

Town of Colchester



FY 2017 – 2018 ADOPTED BUDGET



Town Website



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SECTION ONE

Introduction





**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET**

Section One – Introduction

Item

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



TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET



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, 2016.

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 budget for the fiscal year beginning July 1, 2017 will continue to