3 (8 hrs/day)	1.00	70,930.00	70,930	
Police Officer First Class - Step 3 (8 hrs/day)	1.00	70,930.00	70,930	
Police Officer First Class - Step 3 (8 hrs/day)	1.00	70,930.00	70,930	
Police Officer First Class - Step 3 (8 hrs/day)	1.00	70,930.00	70,930	
Police Officer First Class - Step 1 (8 hrs/day)	1.00	65,878.00	65,878	
Promotion effective 8/12/14				
Police Officer First Class - Step 1 (8 hrs/day)	1.00	65,908.00	65,908	
Promotion effective 8/6/14				
Police Officer First Class - Step 1 (8 hrs/day)	1.00	65,267.00	65,267	
Promotion effective 12/6/14				
Police Officer - Step 5 (8 hrs/day)	1.00	64,185.00	64,185	
Administrative Assistant (7 hrs/day)	1.00	38,112.00	38,112	
Union contract in negotiation				
Longevity	1.00	3,600.00	3,600	
School Resource Officer salary to be paid by BOE (Police Officer First Class - Step 4)	1.00	(73,957.00)	(73,957)	
40103 - OVERTIME				85,939
Patrol overtime - 1st & 2nd shifts	1.00	85,000.00	85,000	
Meeting Clerk - Police Commission	1.00	939.00	939	
40105 - CONTR TEMP OCCAS				500
Temporary help for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				3,414
Life/AD&D Insurance	1.00	1,949.00	1,949	
Long Term Disability Insurance.	1.00	1,465.00	1,465	
41230 - FICA & RETIREMENT				185,440
FICA	1.00	68,745.00	68,745	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 15.39% of base pay per actuarial valuation	1.00	108,702.00	108,702	
Defined contribution 401(a) Plan @ 8% - Police Officer hired after 1/1/12	1.00	5,135.00	5,135	
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	2,858.00	2,858	
42233 - COPIER				3,936
Monthly lease charges	1.00	2,836.00	2,836	
Per copy charges	1.00	800.00	800	
Copy Paper	1.00	300.00	300	
42301 - OFFICE SUPPLIES				1,500
General Supplies, printer supplies	1.00	1,500.00	1,500	
42324 - UNIFORM PURCHASES				4,500
Officer Uniforms, hats, gloves, bulletproof vests, etc.	1.00	4,500.00	4,500	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42338 - POLICE EQUIPMENT & SUPPLIES				3,040
Taser unit - replacement with holster, battery, 4 year warranty	2.00	1,220.00	2,440	
Annually replace 2 units				
Taser cartridges	12.00	50.00	600	
43213 - MILEAGE, TRAINING & MEETINGS				9,600
Mileage for training & other police activities	1.00	600.00	600	
Personal vehicle use				
Ammunition (duty pistol/duty rifle)	1.00	8,000.00	8,000	
Annual qualification/training - rifle qualification	2.00	400.00	800	
Rifle Armorer's training for officers	1.00	200.00	200	
POSTC class dues				
43258 - PROFESSIONAL MEMBERSHIPS				3,392
Law Enforcement Council (L.E.C.)	1.00	3,392.00	3,392	
44200 - RESIDENT TROOPER				135,140
Resident Trooper Supervisor (70% Town/30% State)	1.00	135,140.00	135,140	
Per letter from State of CT Department of Emergency Services and Public Protection dated 2/19/14				
44204 - RESIDENT TROOPER OT				5,000
Trooper (State Police) overtime	1.00	5,000.00	5,000	
44208 - PROFESSIONAL SERVICES				12,650
Uniform allowance - 11 officers, 230 days/officer, \$5/day	2,530.00	5.00	12,650	
44217 - POSTAGE				300
Mailing costs	1.00	300.00	300	
44232 - PRINTING & PUBLICATIONS				400
Legal updates	1.00	400.00	400	
45216 - TELEPHONE				5,220
Mobile Data Terminal Service - 8 cruisers	12.00	435.00	5,220	
46224 - EQUIPMENT REPAIRS				810
Radar calibration - 4 units, 2 times/year	8.00	70.00	560	
Laser calibration - 2 units, once per year	2.00	125.00	250	
46390 - VEHICLE MAINTENANCE & FUEL				42,900
Gasoline	10,000.00	3.09	30,900	
Repairs/parts	1.00	12,000.00	12,000	
TOTAL POLICE				1,241,940



**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Department: Fire Department/Emergency Medical Services

Mission

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

Description

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

The Colchester Fire Department is a combination emergency service organization comprised of volunteer and career staffing dedicated to serving the Community of Colchester CT.

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 in the KX 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 Budget.

Staffing

Fire/EMS Chief (full-time)

Administrative Assistant to the Fire Department (full-time)

Deputy Chief (full-time)

Assistant Chiefs (2 - volunteer)

Health and Safety Officer Captain (full-time)

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

Firefighter/Emergency Medical Technicians (2 part-time) Saturday/Sunday

110 Volunteer Members (Fire-EMS-Fire Police)

2013-2014 Accomplishments

- In calendar year 2013- responded to 1900 calls for service
- In calendar year 2013- 215 scheduled training sessions = 1842 classroom hours
- Ambulance Incentive Program implementation(44 unfilled shifts to 0 unfilled shifts/monthly)
- Emergency Operations Center training and support
- Participation in State-Wide Fire Rescue Disaster Plan
- Contributed to CHFVCo Task Force Input
- Dispatch Center KX-CEC-reviewed & provided responses- RFP for Regional Consolidation Process
- Submitted federal grant AFG for EMS/FF personal protective equipment
- Increased volunteer recruitment and retention (18 probationary members)
- Finalized apparatus replacement of Heavy Rescue (RFP & Specification Process)
- Developed Carbon Monoxide detection program for Colchester Residents.
- CHVFD assisted CHVFCo in Fire Museum construction. (100 South Main St.)
- Completed Strategic Plan draft version for review

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Total Man Hours: <i>Emergency</i>	14,540	14,861	15,484
<i>Training</i>	6478	6,188	7,182
Fire Calls:	79	66	72
Fire Alarms	150	130	145
Medical Calls:	1281	1210	1201
Rescue/MVA	124	104	141
Hazmat/Elec.	52	52	103
Other Calls (Service):	214	251	305
Mutual Aid (given & received):	216	262	244

2014-2015 Objectives

- Continue Strategic Plan process
- Continued focus on staffing (volunteer incentives/career component)
- CHVF Co Task Force-Review and Implementation
- Continue the process to improve fire department's ISO rating to Class 3 (currently Class 4) :Water Supply-FD-Communications

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRE/EMERGENCY MEDICAL SERVICES

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	398,809	431,039	421,665	437,380	489,080
Overtime	22,194	27,697	26,098	23,278	25,000
Contractual, Temporary, Occasional Payroll	39,592	52,737	76,354	124,354	120,303
Employee Related Insurances	1,665	1,758	1,999	1,702	2,187
FICA & Retirement	58,759	64,156	68,585	73,059	80,538
Copier	3,185	2,429	2,658	2,378	2,658
Office Supplies	2,429	3,259	3,550	3,550	3,000
Safety Equipment	30,150	32,083	39,835	39,835	41,012
Custodial/Maintenance Supplies	2,503	3,340	5,070	5,070	4,000
Operating Supplies	0	435	750	750	500
Technical Reference Materials	578	312	600	600	400
Emergency Medical Supplies	21,949	17,261	26,910	26,910	23,410
Fire Equipment Supplies	34,767	31,455	39,080	39,080	34,580
Firefighting Foam	2,145	2,190	2,200	2,200	2,200
Mileage, Training & Meetings	24,966	19,329	32,400	33,000	33,400
Professional Memberships	699	750	750	750	800
Professional Services	36,887	37,622	35,625	35,625	35,625
Postage	197	258	400	400	400
Service Contracts	113,067	114,643	127,344	126,510	127,012
Advertising	0	0	500	0	250
Fuel Compensation	50,000	52,552	52,500	52,500	52,500
Physicals & Testing	4,479	3,612	10,000	9,000	7,500
Telephone	4,920	6,543	6,798	6,798	7,254
Fuel & Heating	18,608	20,127	16,950	21,259	20,092
Water	0	1,456	2,000	2,000	1,000
Electricity	29,131	33,030	14,536	23,536	15,442
Equipment Repairs	5,221	5,123	6,200	6,200	5,500
Building Repairs	7,690	8,034	9,279	9,279	8,500
Other Equipment Repairs	5,801	8,295	9,560	9,560	9,560
Vehicle Maintenance & Fuel	103,074	81,299	75,554	75,554	77,033
Machinery & Equipment	3,885	1,338	1,850	1,850	1,850
Building & Grounds Improvements	4,302	3,252	5,000	5,000	2,500
TOTAL	1,031,652	1,067,414	1,122,600	1,198,967	1,235,086

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12202 - FIRE/EMERGENCY MEDICAL SERVICES				
40101 - REGULAR PAYROLL				489,080
Fire Chief	1.00	73,902.00	73,902	
Fire Captain/Safety Officer	1.00	68,466.00	68,466	
Deputy Chief	1.00	70,551.00	70,551	
EMT/Firefighter (8 hours per day)	1.00	57,399.00	57,399	
EMT/Firefighter (8 hours per day)	1.00	57,399.00	57,399	
EMT/Firefighter (8 hours per day)	1.00	49,715.00	49,715	
Position previously funded partially by SAFER grant				
EMT/Firefighter (8 hours per day)	1.00	43,702.00	43,702	
Position previously funded partially by SAFER grant				
EMT/Firefighter (4 hours per day) - position to be funded thru January	1.00	10,520.00	10,520	
Position previously funded partially by SAFER grant				
EMT/Firefighter (4 hours per day) - position to be funded thru January	1.00	10,520.00	10,520	
Position previously funded partially by SAFER grant				
Administrative Assistant (8 hours per day)	1.00	43,556.00	43,556	
Union contract in negotiation				
Longevity	1.00	3,350.00	3,350	
40103 - OVERTIME				25,000
OT for F/T employees - mandatory payment for all work performed prior to and after normal hours	1.00	25,000.00	25,000	
40105 - CONTR TEMP OCCAS				120,303
3 Chief Officers	1.00	10,428.00	10,428	
6 Captains	1.00	5,404.00	5,404	
18 Lieutenants/Engineers	1.00	4,132.00	4,132	
EMS Administrator	1.00	667.00	667	
Fire Police	1.00	1,242.00	1,242	
Per Diem	1.00	23,516.00	23,516	
On-Call differential	1.00	2,651.00	2,651	
Vacation coverage additional pay per union contract	1.00	263.00	263	
Ambulance staffing	1.00	72,000.00	72,000	
41210 - EMPLOYEE RELATED INS.				2,187
Life/AD&D Insurance.	1.00	1,210.00	1,210	
Long Term Disability Insurance.	1.00	977.00	977	
41230 - FICA & RETIREMENT				80,538
FICA	1.00	48,530.00	48,530	
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	4,434.00	4,434	
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	24,307.00	24,307	
Defined Contribution 401(a) Plan @ 7.5% - Administrative Asst.	1.00	3,267.00	3,267	
Union contract in negotiation				

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42233 - COPIER				2,658
Monthly lease payments	12.00	121.50	1,458	
Per Copy charges @ \$.007 per copy	1.00	600.00	600	
Copy Paper	1.00	600.00	600	
42301 - OFFICE SUPPLIES				3,000
Office & Computer Supplies as needed	1.00	3,000.00	3,000	
42323 - PROT CLOTHING& SAFETY EQUIP				41,012
Turnout gear, helmets, bunker coats, pants, boots (8 sets)	1.00	21,537.00	21,537	
continuing replacement required by NFPA/OSHA/NIOSH				
Protective clothing repair - used & worn gear	1.00	1,000.00	1,000	
Flame-resistant work uniforms for paid staff and Chief	1.00	5,625.00	5,625	
annual replacement				
NFPA/EMS Winter response clothing	1.00	900.00	900	
career staff annual replacement				
Cadet turnout gear updates.	1.00	1,700.00	1,700	
EMS Division Gear	1.00	8,000.00	8,000	
Increase in EMS personnel				
Miscellaneous supplies	1.00	2,250.00	2,250	
continuing replacement required by NFPA/OSHA/NIOSH				
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				4,000
Cleaning & maintenance supplies for station and grounds	1.00	4,000.00	4,000	
42340 - OPERATING SUPPLIES				500
cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc. - Company 2	1.00	500.00	500	
42343 - TECHNICAL REFERENCE MATERIALS				400
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	400.00	400	
12 month subscriptions				
42345 - EMERGENCY MEDICAL SUPPLIES				23,410
Emergency food for extended calls	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits, provide all CPD cruisers with 1st responder bags	1.00	13,380.00	13,380	
Dated Medical Supplies - Sterile waterglucose, epi-pens, d-fib pads	1.00	1,100.00	1,100	
Head beds, disposable supplies	1.00	1,000.00	1,000	
Medical Oxygen - refills, rental, testing, to include per delivery fee	1.00	4,000.00	4,000	
EMS Cleaning Supplies	1.00	1,930.00	1,930	
Mass Casualty - large incident materials	1.00	500.00	500	
Backboards - replacement of old unsafe boards	1.00	500.00	500	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42346 - FIRE EQUIP SUPPLIES				34,580
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air	1.00	7,000.00	7,000	
Level B Hazmat suits-1 time use - OSHA required	1.00	700.00	700	
Hydro test 10 pressurized water extinguishers - required testing	1.00	200.00	200	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Hazmat meters, module replacement cal materials - required testing	1.00	1,500.00	1,500	
Replacement of portable radios - 6	1.00	5,000.00	5,000	
Replacement of portable radio chargers - 6	1.00	1,700.00	1,700	
Replacement of pagers Motorola Minitor V (Fire/EMS/Cadet) - 6	1.00	3,500.00	3,500	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment	1.00	3,380.00	3,380	
personnel gear and equipment updates				
Replacement of portable radio batteries - 10	1.00	1,700.00	1,700	
Replacement of fire hose	1.00	6,000.00	6,000	
Includes replacement of bad hose taken out of service (3 yr installment plan)				
Firefighting supplies, hand tools, ropes - Company 2	1.00	500.00	500	
42347 - FIRE FIGHTING FOAM				2,200
Firefighting foam	1.00	2,200.00	2,200	
43213 - MILEAGE, TRAINING & MEETINGS				33,400
Meeting & conference travel	1.00	2,000.00	2,000	
Reimbursement for volunteers and paid staff				
Training programs & reference materials.	1.00	1,400.00	1,400	
Public Fire prevention materials.	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	25,500.00	25,500	
ongoing training for Career staff/volunteers				
EMS mandatory training equipment	1.00	1,000.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				800
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer, etc.	1.00	800.00	800	
44208 - PROFESSIONAL SERVICES				35,625
Shared Response payments - 7.5% of revenue from ambulance billings	1.00	35,625.00	35,625	
Estimated revenue of \$475,000				
44217 - POSTAGE				400
Postage fees to send out equipm for repair/return postage of repaired items	1.00	400.00	400	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				127,012
Breathing air testing - required	1.00	900.00	900	
Annual furnace/hot water maintenance - required, semi-annual	1.00	1,650.00	1,650	
EMS Biohazard waste removal - required	1.00	1,700.00	1,700	
Annual contract for hazardous waste removal - required	1.00	865.00	865	
Annual pager radio service contract - maintenance & service of pagers	1.00	1,400.00	1,400	
Annual fire pump testing/certifications - required	6.00	236.00	1,416	
Annual ground ladder testing & certification - required	1.00	630.00	630	
Annual aerial ladder testing & certification - required	1.00	695.00	695	
Annual defibrillator calibration/certification - required	1.00	2,340.00	2,340	
Annual hydraulic rescue tool service - required	1.00	1,335.00	1,335	
Overhead door maintenance/service - old doors maintenance & service	1.00	1,250.00	1,250	
Stretcher service inspection STRYKER required	1.00	1,600.00	1,600	
Annual posi-chek 3 calibration/certification	3.00	600.00	1,800	
Fire Extinguisher inspections - required	1.00	425.00	425	
Emergency generator services at Headquarters - required	1.00	850.00	850	
Annual firehouse - NFIRS reporting system - software contract	1.00	2,167.00	2,167	
Annual carpet cleaning - upkeep	1.00	865.00	865	
Building Alarm system testing and monitoring - required	1.00	344.00	344	
Kitchen hood - required	1.00	800.00	800	
Sprinkler system - required	1.00	312.00	312	
Mask-fit tester certification/calibration - required	1.00	700.00	700	
Training Calendar Contract	1.00	80.00	80	
EMS Charts - OEMS Run Forms	1.00	764.00	764	
Air-fill station - breathing air compressor service contract	1.00	755.00	755	
Fire hose testing @ \$.21/ft - required annually	1.00	5,607.00	5,607	
Includes new replacement hose purchased under 3 year installment plan				
Fire alarm testing & monitoring service contract	1.00	400.00	400	
IamResponding system	1.00	725.00	725	
911 KX - Dues for Central Alarm	1.00	91,593.00	91,593	
Exterminating Services - Company 2 - monthly charges	12.00	22.00	264	
Furnace service - maintenance and service - Company 2	1.00	350.00	350	
Water Testing - Company 2	1.00	500.00	500	
ER Generator - maintenance and service - Company 2	1.00	550.00	550	
Alarm System - maintenance and service - Company 2	1.00	300.00	300	
Overhead Doors - maintenance and service - Company 2	1.00	350.00	350	
Alarm System Monitoring and service - Company 2	1.00	180.00	180	
Annual maintenance contract - Ladder 128, parts & labor	1.00	550.00	550	
44231 - ADVERTISING				250
Bid advertising	1.00	250.00	250	
44243 - COMPENSATION				52,500
Fuel remuneration for firefighters	1.00	52,500.00	52,500	
44286 - PHYSICALS & TESTING				7,500
Physicals & Testing - required physicals	1.00	4,000.00	4,000	
Annual OSHA Pulmonary Function Tests - required	1.00	1,500.00	1,500	
TB screening, random drug screens - required	1.00	2,000.00	2,000	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45216 - TELEPHONE				7,254
Headquarters telephones, fax	1.00	1,319.00	1,319	
Cell phones (6), air card for laptops on ER vehicles	12.00	195.00	2,340	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for rescue apparatus - electronic patient care reporting	1.00	2,500.00	2,500	
Telephone & alarms circuits - Company 2	1.00	239.00	239	
Internet service - Company 2	1.00	456.00	456	
45221 - FUEL/HEATING				20,092
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	4,600.00	3.25	14,950	
Propane - stove - Company 1	240.00	2.15	516	
Heating oil - Company 2	1,400.00	3.25	4,550	
Propane - Company 2	1.00	76.00	76	
45350 - WATER				1,000
Static & dry hydrants.	1.00	1,000.00	1,000	
45622 - ELECTRIC				15,442
Electricity - Company 1	1.00	13,608.00	13,608	
Electricity - Company 2	1.00	1,834.00	1,834	
46224 - EQUIPMENT REPAIRS				5,500
Office equipment repairs.	1.00	300.00	300	
Radio & alarm repairs, lights & sirens	1.00	4,900.00	4,900	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	
46226 - BUILDING REPAIRS				8,500
Plumbing, electrical, miscellaneous building repairs	1.00	4,400.00	4,400	
Ground maintenance & supplies	1.00	600.00	600	
Training facility maintenance and repairs	1.00	2,000.00	2,000	
Building repairs - Company 2	1.00	1,000.00	1,000	
Overhead door repairs - Company 2	1.00	500.00	500	
46327 - OTHER EQUIPMENT REPAIR				9,560
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	3,600.00	3,600	
ISI - SCBA repair parts for new breathing apparatus plus existing units	1.00	5,000.00	5,000	
Small equipment repairs (fire pumps, ground & aerial ladders, overhead doors)	1.00	960.00	960	
46390 - VEHICLE MAINTENANCE & FUEL				77,033
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline	2,700.00	3.09	8,343	
Truck repairs & parts.	1.00	30,000.00	30,000	
Diesel gasoline	8,500.00	3.34	28,390	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
Emergency account for fuel when Town pumps are unavailable - Company 2	1.00	100.00	100	
48404 - MACHINERY & EQUIPMENT				1,850
Security system continuations - entry identification	1.00	1,500.00	1,500	
Fax machine - secure line for HIPAA information	1.00	350.00	350	
48417 - BLDG & GROUNDS IMPROVEMENTS				2,500
50% of fees for installing fire hydrants. Remaining 50% paid by Water Dept.	1.00	2,500.00	2,500	
Joint infrastructure program for water distribution system				
TOTAL FIRE/EMERGENCY MEDICAL SERVICES				1,235,086

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Department: Emergency Management

Mission

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

Description

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

Staffing

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

2013 – 2014 Accomplishments

- Upgrade of the Emergency Operations Center – new furniture, printers, and monitors
- Security upgrades to the building
- Conducted a table top exercise that included town and school administration
- Continued training for NIMS/ICS
- Enhanced the communications capabilities for ARES (amateur radio emergency services)

2014 – 2015 Objectives

- Continue to seek grant funding to upgrade radios, toning capabilities, and enhanced amateur radio antennas
- Secure grant funding for additional CERT volunteers and large animal volunteers
- Seeking additional amateur radio operators to assist with communications

**TOWN OF COLCHESTER
ADOPTED BUDGET**

EMERGENCY MANAGEMENT

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	2,268	2,314	4,628	4,024	4,475
FICA	160	165	354	308	343
Office Supplies	0	73	300	300	200
Other Purchased Supplies	1,518	2,108	4,500	4,500	3,000
Emergency Medical Supplies	0	684	750	750	250
Professional Memberships	0	0	75	75	0
Postage	0	0	25	25	25
Service Contracts	1,370	1,179	1,620	1,620	1,420
Printing & Publications	0	0	250	250	250
Telephone	2,254	2,537	2,500	4,364	4,500
Equipment Repairs	13	547	3,000	1,500	1,500
Machinery & Equipment	68	1,196	0	0	0
TOTAL	7,651	10,803	18,002	17,716	15,963

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12301 - EMERGENCY MANAGEMENT				
40101 - REGULAR PAYROLL				
Emergency Management Director - stipend	1.00	2,387.00	2,387	4,475
Deputy Emergency Management Director - 2 hrs/week	1.00	2,088.00	2,088	
41230 - FICA				
FICA	1.00	343.00	343	343
42301 - OFFICE SUPPLIES				
Pens, paper, markers, cartridges	1.00	200.00	200	200
42340 - OTHER PURCHASED SUPPLIES				
Supplies for planned activation of EOC for training & other purposes, including replacement of radios	1.00	3,000.00	3,000	3,000
42345 - EMERGENCY MEDICAL SUPPLIES				
				250
44217 - POSTAGE				
				25
44223 - SERVICE CONTRACTS				
Emergency Operations Center - Alarm monitoring	1.00	400.00	400	1,420
Emergency Operations Center - monthly pest control services	12.00	85.00	1,020	
44232 - PRINTING & PUBLICATIONS				
				250
45216 - TELEPHONE				
Monthly cable internet and VOIP	12.00	280.00	3,360	4,500
Connectivity to Town Hall COOP				
Monthly cell phone charges	12.00	95.00	1,140	
46224 - EQUIPMENT REPAIRS				
				1,500
TOTAL EMERGENCY MANAGEMENT				
				15,963

Public Works



**TOWN OF COLCHESTER
FY2014-2015 ADOPTED BUDGET**

Public Works

Departments

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



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Public Works Administration

Mission:

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

Description:

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

Staffing

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

2013 – 2014 Accomplishments

- Consistent review of Town road quality and safety issues on all public right of ways and properties.
- Installation of Energy Performance Contract items.
- Upgrade of Emergency Operations Center.
- Consolidating work force into cross trained staff to address Mission Critical priorities, & negotiate into new Union Contract.
- Successful contracting of new pavement restoration technology in order to maximize Road Improvement dollars.
- Renegotiate Electrical Supply Contract Town wide.
- Participate in School Security response planning and bid out and install first phases of Town and School Security Systems.
- Assist and develop Streetscape and CDBG plans and applications.
- Successfully obtained Tree Warden Certifications for Director of Operations.
- Compile Town wide consolidated Facility Study & Capital Improvement List.

2014 – 2015 Objectives

- Review and plan snow operations, both pre- and post- season, to more effectively respond to both generated and anticipated problems and to reduce the average cost of snow/ice events
- Implement sign inventory and maintenance program upon receipt of GIS data.
- Respond to citizen inquires within 24 hours
- Improve capability and development of each staff member by having staff members attend the UConn Technology Transfer center and the Road Master and Scholar programs and continue cross training throughout the department.
- Update and advance the Town's long-term pavement improvement program.
- Work regionally with other towns, when possible, to reduce operational costs and research for grant opportunities for common equipment needs.
- Prepare multi-year contracts for annual maintenance services in order to provide for cost savings and ensure Energy Performance Contract guarantee by having contract required maintenance.
- Operate Town wide Building Automation Systems in order to provide maximum savings.
- Continue to explore utilization of existing town work forces conducting minor capital work in order to lower costs of Capital Improvement Projects.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PUBLIC WORKS ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	135,298	171,948	130,353	137,393	133,042
Employee Related Insurances	444	435	457	499	483
FICA & Retirement	19,600	25,224	19,173	19,102	18,224
Copier	322	309	322	322	322
Office Supplies	283	300	300	352	300
Safety Equipment	0	132	600	600	600
Professional Memberships	186	0	200	200	200
Postage	9	1	100	95	100
Advertising	0	0	500	100	300
Telephone	1,268	1,167	1,700	1,200	1,400
TOTAL	157,410	199,516	153,705	159,863	154,971

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13200 - PUBLIC WORKS ADMINISTRATION				
40101 - REGULAR PAYROLL				133,042
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water)	1.00	41,200.00	41,200	
Director of Operations	1.00	69,700.00	69,700	
Union contract in negotiation				
Administrative Assistant - 8 hrs/day (50% Town & 50% S/W)	1.00	21,392.00	21,392	
Longevity	1.00	750.00	750	
41210 - EMPLOYEE RELATED INS.				483
Life/AD&D Insurance	1.00	251.00	251	
Long Term Disability	1.00	232.00	232	
41230 - FICA & RETIREMENT				18,224
FICA	1.00	10,176.00	10,176	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	5,576.00	5,576	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,472.00	2,472	
42233 - COPIER				322
Annual lease Copier	12.00	21.00	252	
Per copy charges	1.00	70.00	70	
42301 - OFFICE SUPPLIES				300
42323 - PROT CLOTHING& SAFETY EQUIP				600
Personal protective equipment	2.00	200.00	400	
Safety Shoes - PW Director & Director of Operations				
Rain gear -- Director of Operations	1.00	72.00	72	
First aid supplies -- Director of Operations	1.00	21.00	21	
Gloves, 6 pairs - Director of Operations	6.00	5.00	30	
Winter gloves - 2 pair - Director of Operations	2.00	10.00	20	
Eye Protection - Director of Operations	1.00	12.00	12	
Rubber boots - Director of Operations	1.00	45.00	45	
43258 - PROFESSIONAL MEMBERSHIPS				200
American Public Works Assn & CT Highway	1.00	200.00	200	
Supv.Assn - Annual Memberships				

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				100
44231 - ADVERTISING				300
Advertising for bids	1.00	300.00	300	
45216 - TELEPHONE				1,400
Cell phones - Director of Operations and 50% for Public Works Director, & department use	1.00	1,400.00	1,400	
TOTAL PUBLIC WORKS ADMINISTRATION				154,971



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Public Works - Division of Highway

Mission:

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

Description:

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

Staffing

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

2013 – 2014 Accomplishments

- 2013-present 36 snow -ice storm responses and assist Colchester Water Department on 6 main breaks.
- Repair of Emergency Wash out - Old Hartford Road.
- Road reconstruction projects utilizing "green" cold-in-place recycling for: River Road, Marvin Road. Capped -Overlay Northerly Portion Windham Avenue and South End of Cabin Road, Marvin Road, River Road
- Chipseal Surface Treatments: Forest Drive, Mountain Road, Lake Hayward Road
- MulchSeal Surface Treatment: Scofield Road, Davidson Road, Stanavage Road
- Re-Construct 60 Driveway Aprons, incl Town Hall, Senior Center, Youth Center, Fueling Island at Town Garage.
- Shim Paved- Pleasant Street and Stanavage Road,
- Repainted 53 miles of collector street centerlines and stop bars.

- Rebuilt 14 Catch Basins. Replaced 4 Deteriorated CMP culverts. Replaced over 1300 L.F. of Bituminous Curb. Installed/Replaced over 80 Guard Rail Posts.
- Completed Town Wide Road Sweeping,
- Worked with Grounds Crew to install new Scoreboard at Bacon Academy
- Major Drainage Repair and Relocation – 96 Berry Lane.
- Worked in conjunction with other divisions for right of way clearing and drainage easement and detention basin vegetative control, multiple locations.
- Conducted all scheduled crack sealing of roads called for under the Road Improvement Plan.
- Supported and Conducted Damaged Tree Removal & Trimming 18 days within Road Right of Ways.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• % Roads – Grade A:	16%	14%	13%
• % Roads – Grade B:	50%	55%	55%
• % Roads – Grade C:	32%	27%	27%
• % Roads – Grade D:	02%	03%	04%
• % Roads – Grade F:	00%	00%	00%

2014 – 2015 Objectives

- Utilize Contracted and rental options, such as paving equipment, in an attempt to operate more efficiently.
- Adjusting baseline needs of the Town-wide road improvement plan dependent upon funding. At present time, Mill Hill Road, Pickerel Lake, Pickerel Drive, Bull Hill, and Brainard Road will be likely candidates for most roadway funding provided and in most need of improvement. Gillette's Lane shoulder shimming is next priority to address excessive cross pitch that presently makes the roadway difficult to plow with standard plows.
- Work with other divisions to conduct grant funded improvements to Airline trailhead of the Colchester spur.
- Continue to address previously deferred vegetative control on additional detention basin areas and right of ways that are the responsibility of the Town.
- Conduct work required under Bridge survey in regard to sediment and safety issues.
- Continue annual base maintenance, Road Sweeping, Roadside Cutting, Catch Basin Cleaning.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HIGHWAY

<u>ACCOUNT</u>	FY 2011-2012 ACTUAL <u>EXPENDITURES</u>	FY 2012-2013 ACTUAL <u>EXPENDITURES</u>	FY 2013-2014 ADOPTED <u>BUDGET</u>	FY 2013-2014 PROJECTED <u>ACTUALS</u>	FY 2014-2015 ADOPTED <u>BUDGET</u>
Regular Payroll	369,985	341,321	381,005	352,697	391,880
Overtime	9,493	12,687	12,500	12,500	12,500
Contractual, Temporary, Occasional Payroll	290	100	500	250	500
Employee Related Insurances	1,833	1,664	1,553	1,613	1,649
FICA & Retirement	45,181	41,808	48,895	45,436	50,307
Safety Equipment	4,580	4,042	4,152	4,152	4,152
Other Purchased Supplies	153,528	145,039	155,909	150,409	155,909
Mileage, Training & Meetings	2,717	2,725	2,800	2,800	2,800
Professional Services	17,039	20,170	15,110	20,610	37,610
Equipment Rental	15,879	13,507	15,956	12,618	10,318
Uniform Rental	4,236	3,929	4,506	4,506	4,506
Traffic Control	77,021	77,002	80,500	80,500	79,000
Equipment Repairs	13,177	0	200	200	200
Vehicle Maintenance & Fuel	180,613	161,224	183,519	187,000	186,581
Road Improvements	399,952	399,999	400,000	400,000	376,565
TOTAL	1,295,524	1,225,217	1,307,105	1,275,291	1,314,477

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13201 - HIGHWAY				
40101 - REGULAR PAYROLL				391,880
Public Works Supervisor - Step 6 (8 hrs/day)	1.00	52,472.00	52,472	
Maintainer III - Step 5 (8 hrs/day)	1.00	45,414.00	45,414	
Maintainer III - Step 9 (8 hrs/day)	1.00	51,135.00	51,135	
Maintainer III - Step 8 (8 hrs/day)	1.00	48,191.00	48,191	
Maintainer III - Step 9 (8 hrs/day)	1.00	51,135.00	51,135	
Maintainer II - Step 11 (8 hrs/day)	1.00	47,252.00	47,252	
Maintainer II - Step 11 (8 hrs/day)	1.00	47,252.00	47,252	
Maintainer II - Step 10 (8 hrs/day)	1.00	44,579.00	44,579	
Longevity	1.00	4,450.00	4,450	
40103 - OVERTIME				12,500
Roads Overtime (not snow)	1.00	12,500.00	12,500	
40105 - CONTR TEMP OCCAS				500
Tree Warden -\$100 plus 5 CEUs/year	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				1,649
Life/AD&D Insurance	1.00	672.00	672	
Long Term Disability	1.00	977.00	977	
41230 - FICA & RETIREMENT				50,307
FICA	1.00	30,933.00	30,933	
Defined Contribution 401(a) Plan - Road Crew @ 5% (8 employees)	1.00	19,374.00	19,374	
42323 - PROT CLOTHING& SAFETY EQUIP				4,152
Safety Shoes	8.00	200.00	1,600	
Rain gear	8.00	72.00	576	
First aid supplies	8.00	20.00	160	
Gloves, 6 pairs each	48.00	5.00	240	
Forestry Hard Hat replacements	1.00	110.00	110	
Winter gloves - 2 pair each	16.00	10.00	160	
Eye Protection	8.00	12.00	96	
Rubber boots	8.00	45.00	360	
Coveralls, replacements	6.00	100.00	600	
Safety Traffic Vests	1.00	250.00	250	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				155,909
Meals in storms (emergencies)	1.00	150.00	150	
7 Catch Basins	7.00	771.00	5,397	
3 palletts CB Block, 1 pallett cement brick	1.00	1,000.00	1,000	
Misc. items (bottled gas, rags, car soap, flashlights, batteries), etc.	1.00	1,000.00	1,000	
1,000/tons hot patch (class 2)	1,000.00	66.50	66,500	
40/tons cold patch	40.00	103.00	4,120	
Drain pipes	1.00	6,000.00	6,000	
Crack Seal - 5 pallets	5.00	2,400.00	12,000	
Hand tools, rakes, shovels, wheelbarrow, grease guns, wrenches, etc.	1.00	1,500.00	1,500	
52 miles road paint	52.00	338.00	17,576	
Stop bars	300.00	14.00	4,200	
SAND, SALT, GRAVEL, CEMENT				
Proc.gravel, bank run, stone, etc.	600.00	19.50	11,700	
Grading 2 times per year				
Cement & redimix	1.00	1,116.00	1,116	
Drainage stone & Rip Rap for road repairs - 500 yards	500.00	23.00	11,500	
Topsoil- 10 loads x 18 yards	180.00	21.50	3,870	
Ground supplies: Seed, erosion control matting, hay bales, fertilizers	1.00	1,000.00	1,000	
TRAFFIC CONTROL SIGNS				
Street Signs and warning signs, cones	1.00	5,000.00	5,000	
Basin tops and risers for paving	8.00	285.00	2,280	
43213 - MILEAGE, TRAINING & MEETINGS				2,800
Training seminars & educational programs, mileage reimbursement	1.00	2,800.00	2,800	
44208 - PROFESSIONAL SERVICES				37,610
Blasting & other contracted services - tree removals	1.00	13,000.00	13,000	
Vacuum truck contractor	1,250.00	18.00	22,500	
PHYSICALS:				
DOT bi-annual physicals - 6 staff	6.00	90.00	540	
2 staff pulmonary testing (respirator monitoring)	2.00	140.00	280	
Drug tests-6 staff (50% staff)	6.00	85.00	510	
Alcohol testing - 2 staff	2.00	40.00	80	
Comb.drug & alcohol for post accident/reasonable cause x 4 series x \$100	4.00	100.00	400	
Pre-employment physicals	2.00	150.00	300	
44237 - EQUIPMENT RENTAL				10,318
Other rentals-pumps, generators, mini excavator, bobcat - forestry head (1 month)	1.00	7,000.00	7,000	
DTN Radar lease	1.00	1,968.00	1,968	
Brush work (shared cost with Water & Sewer)	1.00	1,350.00	1,350	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44238 - UNIFORM RENTALS				4,506
Uniform rental including ERSC, delivery & damage charges	1.00	4,506.00	4,506	
45389 - TRAFFIC CONTROL LIGHTS				79,000
Traffic Lights	1.00	79,000.00	79,000	
46224 - EQUIPMENT REPAIRS				200
Radio repairs and batteries	1.00	200.00	200	
46390 - VEHICLE MAINTENANCE & FUEL				186,581
Unleaded Gas	4,900.00	3.09	15,141	
Diesel gasoline	16,000.00	3.34	53,440	
Equipment Repair Parts	1.00	118,000.00	118,000	
48439 - ROAD IMPROVEMENT				376,565
Road Improvement/Paving projects and Maintenance	1.00	376,565.00	376,565	
TOTAL HIGHWAY				1,314,477

**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Public Works - Division of Fleet Services

Mission

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

Description

Fleet Services is a division of Colchester's Public Works Department and works out of the Town Garage under the Director of Operations. Fleet services the Town's \$7+ million dollar fleet. Fleet is also responsible for gasoline & diesel inventory and billing.

Staffing

Fleet Supervisor (full time)

Mechanic III (full time-2)

Mechanic II (full time)

Mechanic Helper (part time- shared with Transfer Station)

2013 – 2014 Accomplishments

- \$4,000.00 saved in propane heating costs by continued use of waste oil furnace.
- Started chemical rust prevention program on new vehicles.
- Started undercarriage washing as time permitted.
- 100 % of snow blowers were serviced in-house.
- Implemented OSHA consultation services recommendations.
- Completed 50% of police vehicle safety inspections within two weeks of due date.
- Completed 50% of senior bus safety inspections within two weeks of due date.
- Completed 50% of ambulance safety inspections within two weeks of due date.
- 50% of first run snow removal equipment was fully operational by October 15.
- 75% of all snow removal equipment was fully operational by November 15.
- Installed Heat and A/C in two offices and Installed AC in lunch room
- Repaired two overhead door openers.
- Repaired oil and water separator concrete cover.
- Replaced Concrete Pad on west side of Garage in-house.
- Obtained shop equipment to help reduce downtime and increase productivity.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Work Orders (Opened)	1801	1,523	1,051
• Work Orders (Closed)	1338	987	1,536
• Amount Spent Outsourcing Repairs		\$28,397	\$56,295

2014 – 2015 Objectives

- Reinstitute Fleet staff training program.
- Address building repair issues.
- Train staff for direct input of Fleet Maintenance software repair data.
- Continue Cross training all staff to assist in maintaining and repairing their equipment.
- Work force retirement (Mech II) – replacement staff (Mech III).
- Evaluate need for increased staffing due to reduced out-sourcing, PM programs, Safety Inspection reoccurrence time frames and repair times.
- Identify rust minimization program
- Obtain necessary equipment to reduce downtime and increase productivity.
- Complete 100% of fire apparatus safety inspections within two weeks of due date.
- Complete 100% of police vehicle safety inspections within two weeks of due date.
- Complete 100% of senior bus safety inspections within two weeks of due date.
- Complete 100% of ambulance safety inspections within two weeks of due date.
- Have 100% of first run snow removal equipment fully operational by October 15.
- Have 100% of all snow removal equipment fully operational by November 15.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FLEET MAINTENANCE

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	223,423	229,782	235,647	239,760	246,519
Overtime	2,435	3,054	3,000	3,513	4,000
Contractual, Temporary, Occasional Payroll	900	900	900	900	900
Employee Related Insurances	887	848	849	910	840
FICA & Retirement	29,746	30,906	32,364	32,925	32,461
Office Supplies	212	469	500	500	500
Safety Equipment	1,330	2,207	2,800	2,800	2,000
Custodial/Maintenance Supplies	890	958	963	1,507	1,000
Fleet Repair & Maintenance Supplies	24,565	24,925	25,000	25,000	25,000
Mileage, Training & Meetings	157	150	600	600	300
Professional Memberships	200	200	200	200	200
Professional Services	243	284	700	700	500
Service Contracts	9,019	16,335	15,713	15,991	13,550
Uniform Rental	3,266	3,328	3,302	2,830	3,000
Telephone	1,638	0	0	0	0
Fuel & Heating	1,736	3,252	4,750	5,066	5,375
Electricity	12,387	13,872	6,135	11,000	11,000
Equipment Repairs	4,215	3,853	4,800	4,800	2,000
Building Repairs	16,931	12,926	13,100	13,100	9,000
Vehicle Maintenance & Fuel	8,691	8,761	10,990	10,990	9,936
Machinery & Equipment	0	5,556	0	0	0
Office Equipment	0	1,434	0	0	0
TOTAL	342,871	364,000	362,313	373,092	368,081

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13202 - FLEET MAINTENANCE				
40101 - REGULAR PAYROLL				246,519
Fleet Maintenance Supervisor	1.00	78,946.00	78,946	
Union contract in negotiation				
Mechanic III - Step 9 (8 hrs/day)	1.00	59,801.00	59,801	
Mechanic II - Step 9 (8 hrs/day)	1.00	4,718.00	4,718	
Anticipated retirement 7/31/14				
Estimated payout of accrued sick/vacation time for Mechanic II retirement	1.00	6,642.00	6,642	
Mechanic III - Step 1 (8 hrs/day)	1.00	40,625.00	40,625	
Replacement of Mechanic II retirement - anticipated start date 9/2/14				
Mechanic II - Step 9 (8 hrs/day)	1.00	53,537.00	53,537	
Longevity	1.00	2,250.00	2,250	
40103 - OVERTIME				4,000
Overtime	1.00	4,000.00	4,000	
40105 - CONTR TEMP OCCAS				900
Tool allowance - 3 employees @ \$25 per month	12.00	75.00	900	
41210 - EMPLOYEE RELATED INS.				840
Life/AD&D Insurance	1.00	392.00	392	
Includes prorated amount for new hire				
Long Term Disability Insurance	1.00	448.00	448	
Includes prorated amount for new hire				
41230 - FICA & RETIREMENT				32,461
FICA	1.00	19,233.00	19,233	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	6,316.00	6,316	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Mechanics @ 5%	1.00	6,912.00	6,912	
Includes prorated amount for new hire				
42301 - OFFICE SUPPLIES				500
Copy/Printer Paper	1.00	100.00	100	
General Office Supplies	1.00	100.00	100	
Toner & supplies for printer, fax & copier	1.00	300.00	300	
42323 - PROT CLOTHING& SAFETY EQUIP				2,000
OSHA required safety shoes x 4 men	4.00	200.00	800	
Rain gear, boots & gloves for steam cleaning	2.00	100.00	200	
Safety glasses, chemical glasses, shields	4.00	125.00	500	
Tyvek suits	1.00	500.00	500	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,000
Paper towels, toilet paper, light bulbs, keys, soaps & cleaners	1.00	1,000.00	1,000	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42341 - FLEET REPAIR & MAINT SUPPLIES				25,000
Nuts, bolts, hose clamps, wire connectors, heat shrink, tape, motor oil, hydraulic oil, ATF, gear lube, chassis grease, antifreeze & oil analysis	1.00	25,000.00	25,000	
43213 - MILEAGE, TRAINING & MEETINGS				300
Videos, literature & other training material	1.00	300.00	300	
43258 - PROFESSIONAL MEMBERSHIPS				200
Motor Transport Assoc. Membership for Town-wide drug and alcohol testing	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				500
OSHA required audiograms	1.00	175.00	175	
Random Drug Testing	1.00	175.00	175	
CDL physicals	1.00	150.00	150	
44223 - SERVICE CONTRACTS				13,550
Water cooler	12.00	10.00	120	
Fire extinguisher testing & maintenance	1.00	100.00	100	
Monitoring of security alarm	12.00	15.00	180	
Oil filter recycling	1.00	180.00	180	
Waste oil furnace maintenance	1.00	600.00	600	
Parts washer service contract	4.00	430.00	1,720	
OSHA Overhead hoist inspections	3.00	200.00	600	
Service/repair of overhead doors	1.00	5,000.00	5,000	
Annual State fee to register underground storage tanks	1.00	200.00	200	
Boiler inspections	1.00	40.00	40	
Monitoring of fire alarm	12.00	20.00	240	
Internet	12.00	135.00	1,620	
Oxygen & acetylene bottle rental	1.00	300.00	300	
Pressure washer service	1.00	600.00	600	
Service rooftop units	2.00	150.00	300	
RTA Software maintenance fee	1.00	500.00	500	
Navistar engine diagnostic code software	1.00	850.00	850	
Annual service of fire alarm	1.00	200.00	200	
Annual service of security alarm	1.00	200.00	200	
44238 - UNIFORM RENTALS				3,000
Uniforms (4 men x 52 weeks) & shop towels, includes delivery, ERSC & shop towel maintenance fees	1.00	3,000.00	3,000	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				5,375
Gallons of propane for Town Garage	1,500.00	2.15	3,225	
Gallons of propane for Highway Dept wash bay	1,000.00	2.15	2,150	
45622 - ELECTRIC				11,000
Electricity for Town Garage complex	1.00	9,283.00	9,283	
Estimated increase in energy usage	1.00	1,717.00	1,717	
New equipment including air conditioning				
46224 - EQUIPMENT REPAIRS				2,000
Maintenance & repair of the gas and diesel pumps	1.00	1,500.00	1,500	
Annual maintenance, hose and nozzle replacement, etc.				
Testing of in-ground gas and diesel tanks	1.00	500.00	500	
EPA/DEP Requirement.				
46226 - BUILDING REPAIRS				9,000
Maintain Interior/Exterior of Complex	1.00	5,000.00	5,000	
Replace rotted wood around exterior of salt shed & wash bay, interior repairs to wash bay	1.00	4,000.00	4,000	
46390 - VEHICLE MAINTENANCE & FUEL				9,936
Gas for Water Dept.	1,600.00	3.09	4,944	
Gas for Fleet	1.00	557.00	557	
Vehicle & Equipment Repairs for Fleet Maintenance	1.00	3,000.00	3,000	
Diesel for Water Department	100.00	3.34	334	
Diesel for Fleet pressure washing	150.00	3.34	501	
Propane for forklift	12.00	50.00	600	
TOTAL FLEET MAINTENANCE				368,081

**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Public Works – Division of Grounds Maintenance

Mission

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

Description

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

Staffing

DPW Supervisor

Maintainer II (full time -1)

Maintainer I (full time - 4)

2013 – 2014 Accomplishments

- Maintained over 360 acres of town and school grounds
- Emergency Repair RecPlex R-2 Field
- Replaced damaged Water Fountain and Play Equipment at RecPlex (Spring 2013)
- Installed donated recreation equipment.
- Tennis court repair.
- Cross trained with Fleet Maintenance and Highway to provide more efficient services.
- Assist Facilities Manager to expedite multiple work order completion
- Developed standard procedures and schedule for the maintenance of all Town facilities

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Hours of Mowing	2503	2,540	2,227
• Hours of Snow Removal	961	641	1,372
• Hours of Field Maintenance/Prep	1218	922	1,003
• Hours of Trash Removal	558	653	678

2014 – 2015 Objectives

- Increase cross training within the Department in order to provide a more Mission Critical workforce.
- Complete R-2 Repair, under drain and sod for infield.
- Soil Testing and develop athletic field turf maintenance program.
- Continue to provide for public accessible and well maintained public spaces.
- Work with other Department divisions for use of Grant Funding at Airline trailhead of Colchester Spur for improvement to trail system.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

GROUNDS MAINTENANCE

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	220,195	228,829	235,276	231,507	248,742
Overtime	4,106	7,316	4,500	7,874	8,600
Contractual, Temporary, Occasional Payroll	17,538	26,714	25,000	25,000	0
Employee Related Insurances	1,048	1,035	1,098	1,309	1,199
FICA & Retirement	28,334	30,504	31,956	31,946	32,061
Safety Equipment	1,596	2,589	2,200	2,200	2,200
Custodial/Maintenance Supplies	2,448	2,980	3,000	3,000	3,000
Grounds Maintenance Supplies	13,985	10,145	15,600	15,600	15,500
Other Purchased Supplies	7,770	5,821	4,900	4,900	4,900
Mileage, Training & Meetings	0	90	300	300	450
Professional Services	6,813	6,994	5,650	5,650	5,000
Service Contracts	2,978	3,405	3,920	3,920	3,920
Advertising	0	0	200	200	200
Equipment Rental	422	0	500	500	500
Uniform Rental	2,340	2,849	2,500	2,500	2,500
Telephone	378	513	660	640	660
Fuel & Heating	972	1,932	2,146	2,200	2,300
Electricity	23,016	23,701	23,148	24,000	23,148
Equipment Repairs	98	166	800	800	800
Building Repairs	1,297	1,911	1,808	1,800	1,800
Other Repairs	1,411	1,645	2,000	2,000	2,000
Vehicle Maintenance & Fuel	48,479	31,478	39,480	39,480	40,794
Machinery & Equipment	4,200	8,308	4,000	4,000	0
Building & Grounds Improvements	0	0	5,500	5,500	6,000
TOTAL	389,424	398,925	416,142	416,826	406,274

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13203 - GROUNDS MAINTENANCE				
40101 - REGULAR PAYROLL				248,742
Public Works Supervisor - Step 9 (8 hrs/day)	1.00	57,900.00	57,900	
Maintainer II - Step 7 (8 hrs/day)	1.00	42,011.00	42,011	
Maintainer I - Step 7 (8 hrs/day)	1.00	37,835.00	37,835	
Maintainer I - Step 6 (8 hrs/day)	1.00	37,062.00	37,062	
Maintainer I - Step 4 (8 hrs/day)	1.00	35,622.00	35,622	
Maintainer I - Step 6 (8 hrs/day)	1.00	37,062.00	37,062	
Longevity	1.00	1,250.00	1,250	
40103 - OVERTIME				8,600
Overtime	1.00	8,600.00	8,600	
41210 - EMPLOYEE RELATED INS.				1,199
Life/AD&D insurance.	1.00	504.00	504	
Long Term Disability insurance.	1.00	695.00	695	
41230 - FICA & RETIREMENT				32,061
FICA	1.00	19,686.00	19,686	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 5%	1.00	12,375.00	12,375	
42323 - PROT CLOTHING& SAFETY EQUIP				2,200
Safety shoes	6.00	200.00	1,200	
Gloves - work, latex & winter, safety glasses, vests, hardhats, etc.	1.00	600.00	600	
Replace chaps - 2 per year	2.00	200.00	400	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				3,000
Custodial supplies for parks garage & restrooms	1.00	3,000.00	3,000	
42334 - GROUNDS MAINTENANCE SUPPLIES				15,500
Infield clay mix, turface, topsoil, fertilizer, grass seed, bark mulch to be used at Parks, RecPlex and all Town facilities	1.00	15,500.00	15,500	
42340 - OTHER PURCHASED SUPPLIES				4,900
Motor oil and lubricants, trimmer string, tape, paint & supplies, signs, hand tools, portable generator	1.00	4,900.00	4,900	
43213 - MILEAGE, TRAINING & MEETINGS				450
Grounds Maintenance Crew training	1.00	450.00	450	
44208 - PROFESSIONAL SERVICES				5,000
Electrical services - repair for lights, gazebo, electrical, etc.	1.00	700.00	700	
Locksmith services	1.00	300.00	300	
Fence - annual repair & maintenance	1.00	650.00	650	
Irrigation repairs & winterization	1.00	500.00	500	
Tree services - one day truck and crew	1.00	1,000.00	1,000	
Testing (drug, physical, alcohol, pre-employment physical)	1.00	500.00	500	
Lift for light repairs	1.00	1,350.00	1,350	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				3,920
Fire extinguisher service	1.00	140.00	140	
Parks garage security - monitoring	12.00	45.00	540	
Heater/Boiler inspection - Parks Garage	1.00	240.00	240	
Plumbing & portable toilet facilities (Town Green/Ruby Cohen)	1.00	3,000.00	3,000	
44231 - ADVERTISING				200
Bid Advertising	1.00	200.00	200	
44237 - EQUIPMENT RENTAL				500
Leaf blowers, generators, Miscellaneous equipment	1.00	500.00	500	
44238 - UNIFORM RENTALS				2,500
Grounds Maintenance Crew uniforms.	1.00	2,500.00	2,500	
45216 - TELEPHONE				660
Cell Phone - Grounds Maintenance Crew Leader - monthly charges	12.00	55.00	660	
45221 - FUEL/HEATING				2,300
Parks Garage - Propane	1.00	2,300.00	2,300	
45622 - ELECTRIC				23,148
Recplex/Garage - Electricity	1.00	23,148.00	23,148	
46224 - EQUIPMENT REPAIRS				800
General repairs on Park equipment.	1.00	800.00	800	
46226 - BUILDING REPAIRS				1,800
General Building repairs, Storage areas, dugouts, bathrooms, Pavilion roof	1.00	1,800.00	1,800	
46229 - OTHER REPAIR SERVICES				2,000
Repairs for picnic tables, bleachers, batting cages, equipment, scoreboards, etc. (Not for buildings)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				40,794
Vehicle repairs	1.00	20,000.00	20,000	
Diesel gasoline	1,600.00	3.34	5,344	
Gasoline for vehicles and equipment	5,000.00	3.09	15,450	
48417 - BUILDING & GROUNDS IMPROVEMENTS				6,000
Repair of R2 infield and underdrain	1.00	6,000.00	6,000	
TOTAL GROUNDS MAINTENANCE				406,274



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Public Works – Snow Removal

Mission

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

Description

The Town work forces along contractors conduct Snow Removal and De-icing of 106.53 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.

2013 – 2014 Accomplishments

- Responded to 40 Snow-Icing Events.
- Cross Trained Additional Staff and New CDL Drivers for Road Routs to increase available staff for Snow Emergency Operations.
- Contract extension (one year School Properties)
- Coordinated one source of De-Icing Material between BOW and Town facilities.
- Operationally adjusted “Small Road and hot spot issues” to appropriate equipment.

Measures (October 13 – May 14)	<u>2013</u>	<u>2012</u>	<u>2011</u>
*(FEMA Events)			
• Storm Events	40	22*(1)	8*(1)
• Mailbox Replacements	48	74	9

2014 – 2015 Objectives

- Put out to Bid Contracted Snow Removal Services, (Town 4 Routes and School Parking Facilities)
- Continue Operational Efficiency improvements between all departments conducting Snow Removal Operations.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SNOW REMOVAL

<u>ACCOUNT</u>	FY 2011-2012 ACTUAL <u>EXPENDITURES</u>	FY 2012-2013 ACTUAL <u>EXPENDITURES</u>	FY 2013-2014 ADOPTED <u>BUDGET</u>	FY 2013-2014 PROJECTED <u>ACTUALS</u>	FY 2014-2015 ADOPTED <u>BUDGET</u>
Overtime	55,524	110,043	94,500	158,405	110,000
FICA	4,125	8,148	7,230	12,118	8,415
Sand & Salt Supplies	80,747	127,722	132,550	152,650	135,200
Other Purchased Supplies	19,485	25,571	16,094	27,350	17,150
Professional Services	134,795	197,739	160,516	184,900	198,640
TOTAL	294,676	469,223	410,890	535,423	469,405

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13204 - SNOW REMOVAL				
40103 - OVERTIME				110,000
Town Crew - snow removal 20 men	1.00	110,000.00	110,000	
41230 - FICA				8,415
FICA	1.00	8,415.00	8,415	
42333 - SAND SALT GRAVEL				135,200
300 yds sand @ \$17/yd	300.00	17.00	5,100	
1300 tons treated salt delivered \$93/ton	1,300.00	93.00	120,900	
Icemelt 4 pallets - Grounds	4.00	2,300.00	9,200	
42340 - OTHER PURCHASED SUPPLIES				17,150
Mail boxes and posts	45.00	30.00	1,350	
Snow Plow cutting edges	1.00	5,000.00	5,000	
Meals for town crew during snow storms	1.00	10,600.00	10,600	
Tools for grounds crew - shovels and spreaders	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				198,640
Hired trucks, sanders, drivers	432.00	155.00	66,960	
Diesel fuel for contractors	2,000.00	3.34	6,680	
School parking lots - estimated increase - new 3 yr contract to be bid	1.00	125,000.00	125,000	
TOTAL SNOW REMOVAL				469,405

**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Public Works – Division of Facilities

Mission

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

Description

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

Staffing

Facilities Manager (full time – shared position with BOE)

Custodians (full time - 1)

Custodian (part time) - Senior Center and Youth Center

2013-2014 Accomplishments

- Oversight of required Fire Safety work at Youth Center.
- Oversight and Installation of Kitchen improvements at Youth Center.
- Full Youth Center Cleaning and refinishing of floors.
- Oversight of Energy Performance Contract equipment installation and commissioning of equipment.
- Evaluation of non-required valve/booster pumps at WJJS and coordinating said work with staff of the Colchester Water Department.
- Various repair maintenance projects, Assessor's Office, Senior Center, Police Department.
- Extend Snow Response with Town and School Work Forces.
- Assist Director of Public Works with Town Wide Study of Facilities.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Electricity Used (kW)	1,182,089*	1,813,813	2,122,866
• Oil Purchased (gal.)	19,284	13,394	15,315
• Propane Purchased (gal.)	3831*	6,417	8,703
• Work Orders	268	187	167

*Water and Sewer Electricity/Propane Removed from Total.

2014-2015 Objectives

- Complete multi-year contract service RFP's for services that were previously bid annually in order to provide greater stability to budgeting process and more favorable pricing.
- Provide for equipment required maintenance schedule per manufacturer's requirements in order to maintain guaranteed energy savings.
- Provide scheduling of deferred maintenance that has previously resulted in equipment failure in mechanical and HVAC systems Town wide, utilizing Energy Management System to Identify and Prioritize work.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FACILITIES

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	76,119	72,208	48,463	45,168	49,103
Overtime	128	365	0	0	0
Employee Related Insurances	269	326	157	157	171
FICA & Retirement	9,772	8,525	6,165	5,981	6,263
Safety Equipment	0	277	0	300	300
Custodial/Maintenance Supplies	3,730	4,944	5,300	6,219	5,300
Paint & Paint Supplies	687	1,566	1,000	1,000	1,000
Service Contracts	16,664	18,323	22,576	15,030	26,401
Advertising	203	0	500	100	200
Telephone	14,658	13,006	10,894	10,894	11,364
Fuel & Heating	0	6,599	7,485	7,485	7,280
Electricity	58,016	63,831	36,246	44,660	35,085
Building Repairs	7,573	6,099	3,987	8,000	7,500
Vehicle Maintenance & Fuel	312	1,513	1,562	1,400	1,927
Building & Grounds Improvements	0	917	0	0	0
TOTAL	188,131	198,499	144,335	146,394	151,894

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13205 - FACILITIES				
40101 - REGULAR PAYROLL				49,103
Facilities Manager - (50% Town/50% BOE)	1.00	36,804.00	36,804	
Part-time Custodian - Senior Ctr & Youth Services Ctr (3.95 hrs/day)	1.00	10,227.00	10,227	
Part-time Custodian - Fire Department - 4 hrs/week	1.00	2,072.00	2,072	
41210 - EMPLOYEE RELATED INS.				171
Life/AD&D insurance	1.00	61.00	61	
Long-term disability insurance	1.00	110.00	110	
41230 - FICA & RETIREMENT				6,263
FICA	1.00	3,757.00	3,757	
457 Plan contribution - Facility Manager @ 7%	1.00	2,506.00	2,506	
42323 - PROTECTIVE CLOTHING & SAFETY EQUIPMENT				300
Safety shoes for Facility Manager (shared cost with BOE)	1.00	100.00	100	
Gloves, eye protection, personal protection equipment	1.00	200.00	200	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				5,300
Paper goods and general cleaning supplies for Town Hall	1.00	5,300.00	5,300	
42332 - PAINT & PAINT SUPPLIES				1,000
Supplies to paint offices	1.00	1,000.00	1,000	
44223 - SERVICE CONTRACTS				26,401
Security System Service and Monitoring - Town Hall	1.00	180.00	180	
Elevator inspection and service - Town Hall	1.00	725.00	725	
Emergency Generator service and repair - Town Hall	1.00	625.00	625	
Heating/cooling system maintenance - Town Hall	1.00	2,400.00	2,400	
Sprinkler system inspection and service - Town Hall	1.00	625.00	625	
PA system maintenance (meeting room) - Town Hall	1.00	100.00	100	
Exterminating services, pest control - Town Hall	12.00	102.00	1,224	
Annual Fire Extinguisher maintenance - Town Hall	1.00	150.00	150	
Fire Alarm Service and Monitoring - Town Hall	1.00	850.00	850	
Additional service calls at contract rates - Town Hall	1.00	7,500.00	7,500	
Energy Project - measurement & verification services	1.00	12,022.00	12,022	
44231 - ADVERTISING				200
Advertising for annual bidding of supplies and services	1.00	200.00	200	
45216 - TELEPHONE				11,364
Emergency phone - Elevator	12.00	26.00	312	
Telephone maintenance & change fees	1.00	600.00	600	
Cell phone charges	12.00	51.00	612	
VOIP consolidation - monthly charges including Comcast Xfinity Service Plan Pro	12.00	820.00	9,840	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				7,280
Heating oil - Town Hall	2,240.00	3.25	7,280	
45622 - ELECTRICITY				35,085
Electricity - Town Hall	1.00	35,085.00	35,085	
46226 - BUILDING REPAIRS				7,500
General unanticipated building repairs - Town Hall	1.00	7,500.00	7,500	
46390 - VEHICLE MAINTENANCE & FUEL				1,927
Maintain facility vehicle	1.00	1,000.00	1,000	
Gas for Facility vehicle (estimated 315 gallons)	300.00	3.09	927	
TOTAL FACILITIES				151,894



**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET**

Department: Public Works – Division of Engineering

Mission

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

Description

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

Staffing

Town Engineer (full time)
Administrative Assistant (for Planning & Code Administration department)

2013 - 2014 Accomplishments

- Updated Town's Mail-A-Map with changes to road system.
- Coordinated/supervised the 2013 household hazardous waste collection.
- Performed construction inspections for Goldberg Road Extension and White Tail Lane and Northern Boulevard (private road in phase 4 of Northwoods Development), and processed associated requests for bond reductions and reviewed As-Built plans.
- Helped prepare plans, details and Bid Specifications for proposed Linwood Avenue Streetscape Improvements and reviewed project scope and permitting issues with DOT officials.
- Reviewed and commented on draft copy of proposed revisions to Wetlands Regulations.
- Performed field investigation, prepared access agreement and construction supervision for repair work and/or made recommendation to PWD to address drainage problems and sink holes on Berry Lane, Marvin Road, Standish Road, Heatherwood Drive, Diane Lane, Cabin Road, Elliot Drive, Pickerel Lake Road Causeway and at Town's Recreation complex.
- Collaborated with Chatham Health Department to abate elicit sump/gray-water discharge causing nuisance drainage and roadway icing at 160 Bulkeley Hill Road.
- Performed construction inspections for Mini Storage facility expansion on Lebanon Ave, Tractor Supply Store on Route 85, and site expansion of Castle Day Care on Halls Hill Road.

- Procured maps/locations of existing detention basins in town for PWD to facilitate maintenance.
- Provided input/responses to questions for consultant update of POCD.
- Assisted Town of Waterford and City of New London with job applicant interviews for Assistant PWD and Town Engineer Positions.
- Met with DOT and secured maintenance of stamped concrete crosswalks on Rte 16/85.
- Worked with DOT and secured installation of flashing beacon at Lake Hayward and Parum Rd.
- Discovered undocumented/overlooked town-owned land at intersection of Rte 149 and Rte 16 and processed transfer of land from Town to abutting land of Quik-Stop Convenience Store , Inc. at 738 Middletown Road (Rte 16) to avoid potential Town liability.
- Responded to DOT Bridge Design Section regarding inquiries and request for documents pertaining to Cirillo Drive Bridge and Paper Mill Road Bridge.
- Reviewed existing H-Cap parking and signage at Jack Jackter Elementary School and made recommendations for modifications to facilitate winter plowing operations.
- Collaborated with WEO and school professor to explore potential pedestrian bridge over Sherman Brook at Bacon Academy site – provided hydraulic investigation and design options.

2014 - 2015 Objectives

- Update State TAR map and town's Mail-A-Map.
- Coordinate and supervise the 2014 household hazardous waste collection.
- Assist Fire Co. with plans to close Drive on Old Hartford Road and open new Drive location on Old Hebron Road.
- Perform construction inspection for approved Piechta Subdivision on McDonald Rd/Homonick Rd., White Oak Farm Subdivision – Sherman Brook Rd, Dollar General on Upton Rd & Old Hartford Rd and Phase 5 of Northwoods Housing development.
- Follow up with Local Traffic Authority traffic safety requests to State Traffic Commission including: Proposed crosswalk on Lebanon Ave at Hammond Ct. and traffic signal/safety issues at Route85/Route16/Noel's drive entrance.
- Assist WEO and Bacon Academy professor with construction phase of proposed wood pedestrian bridge over Sherman Brook at Bacon Academy site.
- Prepare Bid Documents and provide construction phase administration/inspection for Linwood Avenue Streetscape Improvement project.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ENGINEERING

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	83,732	86,014	88,146	88,146	88,146
Employee Related Insurances	278	266	267	297	291
FICA & Retirement	12,563	13,107	13,735	13,735	13,735
Copier	527	573	792	792	792
Office Supplies	445	443	445	445	445
Mileage, Training & Meetings	443	343	1,000	1,000	500
Professional Memberships	550	580	600	580	600
Refunds	0	0	0	10,436	0
TOTAL	98,538	101,326	104,985	115,431	104,509

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13301 - ENGINEERING				
40101 - REGULAR PAYROLL				88,146
Town Engineer	1.00	87,396.00	87,396	
Union contract in negotiation				
Longevity	1.00	750.00	750	
41210 - EMPLOYEE RELATED INS.				291
Life/AD&D Insurance	1.00	168.00	168	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				13,735
FICA	1.00	6,743.00	6,743	
Defined Contribution 401(a) Plan @ 8%	1.00	6,992.00	6,992	
Union contract in negotiation				
42233 - COPIER				792
Monthly lease (shared cost w/ Planning & Code Administration)	1.00	792.00	792	
42301 - OFFICE SUPPLIES				445
Shared cost with Planning & Code Administration	1.00	445.00	445	
43213 - MILEAGE, TRAINING & MEETINGS				500
Inspections, meetings, & workshops	1.00	500.00	500	
43258 - PROFESSIONAL MEMBERSHIPS				600
Professional Registration Fees & membership dues (e.g. CASHO, ASCE & PE license)	1.00	600.00	600	
TOTAL ENGINEERING				104,509

**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department : Public Works - Division of Transfer Station

Mission:

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

Description:

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

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

Staff:

Transfer Station Operator (shared FTE with Highway Division)

Transfer Station Equipment Operator (shared FTE with Fleet Division)

2013 - 2014 Accomplishments

- Removed Wall in storage Garage to allow inside storage of Backhoe.
- Relocated Electronics Storage Area for increase of Public Use.
- Installed surface drainage swales in order to install gravel for improved brush area.
- Improved Access to mowed grass areas in order to improve mowing.
- Re-graded bin area with stone to improve site maintenance.
- New Entrance Fencing and signage.
- Provided wood mulch for reuse by Town residents
- Begin Improved Traffic Flow ramp.
- Replaced oil / anti-freeze tank.
- 217 households served at the Colchester Household Hazardous Waste Collection event.
Total of 143 Colchester households at all events.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Waste Handled (tons):	1451.1	1,516.29	1,292.78

2014 – 2015 Objectives

- Rebid Transportation Services.
- Demonstrate a full single-stream recycling education program that emphasizes the financial impacts of recycling
- Continue to market materials to the most advantageous financial provider/vendor
- Investigate regional/inter-town operations for potential economies of scale or enhancement of services
- Determine if working with SCRRRA and State DEEP to provide for Latex Paint Stewardship/Recycling to Town of Colchester residents can be done no increase cost or to conduct such by referring to established private location.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFER STATION

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	74,814	76,315	79,971	78,980	87,082
Overtime	4,988	5,735	5,000	5,203	6,000
Employee Related Insurances	369	359	385	412	413
FICA & Retirement	8,492	9,846	10,500	10,880	11,453
Office Supplies	157	237	250	250	250
Safety Equipment	390	517	600	600	600
Other Purchased Supplies	498	485	1,100	1,100	1,100
Transportation	98,278	92,424	95,000	95,000	95,000
Mileage, Training & Meetings	456	452	670	590	690
Professional Services	25,645	16,778	27,015	28,515	29,515
Service Contracts	735	453	810	810	810
Uniform Rental	1,075	1,010	853	853	853
Landfill Operation	830	830	1,000	1,000	1,000
Septage Disposal Facility	13,300	13,212	0	0	0
Telephone	460	358	420	420	420
Electricity	1,688	1,646	1,800	1,800	1,800
Building Repairs	1,000	0	1,000	1,000	1,000
Household Hazardous Waste Disposal	10,027	16,364	10,000	17,000	17,000
Vehicle Maintenance & Fuel	8,493	23,970	10,000	10,000	10,004
TOTAL	251,695	260,991	246,374	254,413	264,990

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13601- TRANSFER STATION				
40101 - REGULAR PAYROLL				87,082
Transfer Station Operator - Step 9 (8 hrs/day)	1.00	45,435.00	45,435	
Equipment Operator - Step 6 (8 hrs/day)	1.00	41,197.00	41,197	
Longevity	1.00	450.00	450	
40103 - OVERTIME				6,000
Overtime (not Saturday)	1.00	6,000.00	6,000	
41210 - EMPLOYEE RELATED INS.				413
Life/AD&D Insurance	1.00	168.00	168	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				11,453
FICA	1.00	7,121.00	7,121	
Defined Contribution 401(a) Plan @ 5%	1.00	4,332.00	4,332	
42301 - OFFICE SUPPLIES				250
Cash register supplies, wasp spray, garbage bags, rags, etc.	1.00	250.00	250	
42323 - PROT CLOTHING& SAFETY EQUIP				600
Safety boot allowance	2.00	200.00	400	
Gloves, dust mask, eye/ear protection, etc.	1.00	200.00	200	
42340 - OTHER PURCHASED SUPPLIES				1,100
Ladders, poles	1.00	300.00	300	
Hand tools - day to day maintenance	1.00	200.00	200	
Paint & paint supplies	1.00	100.00	100	
Sand, salt, gravel, cements, for station roads and pads, etc.	1.00	250.00	250	
Ground supplies - seed, fertilizer, signs, erosion control mats, hay bales, etc.	1.00	250.00	250	
43212 - TRANSPORTATION				95,000
Monthly service fees, Town Hall, Fire Department, Disposal MSW, Bulky, Recycling	1.00	95,000.00	95,000	
43213 - MILEAGE, TRAINING & MEETINGS				690
2 training courses @ \$65 per course	2.00	75.00	150	
Mileage	12.00	45.00	540	

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				29,515
Quarterly monitoring	1.00	12,050.00	12,050	
Annual report/hydrogeologic study	1.00	2,000.00	2,000	
Contracted grinding services	1.00	11,000.00	11,000	
Staff physicals (2 @ \$65 each)	2.00	65.00	130	
Pulmonary check-up (one)	1.00	35.00	35	
Drug/alcohol monitoring	1.00	300.00	300	
General discharge permit - water quality monitoring	1.00	2,000.00	2,000	
Landfill hillside mowing	1.00	2,000.00	2,000	
44223 - SERVICE CONTRACTS				810
Portable restrooms	1.00	624.00	624	
Water cooler - monthly charge	12.00	8.00	96	
Annual fire extinguisher services	1.00	90.00	90	
44238 - UNIFORM RENTALS				853
2 employees, 52 weeks	1.00	853.00	853	
44259 - LANDFILL OPERATION				1,000
Permits (operating & scale), registration, incidental expenses	1.00	830.00	830	
Other incidental operating expenses	1.00	170.00	170	
45216 - TELEPHONE				420
Monthly charges	12.00	35.00	420	
45622 - ELECTRIC				1,800
Electricity	12.00	150.00	1,800	
46226 - BUILDING REPAIRS				1,000
Repairs to tipping pad railings and posts, gatehouse, garage, storage areas, etc.	1.00	1,000.00	1,000	
46228 - HOUSEHOLD HAZARD DISPOSAL				17,000
Household Hazardous Waste program - Colchester's share of the 9 annual events in SE CT, including Colchester	1.00	17,000.00	17,000	
46390 - VEHICLE MAINTENANCE & FUEL				10,004
Equipment Gasoline/Diesel	600.00	3.34	2,004	
Equipment Repairs	1.00	8,000.00	8,000	
TOTAL TRANSFER STATION				264,990



Community & Human Services



Community & Human Services

Departments

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



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Youth & Social Services

Mission

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

Description

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

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

Staffing

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

2013 – 2014 Accomplishments

- Expanded the scope of the Families With Service Needs Advisory Board to include referrals for high school students and diverted 7 new cases from the court system
- The drop-in Youth Center program served number of kids
- 9 Colchester teens employed through the Summer Youth Employment grant program
- Over 200 youths and adults attended Community Conversation titled, *Weeding Out the Facts* about Marijuana sponsored by Youth FIRST Coalition
- Community Service opportunities
- Provided the first summer lunch program 755 children (duplicated) under 18 years old were served lunch through our Summer Lunches program that included a balanced lunch and fun activity during July & August.
- 120 kids benefited from the Back-to-School Supplies program
- Unique families food bank

Measures (January 1 – December 31)	2013	2012	2011
Families Served by Food Bank: (duplicated)	1,283	1,119	3,586
Pounds of food distributed:	64,771	57,208	N/A
Households Served by Fuel Bank:	42	55	46
Energy Assistance Applications (all sources):	364	496	349
Number of Programs:	281	310	298
Program Participants:	6,429	8,658	4,945
Volunteer Hours:	1,247	1,184	1,185

2014 – 2015 Objectives

- Organize and implement 3 family-oriented events/programs that promote the *40 Developmental Assets* through the Youth FIRST Coalition.
- Keep abreast of issues and trends impacting adolescents through professional development opportunities.
- Develop a proposal for a community wide mentoring program that meets the diverse needs of our youth.
- Fund adolescent substance abuse counseling services when current grant funding ends.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

YOUTH & SOCIAL SERVICES

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	229,119	224,737	236,912	231,238	234,984
Overtime	44	0	0	0	0
Contractual, Temporary, Occasional Payroll	9,079	7,770	10,945	8,286	9,488
Employee Related Insurances	893	815	887	875	960
FICA & Retirement	29,801	28,678	33,507	31,877	33,385
Copier	2,049	1,791	1,920	1,920	1,900
Office Supplies	1,891	1,743	1,800	1,800	1,800
Custodial/Maintenance Supplies	0	0	0	1,500	1,500
Mileage, Training & Meetings	1,333	1,339	2,130	2,130	2,120
Professional Memberships	565	555	575	575	575
Subscriptions	42	0	45	0	0
Professional Services	139	169	354	354	11,500
Postage	933	801	1,000	1,000	600
Service Contracts	707	694	1,234	1,234	1,000
Printing & Publications	615	843	800	800	1,000
Telephone	2,050	1,036	719	1,015	1,020
Fuel & Heating	2,134	2,616	3,369	3,369	3,250
Electricity	1,239	1,112	907	1,400	907
Building Repairs	825	1,000	2,492	2,492	2,000
Vehicle Maintenance & Fuel	4,605	3,596	6,204	6,200	5,090
Programs	16,182	15,143	21,000	21,000	19,000
Building & Grounds Improvements	0	0	3,500	3,500	0
TOTAL	304,245	294,438	330,300	322,565	332,079

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14102 - YOUTH & SOCIAL SERVICES				
40101 - REGULAR PAYROLL				234,984
Youth & Social Services Director	1.00	72,484.00	72,484	
Union contract in negotiation				
Program Coordinator II (7 hrs/day)	1.00	47,649.00	47,649	
Union contract in negotiation				
Program Coordinator I (7 hrs/day)	1.00	43,574.00	43,574	
Union contract in negotiation				
Administrative Assistant & Program Coordinator (7 hrs/day)	1.00	40,834.00	40,834	
Union contract in negotiation				
Social Services Coordinator - Part-time (26 hrs/week)	1.00	24,634.00	24,634	
Union contract in negotiation				
Social Services Coordinator - Part-time (14 hrs/week for 18 weeks)	1.00	5,209.00	5,209	
Longevity	1.00	600.00	600	
40105 - CONTR TEMP OCCAS				9,488
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	1,700.00	1,700	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,040.00	2,040	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,040.00	2,040	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	3,708.00	3,708	
41210 - EMPLOYEE RELATED INS.				960
Life/AD&D insurance.	1.00	471.00	471	
Long Term Disability insurance	1.00	489.00	489	
41230 - FICA & RETIREMENT				33,385
FICA	1.00	18,702.00	18,702	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	5,799.00	5,799	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant @ 7.5%	1.00	8,884.00	8,884	
Union contract in negotiation				
42233 - COPIER				1,900
Monthly lease payments	12.00	137.50	1,650	
Per copy charges	1.00	250.00	250	
42301 - OFFICE SUPPLIES				1,800
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,500
Custodial & building maintenance supplies	1.00	1,500.00	1,500	
43213 - MILEAGE, TRAINING & MEETINGS				2,120
Registration fees for professional development conferences/training	1.00	1,000.00	1,000	
Mileage reimbursement	1.00	1,120.00	1,120	
43258 - PROFESSIONAL MEMBERSHIPS				575
CYSA Membership	1.00	475.00	475	
CT Clearinghouse	1.00	20.00	20	
CLASS Annual Membership - CT Local Administrators of Social Services	1.00	80.00	80	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				11,500
Fees For Public Passenger Endorsement	1.00	300.00	300	
Substance Abuse counseling program	1.00	11,200.00	11,200	
44217 - POSTAGE				600
Mailing newsletters and youth registration forms	1.00	600.00	600	
44223 - SERVICE CONTRACTS				1,000
Annual fire extinguisher inspections, repairs & replacement	1.00	100.00	100	
Youth Center - monthly cooler rental & water	12.00	7.50	90	
Security & fire alarm contracts - monitoring & repair	1.00	450.00	450	
Boiler inspection and maintenance	1.00	360.00	360	
44232 - PRINTING & PUBLICATIONS				1,000
Colchester Connection quarterly expenses, brochures, advertising materials, copies	1.00	1,000.00	1,000	
45216 - TELEPHONE				1,020
Youth Center Phone/DSL - monthly charges	12.00	85.00	1,020	
45221 - FUEL/HEATING				3,250
Heating oil - Youth Center	1,000.00	3.25	3,250	
45622 - ELECTRIC				907
Electricity - Youth Center	1.00	907.00	907	
46226 - BUILDING REPAIRS				2,000
Youth Center - unanticipated plumbing, heating, building repairs	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				5,090
Repairs and maintenance	1.00	2,000.00	2,000	
Unleaded gasoline	1,000.00	3.09	3,090	
47282 - PROGRAMS				19,000
Youth programs, curriculum, videos, materials, supplies, refreshments, etc.	1.00	14,000.00	14,000	
Contribution to Colchester Collaborative for Children (C3)	1.00	5,000.00	5,000	
TOTAL YOUTH & SOCIAL SERVICES				332,079



**TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET**

Department: Health

Description

Colchester is a member of the Chatham Health District.

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

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

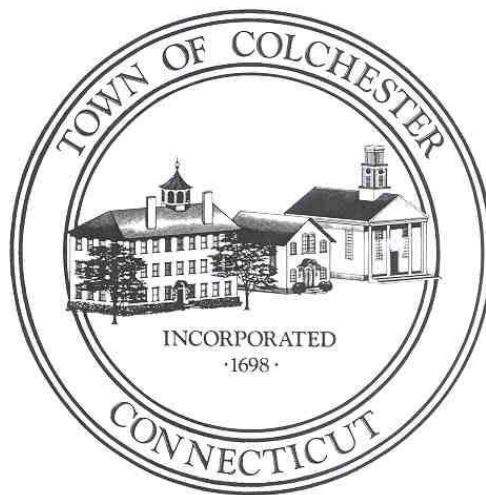
**TOWN OF COLCHESTER
ADOPTED BUDGET**

HEALTH

<u>ACCOUNT</u>	FY 2011-2012 ACTUAL <u>EXPENDITURES</u>	FY 2012-2013 ACTUAL <u>EXPENDITURES</u>	FY 2013-2014 ADOPTED <u>BUDGET</u>	FY 2013-2014 PROJECTED <u>ACTUALS</u>	FY 2014-2015 ADOPTED <u>BUDGET</u>
Regular Payroll	950	0	0	0	0
FICA & Retirement	73	0	0	0	0
Chatham Health District	129,401	132,759	136,289	136,289	144,874
TOTAL	130,424	132,759	136,289	136,289	144,874

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14201 - HEALTH				
47260 - CHATHAM HEALTH DISTRICT				144,874
Per capita fees	1.00	144,874.00	144,874	
Based on Department of Public Health 2011 population estimate of 16,034				
TOTAL HEALTH				144,874



**TOWN OF COLCHESTER
FY 2014-2015 ADOPTED BUDGET**

Department: Cragin Memorial Library

Mission

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

Description

The Cragin Memorial Library serves the residents of Colchester with a collection of 63,000 items and is open 57 hours each week. Fifty-two percent of town residents have a valid library card. In addition to a comprehensive collection of book and media offerings, the Library provides free programs for all ages, personal service, Inter-Library Loan, public Internet computers, and Wireless Internet access to the Library's visitors. The Library also serves as a community destination, hosting hundreds of community activities for many organizations including scouts, sports league registration, and civic groups.

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

Staffing

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

2013-2014 Accomplishments

- Re-established full-day Saturday hours
- Enhanced enrichment activities in Children's Department
- Continue to increase community Summer Reading Program participation, to 45% of K-5 students and 20% of 6-8 students
- Established regular ECRR workshops for community early childhood care providers
- Process 75% of all new books within one business day
- Offer color printing and copying to public
- Expansion of regular scheduled bookmobile service to summer day camp programs

2013 Measures (January 1 – December 31)

	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Circulation (Total Items Borrowed):	138,672	144,316	139,396
• Inter-Library Loan Items Borrowed:	4,985	5,351	5,015
• Inter-Library Loan Items Loaned:	4,324	4,917	4,461
• Computer Uses:	16,373	13,203	14,609
• Reference Questions:	10,545	10,298	11,275
• Total Programs:	505	526	540
• Total Program Attendance:	8,734	8,955	8,851
• Meeting Room Uses:	695	638	816
• Meeting Room Attendance:	5,562	5,542	7,482

2014-2015 Objectives

- Establish regular ECRR workshops for community early childhood care providers
- Review and revision of Library policies with Library Trustees and Board of Selectmen
- Creation of new strategic plan
- Maintain monthly neighborhood bookmobile visits by volunteers
- Provide weekly bookmobile service to summer day camp programs
- Initial survey of historic Colchester materials
- Support Library Board and Friends of the Library fundraising for a total of \$15,000

**TOWN OF COLCHESTER
ADOPTED BUDGET**

CRAGIN LIBRARY

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	325,483	324,815	330,964	329,594	336,572
Overtime	97	0	0	0	0
Employee Related Insurances	1,208	1,155	1,173	1,278	1,270
FICA & Retirement	41,560	42,019	43,762	42,145	44,708
Copier	1,032	1,612	4,190	2,900	4,000
Office Supplies	4,434	4,024	3,900	3,900	3,900
Custodial/Maintenance Supplies	2,246	1,643	2,000	3,500	3,500
Books, Magazines, & Periodicals	43,954	48,500	48,500	48,500	48,500
Library Media Supplies	4,326	4,985	5,000	5,000	4,000
Mileage, Training & Meetings	719	713	1,000	1,000	1,000
Professional Memberships	985	990	1,035	1,013	1,045
Data Processing	30,729	30,945	31,540	31,540	31,740
Postage	225	264	300	300	300
Service Contracts	6,303	5,385	9,420	9,300	9,717
Printing & Publications	252	183	352	352	400
Telephone	3,041	2,723	2,398	2,850	3,000
Fuel & Heating	10,352	11,547	14,450	13,000	13,000
Water & Sewer	2,899	2,879	2,900	2,890	2,890
Electricity	37,055	34,750	28,538	35,000	28,565
Equipment Repairs	131	80	200	200	200
Building Repairs	1,913	1,027	1,043	1,103	1,500
Programs	322	499	500	500	500
TOTAL	519,266	520,738	533,165	535,865	540,307

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15101 - CRAGIN LIBRARY				
40101 - REGULAR PAYROLL				336,572
Director	1.00	80,484.00	80,484	
Union contract in negotiation				
Assistant Director (7 hrs/day)	1.00	52,198.00	52,198	
Children's Librarian (7 hrs/day)	1.00	53,111.00	53,111	
Cataloger (7 hrs/day)	1.00	37,201.00	37,201	
Circulation Supervisor (7 hrs/day)	1.00	36,370.00	36,370	
Assistant to Children's Librarian (7 hrs/day)	1.00	29,765.00	29,765	
Programming Assistant (13 hrs/week)	1.00	13,234.00	13,234	
Part-time Library Assistant (17.25 hrs/week)	1.00	10,293.00	10,293	
Part-time Library Assistant (13 hrs/week)	1.00	6,907.00	6,907	
Part-time Library Assistant (12.125 hrs/week)	1.00	6,359.00	6,359	
Part-time Shelver (1.5 hrs/day)	1.00	3,602.00	3,602	
Part-time Shelver (1.5 hrs/day)	1.00	3,524.00	3,524	
Part-time Shelver (1.5 hrs/day)	1.00	3,524.00	3,524	
41210 - EMPLOYEE RELATED INS.				1,270
Life/AD&D insurance.	1.00	588.00	588	
Long Term Disability insurance.	1.00	682.00	682	
41230 - FICA & RETIREMENT				44,708
FICA	1.00	25,750.00	25,750	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	6,439.00	6,439	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	12,519.00	12,519	
42233 - COPIER				4,000
Monthly lease payments, including per copy charges	1.00	4,000.00	4,000	
42301 - OFFICE SUPPLIES				3,900
Office supplies. Copier and printer paper, toner, general office materials	1.00	3,900.00	3,900	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				3,500
Custodial & building maintenance supplies: cleaners, carpet shampoo, toilet paper, paper towels	1.00	3,500.00	3,500	
42342 - BOOKS, MAGAZINES & PERIODICALS				48,500
Books, magazines, DVDs, audiobooks, e-books for all ages	1.00	48,500.00	48,500	
42344 - LIBRARY MEDIA SUPPLIES				4,000
Processing and repair materials for library books, magazines and media items	1.00	4,000.00	4,000	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43213 - MILEAGE, TRAINING & MEETINGS				1,000
Mileage	1.00	1,000.00	1,000	
Workshops, Cont. Ed., Conferences, Staff development				
43258 - PROFESSIONAL MEMBERSHIPS				1,045
American Library Association (ALA) Prof. journal, continuing education, and discounted purchases	1.00	145.00	145	
Connecticut Library Consortium (CLC)	1.00	560.00	560	
Statewide Library discount program & continuing education				
Provides deep discounts for library books, media & library supplies				
Connecticut Library Association (CLA)	1.00	175.00	175	
Continuing Education and discounts.				
Public Library Association (PLA)	1.00	75.00	75	
Colchester Business Association	1.00	90.00	90	
44205 - DATA PROCESSING				31,740
Consortium membership - regionalization, resource sharing	1.00	31,740.00	31,740	
44217 - POSTAGE				300
Business correspondence, overdue notices, etc.	1.00	300.00	300	
44223 - SERVICE CONTRACTS				9,717
HVAC system service & repair	1.00	1,425.00	1,425	
Mandated elevator service	1.00	850.00	850	
Elevator inspections	1.00	150.00	150	
Sprinkler system	1.00	600.00	600	
Fire alarm service & repair	1.00	450.00	450	
Fire alarm monitoring	1.00	240.00	240	
Security system service & repair	1.00	150.00	150	
Security system monitoring	1.00	240.00	240	
Fire extinguisher service	1.00	600.00	600	
Call backs for repair & service and electrician	1.00	1,200.00	1,200	
Annual Cataloging Fee	1.00	550.00	550	
CT State Library--Annual iConn participation fee	1.00	350.00	350	
Movie Licensing Contract	1.00	562.00	562	
Anti-virus software	1.00	1,200.00	1,200	
JobNow online job seeker's service	1.00	250.00	250	
Software contracts - desktop & workstation security, public computer session & print management	1.00	900.00	900	
44232 - PRINTING & PUBLICATIONS				400
Library share of distribution costs of Colchester Connection	1.00	400.00	400	
45216 - TELEPHONE				3,000
Monthly telephone charges	1.00	3,000.00	3,000	
Significant discounts through USF grant.				
45221 - FUEL/HEATING				13,000
Heating oil - Library	4,000.00	3.25	13,000	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45222 - WATER & SEWER				2,890
Water - quarterly billing	4.00	165.00	660	
Sewer - quarterly billing	4.00	140.00	560	
Fire protection - quarterly billing	4.00	370.00	1,480	
Backflow inspection	1.00	110.00	110	
Backflow test	1.00	80.00	80	
45622 - ELECTRIC				28,565
Cragin Library	1.00	28,565.00	28,565	
46224 - EQUIPMENT REPAIRS				200
Minor office equipment repair.	1.00	200.00	200	
46226 - BUILDING REPAIRS				1,500
Painting; minor plumbing, electrical & heat repairs; ballasts	1.00	1,500.00	1,500	
47282 - PROGRAMS				500
Supplies for library programs for all ages	1.00	500.00	500	
TOTAL CRAGIN LIBRARY				540,307

Department: Recreation

Mission

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

Description

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

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

Staffing

Recreation Manager (full time)

Recreation Supervisor (full time)

Office Assistant (part-time)

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

2013 - 2014 Accomplishments

- Produced multiple large community events and had record attendance including: 57 Fest, Summer Concerts, Spring Clean-Up, Ghost Run, Holiday Homecoming, Trick or Trunk, International Food Festival which serve over 11,000 participants
- Saw a positive profit in the Program Fund for FY 2012-13
- Processed 4652 program enrollments
- Increased program offerings by 10%
- Streamlined Day Camp operations and registration procedures and had record levels of attendance at camp. Camp registrations increased by 10%
- Assisted to develop the Yellow Ribbon Committee and coordinated many homecoming and ribbon ceremonies.
- Improved our online registration and facility reservation process for customers, sport leagues and the BOE
- Procured a youth tennis grant
- Introduced new marketing initiatives, including the use of social media.
- Trained and provided staff to support the shelter and EOC operations
- Coordinated and increased the distribution of the town-wide Colchester Connections which comes out 4x per year
- Worked collaboratively with C3 to increase program offerings and improve health and wellness for youth in Colchester
- Developed cooperative partnerships with local businesses, non-profits, organizations, and regional recreation departments
- Supported, oversaw and advised several sponsored community groups:
 - Colchester Civic Orchestra and Choir: produced 5 shows, held 44 practice sessions a year for its 50 members. 500 people attended their performances. Performed at the Bushnell with the Traveler's Choir with an estimated audience of 1000 and appeared in a short film.
 - Colchester Community Theatre: consists of 95 dues paying members, produced 2 musicals consisting of 135 cast members, supports over 100 volunteers, 2,600 people attended their performances.
 - Colchester Dog Park: consists of 9 committee members and volunteers, ran 4 fundraising events generating over \$1600, upgraded the park by repairing benches, installed new poop bag dispensers, purchase a new sign for the 2 acres dog park.
 - Endorsed Youth Sport Leagues: consist of 6 leagues that serve over 5000 of Colchester youth.
 - Endorsed Adult Sport leagues: consist of 3 leagues that schedule fields and gyms throughout the year. Serve over 300 adults.

Measures (January 1 – December 31)	<u>2013</u>	<u>2012</u>	<u>2011</u>
• Programs:	1219	956	1,013
• Participants:	20686	18,056	22,926
• Large Events:	26	26	17

2014 - 2015 Objectives

- Keep abreast of issues facing youth and families and trends in Parks and Recreation through professional development opportunities
- Expect to garner a positive fund balance in the Recreation Program Fund
- Adopt a policy for Program Fund Surplus
- Adopt a policy on Program Fund vs. General Fund Expenses
- Investigate a solution to solve our transportation issue during the summer months

**TOWN OF COLCHESTER
ADOPTED BUDGET**

RECREATION

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	76,700	72,887	133,504	125,091	127,556
Overtime	716	3,776	1,127	933	1,127
Contractual, Temporary, Occasional Payroll	441	0	0	0	5,000
Employee Related Insurances	295	232	419	454	447
FICA & Retirement	8,012	9,211	17,756	17,389	17,772
Copier	2,792	2,950	2,866	2,866	2,316
Office Supplies	1,730	2,009	1,500	1,500	1,800
Mileage, Training & Meetings	2,234	4,532	2,450	4,500	3,750
Professional Memberships	770	365	1,205	1,205	1,190
Subscriptions	0	0	50	50	0
Professional Services	0	0	1,200	1,200	950
Postage	529	383	900	900	1,200
Service Contracts	2,260	5,437	5,800	7,000	3,500
Advertising	0	0	300	300	500
Printing & Publications	62	602	500	500	500
Equipment Rental	0	0	2,500	2,000	2,000
Uniform Rental	0	300	400	400	450
Telephone	2,083	2,671	2,880	2,880	2,880
Machinery & Equipment	0	1,673	0	0	0
Office Equipment	440	1,567	0	0	0
TOTAL	99,064	108,595	175,357	169,168	172,938

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15201 - RECREATION				
40101 - REGULAR PAYROLL				127,556
Recreation Manager	1.00	60,475.00	60,475	
Administrative Assistant (5 hrs/day)	1.00	14,355.00	14,355	
Recreation Supervisor	1.00	52,226.00	52,226	
Union contract in negotiation				
Longevity	1.00	500.00	500	
40103 - OVERTIME				1,127
Meeting Clerk - Parks & Recreation Commission	1.00	1,127.00	1,127	
40105 - CONTR TEMP OCCAS				5,000
Seasonal office/programming assistance	1.00	5,000.00	5,000	
Reallocation from Administrative Assistant position				
41210 - EMPLOYEE RELATED INS.				447
Life/AD&D insurance.	1.00	202.00	202	
Long Term Disability insurance.	1.00	245.00	245	
41230 - FICA & RETIREMENT				17,772
FICA	1.00	10,227.00	10,227	
Defined Contribution 401(a) Plan - Recreation Manager @ 6%	1.00	3,628.00	3,628	
Defined Contribution 401(a) Plan - Recreation Supervisor @ 7.5%	1.00	3,917.00	3,917	
Union contract in negotiation				
42233 - COPIER				2,316
Monthly lease payments	12.00	168.00	2,016	
Copier paper	1.00	300.00	300	
42301 - OFFICE SUPPLIES				1,800
43213 - MILEAGE, TRAINING & MEETINGS				3,750
Mileage	1.00	2,000.00	2,000	
CT Recreation & Parks, CPA & ACA Conference	1.00	1,500.00	1,500	
Office staff training	1.00	250.00	250	
43258 - PROFESSIONAL MEMBERSHIPS				1,190
Professional certification renewal & test fee (CPRP & CEUs)	1.00	255.00	255	
National Recreation & Parks Assoc.	1.00	390.00	390	
New England Parks Assoc.	1.00	285.00	285	
CT Recreation & Parks Assoc.	1.00	260.00	260	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				950
Interpreting Services - Meetings	1.00	600.00	600	
Music licensing fee	1.00	350.00	350	
44217 - POSTAGE				1,200
44223 - SERVICE CONTRACTS				3,500
Activenet/Facility Reservation software user fee & Expense module upgrade	1.00	3,000.00	3,000	
Portable toilet rental - Special Events	1.00	500.00	500	
44231 - ADVERTISING				500
44232 - PRINTING & PUBLICATIONS				500
Printing of flyers and promotional materials	1.00	500.00	500	
44237 - EQUIPMENT RENTAL				2,000
Generators, light towers, etc.	1.00	2,000.00	2,000	
44238 - UNIFORM RENTALS				450
Recreation staff uniforms.	1.00	450.00	450	
45216 - TELEPHONE				2,880
On-line faxes (within computer) - annual charge	1.00	120.00	120	
Cell phone - Rec Manager, Rec Supervisor, & Rec Specialist	12.00	150.00	1,800	
Land Line Phone & DSL Phone at Rec. Plex	12.00	80.00	960	
TOTAL RECREATION				172,938



Department: Senior Services

Mission

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

Description

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

Staffing

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

2013-2014 Accomplishments

- Successful transition for seniors and staff with new leadership.
- Realized increases in attendance for program participation by 6.4%, Out-of Town Transportation Services by 48%, Making Memories Program participation by 11.6%, Senior Center sponsored trip attendance by 22%, and Meals served on-site (Community Café, Bistro and special meals) by 36.7%.
- Cleaning, reorganization and cost-effective beautification of Colchester Senior Center.
- Secured grant funding for the Making Memories Program, increasing funding by 86%.
- Secured grant funding for the DOT Municipal (Medical) Transportation, increasing funding by 33.33%.
- Secured gift funding from the Colchester Lions Club for the Making Memories Program in the amount of \$1,000.
- Initiated fee-for-service programs for special events to cover program costs.
- Increased programs offered at the center to include: Card Making Workshops, From Fiction to Film (Book and Film Discussion Group), Getting to Know You, Brain Games & Trivia, Knitting & Crochet Group, Sit & Be Fit Exercise Class, Holiday Chorus (seasonal), Holiday Crafters (seasonal), Blood Pressure Clinic (monthly) and Special Theme/Holiday Luncheons/Events with Entertainment (monthly).

- Developed community partnerships for services and educational programs including: Apple Rehab (provide birthday cake for monthly birthday celebration), Marlborough Health & Rehab Center (Thanksgiving To Go-boxed lunches), Chestelm (Craft Workshops & Blood Pressure Clinics monthly) and Jack Jackter Intermediate School (Holiday Box Program) and S&S Crafts Worldwide (donations of craft supplies).
- Redesigned monthly newsletter to be more easily readable and producing newsletter in-house for cost benefit.
- Reinstated TRIAD Committee—a partnership between law enforcement, senior services and local businesses.
- Recreational Therapy Coordinator attended multi-day training conference in October 2013, paid through Brookdale grant.
- Director attended NCOA (National Council on Aging) conference in Sturbridge, MA in October 2013.

Worked with Eagle Scout Candidate to plan for large-scale project to be built at the Colchester Senior Center and hosted a successful Pasta Night Fundraiser

Measures (January 1 – December 31)

	2013	*2012	*2011
Total Visits to the Senior Center (unduplicated)	10,565	3,142	2,909
Total Clients Served (duplicated)	12,158	11,423	10,359
Total Programs Sessions Offered	1,309	1,387	1,358
In-Town Transportation (total # of passengers)	9,007	10,706	9,811
Out-of-Town Transportation (total # of passengers)	2,215	1,495	1,541
Information and Referrals	3,971	3,435	3,148
Social Service Clients (total served)	288	362	306
Memories Program (total hours of service)	4,167	3,732	3,838
Volunteer Hours (total hours)	4,662.5	5,759.5	5,496.5
Senior Center sponsored Travel Opportunities (attendees)	228	187	unknown
Meals On Wheels Deliveries	4,424	4,561	6,711
Meals Served Onsite (Community Café, Bistro & Specials)	2,458	1,798	2,046

**Note change in reporting methodology and standards with change in leadership, effective June 2013.*

Objectives for 2014-2015

- Complete planned renovations to the building, including installation of 10 storage units (Eagle Scout Project, which includes raising all funds necessary).
- Acquire additional equipment to enhance educational programming: Projector (estimated cost \$750), Flat Screen Television (estimated cost \$750), AV equipment cart (estimated cost \$200).
- Develop understanding of baseline attendance for programs, classes and services through accurate statistical measurement, with the intention of growth of customer base through marketing efforts in senior and congregate housing communities.
- Increase variety of computer education classes, utilizing recent donations of upgraded computer equipment in the Computer Lab.
- Continue to develop new and innovative programs with a focus on fitness, health and wellness and Baby Boomer friendly programs, scheduling occasional evening and weekend programming.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SENIOR SERVICES

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Regular Payroll	173,131	152,118	178,273	176,646	181,064
Overtime	135	0	0	0	0
Contractual, Temporary, Occasional Payroll	3,218	2,338	3,720	3,187	3,720
Employee Related Insurances	832	640	809	748	889
FICA & Retirement	23,247	20,079	25,151	24,895	25,454
Copier	685	690	701	1,276	1,775
Office Supplies	600	1,115	1,200	925	500
Custodial/Maintenance Supplies	118	1,168	1,200	1,402	1,200
Mileage, Training & Meetings	527	210	750	250	250
Professional Memberships	120	100	300	25	300
Professional Services	306	517	1,085	1,085	1,210
Building Rental	3,609	3,650	3,705	3,705	19,705
Postage	90	280	300	300	300
Service Contracts	1,717	1,716	2,284	2,284	2,380
Printing & Publications	266	398	350	636	350
Telephone	3,291	3,161	3,059	3,059	3,300
Fuel & Heating	9,811	11,130	12,029	11,725	11,375
Electricity	5,892	6,440	6,500	6,500	6,500
Equipment Repairs	654	0	500	500	500
Building Repairs	2,260	1,577	1,000	1,000	1,500
Vehicle Maintenance & Fuel	17,717	22,838	18,694	21,568	17,478
Building & Grounds Improvements	0	0	0	0	0
TOTAL	248,226	230,165	261,610	261,716	279,750

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15401 - SENIOR SERVICES				
40101 - REGULAR PAYROLL				181,064
Director	1.00	53,300.00	53,300	
Union contract in negotiation				
Program Coordinator (7.5 hrs/day)	1.00	40,154.00	40,154	
Administrative Assistant (7.5 hrs/day)	1.00	40,834.00	40,834	
Union contract in negotiation				
Bus Driver (7 hrs/day)	1.00	27,295.00	27,295	
Part-time bus driver (5 hrs/day)	1.00	18,231.00	18,231	
Longevity	1.00	1,250.00	1,250	
40105 - CONTR TEMP OCCAS				3,720
Meeting Clerk - Commission on Aging	12.00	60.00	720	
Substitute drivers to cover vacations, etc. - part-time bus driver hourly rate	1.00	3,000.00	3,000	
41210 - EMPLOYEE RELATED INS.				889
Life/AD&D Insurance.	1.00	437.00	437	
Long Term Disability insurance.	1.00	452.00	452	
41230 - FICA & RETIREMENT				25,454
FICA	1.00	14,080.00	14,080	
Defined Contribution 401(a) Plan - Senior Citizens Director @ 8%	1.00	4,264.00	4,264	
Union contract in negotiation				
Defined Contribution 401(a) Plan -	1.00	4,047.00	4,047	
Program Coordinator & FT Bus driver @ 6%				
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	3,063.00	3,063	
Union contract in negotiation				
42233 - COPIER				1,775
Monthly lease payments	12.00	124.00	1,488	
Per copy charges	1.00	287.00	287	
42301 - OFFICE SUPPLIES				500
Folders, paper goods, ink cartridges	1.00	500.00	500	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,200
Kitchen and bath paper goods, soap and misc. disposable goods	1.00	1,200.00	1,200	
43213 - MILEAGE, TRAINING & MEETINGS				250
Mileage for home visits, meetings, training and conferences	1.00	350.00	350	
Local conferences, training for local and state programs	1.00	400.00	400	
43258 - PROFESSIONAL MEMBERSHIPS				300
National Council on Aging	1.00	175.00	175	
Connecticut Association of Senior Center Personnel (CASCP)	2.00	50.00	100	
Connecticut Association of Municipal Agents for the Elderly	1.00	25.00	25	

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				1,210
Vehicle drivers physicals to ensure health and fitness of drivers	4.00	125.00	500	
Drug and alcohol random testing	4.00	50.00	200	
Licenses for drivers - proper certification	1.00	125.00	125	
Copyright license to show movies on site	1.00	200.00	200	
Copyright license - music	1.00	150.00	150	
Annual recertification for health license	1.00	35.00	35	
44215 - BUILDING RENTAL				19,705
Annual lease payment - building facility	1.00	19,705.00	19,705	
44217 - POSTAGE				300
Funding for mailings to clients other agencies, service providers, and funders	1.00	300.00	300	
44223 - SERVICE CONTRACTS				2,380
Annual inspection and replacement of fire equipment	1.00	120.00	120	
Yearly inspection for safety				
Exterminator - pest control services	12.00	93.00	1,116	
Furnace/Air conditioning/Water heater service contract	1.00	700.00	700	
Annual cleaning and service for all equipment				
Alarm service - monthly inspections	12.00	37.00	444	
44232 - PRINTING & PUBLICATIONS				350
Annual Outreach information - pamphlets, survey, welcome packets, promotional material etc.	1.00	350.00	350	
45216 - TELEPHONE				3,300
Monthly VOIP phone service	12.00	175.00	2,100	
Monthly cell phone service - communication with drivers for client safety	12.00	100.00	1,200	
45221 - FUEL/HEATING				11,375
Heating oil	3,500.00	3.25	11,375	
45622 - ELECTRIC				6,500
Electricity	1.00	6,500.00	6,500	
46224 - EQUIPMENT REPAIRS				500
Small equipment repairs	1.00	500.00	500	
46226 - BUILDING REPAIRS				1,500
Minor building repairs	1.00	1,500.00	1,500	
46390 - VEHICLE MAINTENANCE & FUEL				17,478
Equipment repairs/parts	1.00	4,500.00	4,500	
Gasoline - fuel for Senior Center fleet	4,200.00	3.09	12,978	
In Town and out of Town transportation services				
TOTAL SENIOR SERVICES				279,750



Debt Service



**TOWN OF COLCHESTER
ADOPTED BUDGET**

DEBT SERVICE

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Bond Principal	2,411,925	1,575,000	1,575,000	1,575,000	1,550,000
Bond Interest	502,357	520,890	467,015	467,015	422,866
Lease Principal	0	0	41,508	10,307	0
Lease Interest	0	0	10,118	2,593	0
TOTAL	2,914,282	2,095,890	2,093,641	2,054,915	1,972,866

**TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18101 - DEBT SERVICE				
49245 - BOND PRINCIPAL				1,550,000
Bonding 6/15/05 Pre K - Grade 2 School Construction Project	1.00	540,000.00	540,000	
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	280,000.00	280,000	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	410,000.00	410,000	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	320,000.00	320,000	
49246 - BOND INTEREST				422,866
Bonding 6/15/05 Pre K - Grade 2 School Construction Project	1.00	24,300.00	24,300	
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	70,000.00	70,000	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	111,501.00	111,501	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	217,065.00	217,065	
TOTAL DEBT SERVICE				1,972,866

Transfers & Capital



**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFERS & CAPITAL

<u>ACCOUNT</u>	<u>FY 2011-2012 ACTUAL EXPENDITURES</u>	<u>FY 2012-2013 ACTUAL EXPENDITURES</u>	<u>FY 2013-2014 ADOPTED BUDGET</u>	<u>FY 2013-2014 PROJECTED ACTUALS</u>	<u>FY 2014-2015 ADOPTED BUDGET</u>
Transfer to Recreation Fund	40,000	40,000	0	0	0
Transfer to Capital Reserve	210,150	231,034	239,900	239,900	216,200
Transfer to Animal Control Fund	45,061	53,199	39,543	39,543	29,685
Transfer to Capital Improvement Fund	187,184	194,750	229,500	229,500	309,000
Transfer to Debt Service Fund	50,000	49,778	114,098	152,796	166,768
Transfer to BOE Capital Reserve	50,663	56,602	0	41,580	0
TOTAL	583,058	625,363	623,041	703,319	721,653

TOWN OF COLCHESTER
FY 2014 - 2015 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18501 - TRANSFERS				
50474 - TRANSFER TO CAPITAL RESERVE				216,200
Contribution to Equipment Reserve	1.00	50,000.00	50,000	
Contribution to Vehicle Replacement Reserve	1.00	141,200.00	141,200	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	25,000.00	25,000	
50496 - ACO - TOWN FUNDING				29,685
General Fund contribution to support Animal Control Fund	1.00	29,685.00	29,685	
50500 - TRANSFER TO CAPITAL				309,000
Town Wide Revaluation	1.00	32,500.00	32,500	
Open Space	1.00	5,000.00	5,000	
Police cruiser	1.00	55,000.00	55,000	
Per vehicle replacement plan				
Information Technology - System Virtualization Project	1.00	15,000.00	15,000	
Information Technology - equipment replacment	1.00	26,500.00	26,500	
Fleet/Highway Garage - parking lot repairs	1.00	10,000.00	10,000	
Fire Company 1 - Underground tank replacement	1.00	45,000.00	45,000	
Fire Company 1 - Roof replacement/Mold remediation	1.00	120,000.00	120,000	
50700 - TRANSFER TO DEBT SERVICE FUND				166,768
Vehicle lease purchase dated 10/7/11 - payment due 10/4/15 (payment 4 of 5)	1.00	49,778.00	49,778	
Heavy Rescue lease purchase dated 1/20/14 - payments due 4/15/15, 7/15/15, 10/15/15 and 1/15/16	1.00	51,598.00	51,598	
Energy Project lease payment due 1/5/15 (Town share)	1.00	65,392.00	65,392	
TOTAL TRANSFERS				721,653

Animal Control Fund



Animal Control Fund

	<u>Actual</u> <u>FY 2011-2012</u>	<u>Actual</u> <u>FY 2012-2013</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2013-2014</u>	<u>Projected</u> <u>Actual</u> <u>FY 2013-2014</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2014-2015</u>
ANIMAL CONTROL					
REGULAR PAYROLL	31,568	28,648	32,488	32,488	32,490
OTHER REG PAYROLL	18,603	3,114	0	0	0
FICA	3,838	2,430	2,485	2,485	2,485
OFFICE SUPPLIES	77	0	100	0	100
OTHER PURCHASED SUPPLIES	3,990	4,167	4,000	4,000	4,700
TRAVEL, TRAINING & MEETINGS	8,817	5,523	8,650	8,650	8,775
PROFESSIONAL SERVICES	3,393	4,042	6,000	4,500	5,000
DUE TO STATE OF CT	8,450	7,983	8,500	7,478	8,000
POSTAGE	51	0	250	0	100
ADVERTISING	149	271	400	250	350
PRINTING	105	101	200	105	150
TELEPHONE	840	363	720	340	420
FUEL/HEATING	1,310	1,569	1,710	2,000	1,935
ELECTRICITY	624	730	760	720	720
BUILDING REPAIRS	0	0	300	0	300
TOTAL ANIMAL CONTROL EXPENDITURES	81,815	58,941	66,563	63,016	65,525
ANIMAL CONTROL ESTIMATED REVENUES:					
TOWN CLERK DOG LICENSES	13,905	13,423	14,500	13,600	14,000
ANIMAL CONTROL OFFICER FEES	6,463	3,394	5,000	3,395	4,500
RENT & ASSISTANT ACO	7,561	2,423	2,520	2,340	2,340
TRANSFER FROM GENERAL FUND	45,061	53,199	39,543	39,543	29,685
USE OF FUND BALANCE	15,000	10,000	5,000	5,000	15,000
TOTAL ANIMAL CONTROL REVENUES	87,990	82,439	66,563	63,878	65,525

Animal Control Fund - Detail Budget

		FY 2014-2015 Adopted Budget
<u>EXPENDITURES</u>		
REGULAR PAYROLL		32,490
Animal Control Officer		
FICA		2,485
OFFICE SUPPLIES		100
OTHER PURCHASED SUPPLIES		4,700
Dog food, cleaning supplies for dog pound, etc.	4,000	
Security system at Dog Pound	700	
MILEAGE, TRAINING & MEETINGS		8,775
Mileage reimbursement	8,700	
Training, seminars & meeting registrations	75	
PROFESSIONAL SERVICES		5,000
Veterinarian		
DUE TO STATE OF CONNECTICUT		8,000
State share of license revenue		
POSTAGE		100
ADVERTISING		350
PRINTING & PUBLICATIONS		150
Various forms, license tags		
TELEPHONE		420
Cell phone service		
FUEL/HEATING		1,935
ELECTRICITY		720
BUILDING REPAIRS		300
Minor repairs to the dog pound		
TOTAL ANIMAL CONTROL EXPENDITURES		65,525

SECTION FIVE

Capital Improvement Plan





Section Five – Capital Improvement Plan

Item

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



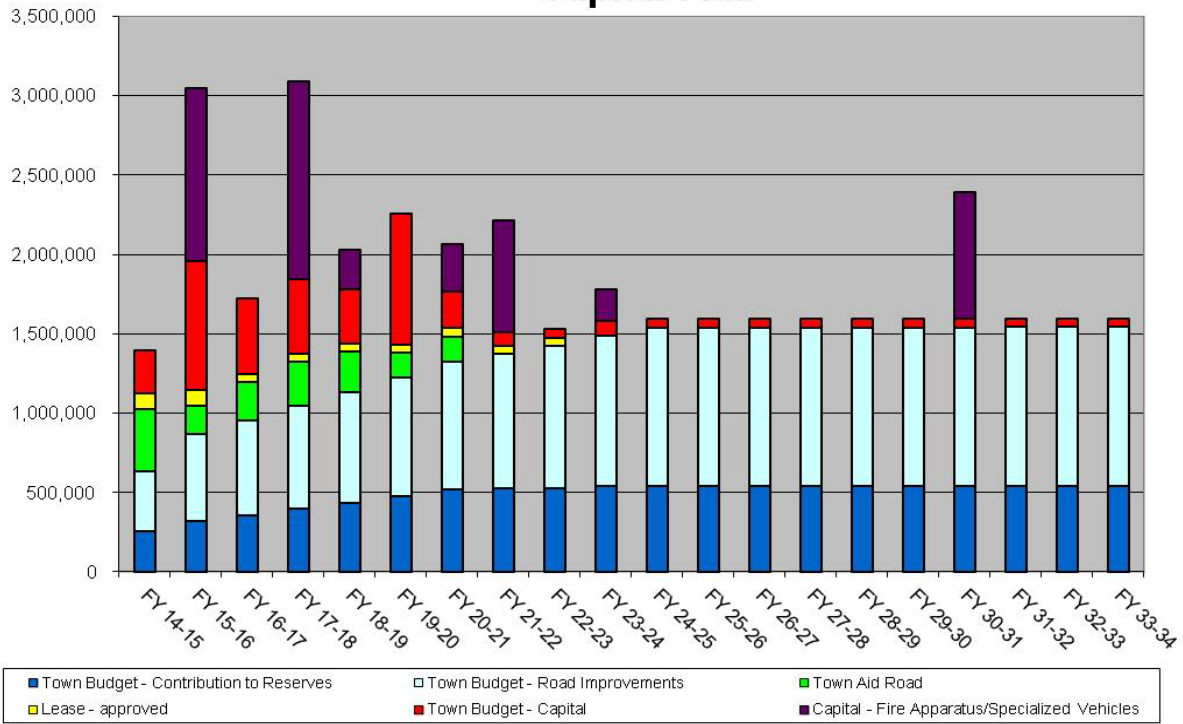
CATEGORY	ITEM	DEPARTMENT	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Vehicles							
	F-150 4x4 Pickup	Code Enforcement			\$ 35,000		
	F-150 4x4 Pickup	Code Enforcement			\$ 35,000		
	F-250 4x4 Pickup	Emergency Management			\$ 35,000		
	Tanker 128 (Bond/Lease)	Fire Department		\$ 400,000			
	Engine Tank 328 (Bond/Lease)	Fire Department		\$ 687,500			
	Ladder 128 (Bond/Lease)	Fire Department				\$ 1,000,000	
	Rescue 528 Ambulance (Bond/Lease)	Fire Department				\$ 250,000	
	Service 328	Fire Department		\$ 90,000			
	Cruiser	Police Department	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
	Plow Truck (Town Aid Road Grant)	Public Works	\$ 145,000	\$ 147,500	\$ 150,000	\$ 152,500	\$ 155,000
	Masonry Truck (Town Aid Road Grant)	Public Works	\$ 48,000				
	Backhoe (Town Aid Road Grant)	Public Works					\$ 96,000
	Backhoe (Town Aid Road Grant)	Public Works			\$ 94,000		
	Roller (Town Aid Road Grant)	Public Works		\$ 30,000			
	Multi-use Backhoe (Town Aid Road Grant)	Public Works	\$ 100,000				
	Street Sweeper (Lease)	Public Works					\$ 250,000
	Rail Mower (Town Aid Road Grant)	Public Works				\$ 120,000	
	Scag Mower (Equipment Reserve)	Grounds Maintenance	\$ 10,000				
	Skidsteer	Grounds Maintenance		\$ 30,000			
	Skidsteer	Grounds Maintenance			\$ 30,000		
	4-Door Sedan	Senior Services		\$ 16,000			
	Wheelchair Accessible Vehicle	Senior Services		\$ 70,000			
	Backhoe	Transfer Station		\$ 125,000			
		ANNUAL TOTAL	\$ 358,000	\$ 1,651,000	\$ 434,000	\$ 1,577,500	\$ 556,000

Equipment							
	Equipment Replacement	Information Technology	\$ 26,500	\$ 50,000	\$ 20,000	\$ 20,000	\$ 37,000
	GIS Improvements	Information Technology		\$ 75,000	\$ 32,500	\$ 20,000	\$ 45,000
	System Virtualization Project	Information Technology	\$ 15,000	\$ 20,000	\$ 35,000	\$ 35,000	\$ 35,000
	Records Management System	Town Clerk/IT		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Flashover Simulator	Fire Department		\$ 52,225			
		ANNUAL TOTAL	\$ 41,500	\$ 247,225	\$ 137,500	\$ 125,000	\$ 167,000

Facilities & Grounds							
	Repaving of Town Hall Parking Lot	Facilities		\$ 142,000			
	Cooling Tower Replacement - Town Hall	Facilities					\$ 42,000
	Connection to Public Sewer - Maint Bldg	Grounds Maintenance		\$ 25,000			
	Resurface Tennis Court	Grounds Maintenance			\$ 30,000		
	Replace Gas/Diesel Tanks , Fuel Station	Fleet				\$ 190,000	
	Structural Study/Moisture Intrusion	Fleet					\$ 80,000
	Roof Replacement	Fleet			\$ 50,000		
	Foundation & Apron Repairs	Fleet			\$ 30,000		
	Drainage & Pave Parking Lot	Fleet	\$ 10,000	\$ 10,000		\$ 100,000	
	Co. 1 Underground Tank	Fire Department	\$ 45,000				
	Co. 1 Replace Roof/Mold Remediation	Fire Department	\$ 120,000				
	Co. 2 Parking Lot	Fire Department			\$ 40,000		
	Overhaul Overhead Doors	Fire Department					
	Road Improvements	Public Works	\$ 376,565	\$ 550,000	\$ 600,000	\$ 650,000	\$ 700,000
	Road Improvements (Town Aid Road Grant)	Public Works	\$ 100,000				
		ANNUAL TOTAL	\$ 651,565	\$ 727,000	\$ 750,000	\$ 940,000	\$ 822,000

CATEGORY	ITEM	DEPARTMENT	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Lease Financing							
	Vehicle Lease (October 2011)	Various	\$ 49,778	\$ 49,778			
	Heavy Rescue 128 lease (January 2014)	Fire Department	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598
		ANNUAL TOTAL	\$ 101,376	\$ 101,376	\$ 51,598	\$ 51,598	\$ 51,598
Reserves							
	Revaluation	Assessor (annual funding)	\$ 32,500	\$ 32,500	\$ 35,000	\$ 35,000	\$ 35,000
	Open Space	Planning & Zoning	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Building & Grounds Maintenance	Facilities	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Equipment	Various	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Fire Vehicles (excluding large apparatus)	Fire Department		\$ 4,500	\$ 4,500	\$ 29,500	\$ 29,500
	Pick-Up Trucks	Public Works & Grounds	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
	Plow Trucks	Public Works	\$ 63,300	\$ 75,600	\$ 88,100	\$ 100,800	\$ 113,750
	Specialized Vehicles	Public Works & Grounds	\$ 24,350	\$ 37,700	\$ 46,950	\$ 54,950	\$ 78,000
	Town Hall Vehicles	Various	\$ 18,550	\$ 25,550	\$ 36,050	\$ 36,050	\$ 36,050
		ANNUAL TOTAL	\$ 253,700	\$ 315,850	\$ 350,600	\$ 396,300	\$ 432,300
GRAND TOTAL			\$ 1,406,141	\$ 3,042,451	\$ 1,723,698	\$ 3,090,398	\$ 2,028,898

Capital Plan





SECTION SIX

Debt





TOWN OF COLCHESTER
FY 2014 – 2015 ADOPTED BUDGET

Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan



**Debt Summary
As of June 30, 2014**

Outstanding Short-term Debt

As of June 30, 2014, the Town does not have any short-term debt outstanding.

Outstanding Bonded Debt¹

<u>Dated Date</u>	<u>Final Maturity</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>Original Issue</u>	<u>Amount Outstanding</u>
06/15/05	06/15/15	Various purpose	3.25–4.50	\$10,800,000	\$540,000
06/03/10	06/01/21	Various purpose	2.25–5.00	2,525,000	1,680,000
06/03/10	06/01/21	Refunding	2.25–5.00	4,070,000	2,775,000
03/01/12	06/15/25	Refunding	2.00–4.00	8,400,000	7,760,000
07/31/09	07/31/28	Drinking Water Fund	2.12	2,496,990	<u>1,846,667</u>
Total					\$14,601,667

¹ Excludes the Refunded Bonds.

Drinking Water State Revolving Fund Program

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

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

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

Overlapping/Underlying Debt

The Town does not have any overlapping or underlying debt.

Bonded Debt Maturity Schedule¹
As of June 30, 2014

<u>Fiscal Year Ending</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Payments</u>	<u>Cumulative Percent of Principal Retired</u>
2015	1,663,738	460,913	2,124,651	11.39
2016	1,646,173	407,079	2,053,252	22.67
2017	1,633,660	360,392	1,994,052	33.86
2018	1,646,200	297,251	1,943,451	45.13
2019	1,618,795	243,407	1,862,202	56.22
2020	1,616,445	182,507	1,798,952	67.29
2021	1,329,151	121,700	1,450,851	76.39
2022	931,916	80,985	1,012,901	82.77
2023	694,740	54,161	748,901	87.53
2024	687,625	38,957	726,582	92.24
2025	680,571	23,636	704,207	96.90
2026	143,580	8,206	151,786	97.88
2027	146,654	5,133	151,787	98.89
2028	149,793	1,993	151,786	99.91
2029	<u>12,626</u>	<u>22</u>	<u>12,648</u>	100.00
Total	\$14,601,667	\$2,286,342	\$16,888,009	

¹ Excludes the Refunded Bonds.

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

Current Debt Ratios
As of June 30, 2014

Population, 2010 ¹	16,068
Per capita income ¹	\$36,455
Net taxable grand list, 10/1/12	\$1,191,172,264
Estimated full value @ 70%	\$1,701,674,663
Equalized net grand list (2012) ²	\$1,713,186,821

	<u>Overall Debt</u> <u>\$14,601,667</u>	<u>Overall Net Debt</u> <u>\$14,601,667</u>
Per capita	\$908.74	\$908.74
To net taxable grand list	1.23%	1.23%
To estimated full value	0.86%	0.86%
To equalized net grand list	0.85%	0.85%
Ratio of debt per capita to per capita income	2.49%	2.49%

¹ Source: U.S. Department of Commerce, Bureau of Census, 2010 Census, and 2008-2012 American Community Survey 5 year estimates.

² State of Connecticut, Office of Policy and Management.

**Statement of Statutory Debt Limitation
As of June 30, 2014**

Debt Limitation Base

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2014.....	\$36,218,115
Reimbursement for elderly tax relief	<u>0</u>
Debt Limitation Base	\$36,218,115

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	\$81,490,759				
4.50 x base	—	\$162,981,518			
3.75 x base	—	—	\$135,817,931		
3.25 x base	—	—	—	\$117,708,874	
3.00 x base	—	—	—	—	\$108,654,345
Total debt limitation	81,490,759	162,981,518	135,817,931	117,708,874	108,654,345
Less indebtedness: ¹					
Bonds payable	2,398,400 ²	10,356,600	—	—	—
Bonds authorized but unissued	<u>140,000</u>	<u>63,741</u>	—	—	—
Total overall debt	2,538,400	10,420,341	—	—	—
Less school construction grants receivable	—	—	—	—	—
Total overall net debt	2,538,400	10,420,341	—	—	—
Debt limitation in excess of outstanding and authorized debt	\$78,952,359	\$152,561,177	\$135,817,931	\$117,708,874	\$108,654,345

¹ Does not include the Refunded Bonds.

² \$1,846,667 water bonds excluded by statute.

The General Statutes require that in no event shall the total debt for the Town of Colchester exceed seven (7) times the annual receipts from taxation. Maximum debt for the Town of Colchester under this formula is \$253,526,805.

Five-year Debt Statement Summary

	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>
Population ¹	16,068	16,068	16,068	16,068	16,068
Net taxable grand list	\$1,191,172,264	\$1,176,520,440	\$1,297,297,874	\$1,275,361,503	\$1,268,248,655
Estimated full value	\$1,701,674,663	\$1,680,743,486	\$1,853,282,677	\$1,821,945,004	\$1,811,783,793
Equalized net taxable					
grand list ²	\$1,713,186,821	\$1,681,198,817	\$1,768,924,794	\$1,752,181,106	\$1,752,979,789
Per capita income ³	\$36,455	\$27,038	\$27,038	\$27,038	\$27,038
Short-term debt	\$—	\$—	\$—	\$—	\$—
Bonded debt	<u>14,601,667</u>	<u>16,288,021</u>	<u>17,997,041</u>	<u>20,363,776</u>	<u>23,403,275</u>
Overall debt	14,601,667	16,288,021	17,997,041	20,363,776	23,403,275
Less school construction					
grants	<u>0</u>	<u>0</u>	<u>0</u>	<u>575,757</u>	<u>1,462,261</u>
Overall net debt	\$14,601,667	\$16,288,021	\$17,997,041	\$19,788,019	\$21,941,014

¹ U.S. Department of Commerce, Bureau of Census, 2010 Census.

² State of Connecticut, Office of Policy and Management.

³ U.S. Department of Commerce, Bureau of Census, 2010 Census, and 2008-2012 American Community Survey 5 year estimates.

Five-year Debt Statement Summary Ratios

	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>
Overall debt:					
Per capita	\$908.74	\$1,013.69	\$1,120.05	\$1,267.35	\$1,456.51
To net taxable grand list	1.23%	1.38%	1.39%	1.60%	1.84%
To estimated full value	0.86%	0.97%	0.97%	1.12%	1.29%
To equalized net taxable					
grand list	0.85%	0.97%	1.02%	1.16%	1.34%
Overall debt per capita to					
per capita income	2.49%	3.75%	4.14%	4.69%	5.39%
Overall net debt:					
Per capita	\$908.74	\$1,013.69	\$1,120.05	\$1,231.52	\$1,365.51
To net taxable grand list	1.23%	1.38%	1.39%	1.55%	1.73%
To estimated full value	0.86%	0.97%	0.97%	1.09%	1.21%
To equalized net taxable					
grand list	0.85%	0.97%	1.02%	1.13%	1.25%
Overall net debt per capita					
to per capita income	2.49%	3.75%	4.14%	4.55%	5.05%

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

Fiscal Year Ended June 30	Debt Service	Total Expenditures and Transfers Out	Debt Service as Ratio to Total Expenditures and Transfers Out
2013	\$2,095,890	\$54,087,611	3.87
2012	2,914,282	53,907,883	5.41
2011	3,693,538	50,427,195	7.32
2010	3,690,958	48,860,187	7.55
2009	3,945,936	50,340,124	7.84

**Authorized but Unissued Debt
As of June 30, 2014**

Project	Date Authorized	Amount Authorized	Bonds Issued	Grants/ Paydowns	Authorized but Unissued¹
Portable classrooms	05/09/06	\$ 850,000	\$ 425,000	\$401,259	\$ 23,741
Fire engine tanker	05/12/09	760,000	720,000	—	40,000
Road improvements	05/12/09	560,000	515,000	—	45,000
Ambulance	05/12/09	280,000	225,000	—	55,000
Bacon Academy track	05/12/09	<u>680,000</u>	<u>640,000</u>	<u>—</u>	<u>40,000</u>
Total		\$3,130,000	\$2,525,000	\$401,259	\$203,741

¹ Does not include Refunding Bonds.

Authority to Incur Debt

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

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

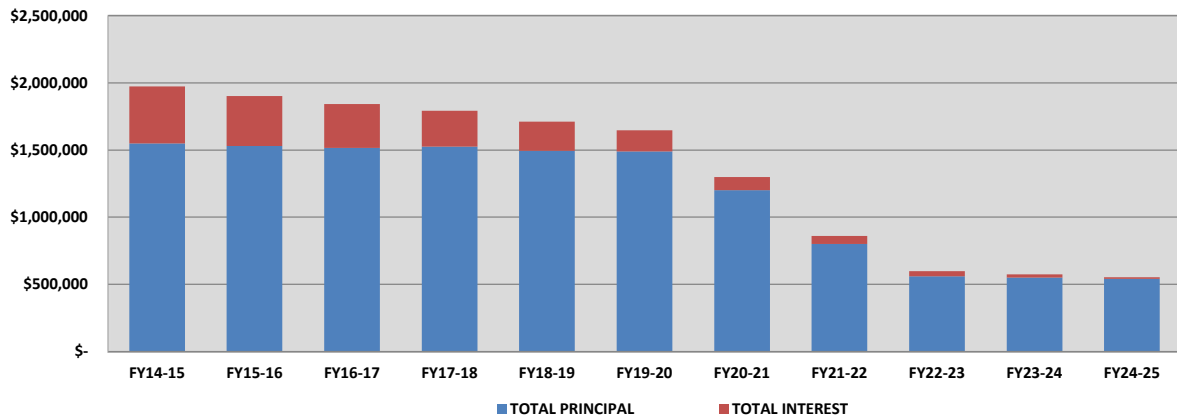
Temporary notes must be permanently funded no later than ten years from their initial borrowing date, except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the sewer notes from time to time in terms not to exceed six months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

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

DEBT PAYMENT SCHEDULE - GENERAL OBLIGATION BONDS

	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
FY14-15	\$ 1,550,000	\$ 422,865	\$ 1,972,865
FY15-16	\$ 1,530,000	\$ 371,465	\$ 1,901,465
FY16-17	\$ 1,515,000	\$ 327,265	\$ 1,842,265
FY17-18	\$ 1,525,000	\$ 266,665	\$ 1,791,665
FY18-19	\$ 1,495,000	\$ 215,415	\$ 1,710,415
FY19-20	\$ 1,490,000	\$ 157,165	\$ 1,647,165
FY20-21	\$ 1,200,000	\$ 99,065	\$ 1,299,065
FY21-22	\$ 800,000	\$ 61,115	\$ 861,115
FY22-23	\$ 560,000	\$ 37,115	\$ 597,115
FY23-24	\$ 550,000	\$ 24,795	\$ 574,795
FY24-25	\$ 540,000	\$ 12,420	\$ 552,420

DEBT PAYMENT SCHEDULE GENERAL OBLIGATION BONDS



SECTION SEVEN

Glossary





Section Seven – Glossary

Item

- Description of Funds
- Financial Policies
- Definition of Terms



Description of Funds

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

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

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

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

The Town reports the following major governmental funds:

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

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

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

The *Energy Fund* accounts for financial resources to be used for acquisition, installation, construction and equipment costs for an energy conservation savings program in various Town and Board of Education facilities, which are being financed by a lease-purchase financing and energy rebates from the electrical utility company.

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

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

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

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

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

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

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

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

Financial Policies

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

DEFINITION AND TARGET

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

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

USE OF FUND BALANCE

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

If the Fund Balance exceeds the 7% target, then the excess over 7% may be used as determined by majority vote (but no less than 3 members) of the Board of Finance members present at an official meeting. The funds can be used to repay debt (if permissible), capital projects, general mill rate relief, other designated accounts or one-time uses.

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

If the Fund Balance is less than 5%, then Fund Balance can only be used as determined by a vote of 4 members of the Board of Finance at an official meeting, and only upon the determination of a specific urgent situation by both the Board of Finance and the Board of Selectmen (by regular voting procedures). In addition, in such an urgent situation, the Board of Finance shall adopt a plan to restore the Fund Balance to greater than 5% over the next two fiscal years. **(Approved by Board of Finance on 05/19/10)**

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

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

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

Purchasing Policy –

Section A: Definitions and General Requirements

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

Section B: Procedures for Request For Proposal/Competitive Bid

Section C: Procedures for Optional Request for Qualification

Section D: Preferred Professional Services Vendor List

Section E: Acceptance/Rejection of Bids

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

Section G: Purchasing in Emergency Situations or Under Extraordinary Conditions

Section H: Mandatory Review of Purchasing Policy

SECTION A - DEFINITIONS & GENERAL REQUIREMENTS

1. DEFINITIONS

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

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

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

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

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

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

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

Superintendent: the Superintendent of the Colchester School District.

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

2. PURPOSE

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

3. COORDINATION WITH OTHER APPLICABLE LAWS

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

4. OBJECTIVES

The objectives of this policy are as follows:

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

5. RESPONSIBILITY FOR COMPLIANCE

Compliance with this Purchasing Policy shall be monitored as follows:

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

6. COMMUNICATION WITH VENDORS

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

7. BULK PURCHASING

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

8. ENVIRONMENTALLY-PREFERABLE PURCHASES

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

9. OTHER FORMS OF PURCHASING

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

10. PURCHASE ORDERS AND BLANKET PURCHASE ORDERS

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

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

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

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

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

11. EXPENDITURES NOT REQUIRING A PURCHASE ORDER

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

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

12. REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

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

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

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

c. AUTOMATIC ADJUSTMENT OF DOLLAR AMOUNT

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

13. BID SECURITY

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

14. BIDDERS LIST

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

15. INSURANCE REQUIREMENTS

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

SECTION B - PROCEDURES FOR REQUEST FOR PROPOSAL/COMPETITIVE BID

1. PREPARATION

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

2. SPECIFICATIONS

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

Bid specifications must include:

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

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

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

3. NOTIFICATION OF REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

4. BID OPENING & AWARD

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

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

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

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

foregoing process will be followed until the Lowest Responsible Qualified Bidder is found.

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

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

5. CONSIDERATION FOR LOCAL VENDORS

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

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

6. PROCEDURES IN THE EVENT OF A TIE BID

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

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

7. BID AWARD

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

8. POST BID NEGOTIATION

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

9. BID FILE

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

- Completed record of bids
- Copy of the bid specification.
- Affidavit of publication or clipping of the bid.
- List of all firms invited to participate in the bid.

- List of all firms actually participating in the bid.
- All bids submitted.
- All correspondence related to the bid.
- Award notification
- Notice to proceed

SECTION C - PROCEDURES FOR OPTIONAL REQUESTS FOR QUALIFICATION

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

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

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

1. SPECIFICATIONS

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

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

2. RESPONSES TO RFQ

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

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

Education.

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

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

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

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

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

SECTION D - PREFERRED PROFESSIONAL SERVICES VENDOR LIST

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

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

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

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

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

SECTION E - ACCEPTANCE/REJECTION OF BIDS

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

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

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

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

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

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

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

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

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

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

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

If within two business days following such notification two members or more of such board as applicable

objects to the granting of such waiver then the waiver shall be suspended pending approval of the waiver by the full board. No bids shall be awarded pursuant to this process until two business days have elapsed.

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

SECTION G - PURCHASING IN EMERGENCY SITUATIONS OR UNDER EXTRAORDINARY CONDITIONS

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

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

Emergency situations shall be defined as situations in which:

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

Extraordinary conditions shall be defined as conditions which:

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

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

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

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

SECTION H - MANDATORY REVIEW OF PURCHASING POLICY

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

Approved by Board of Selectmen: 07/16/09

Approved by Board of Education: 11/19/09

Approved by Board of Finance: 08/05/09



**TOWN OF COLCHESTER
ANNUAL BUDGET**

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Compensation – Salaries for employees.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

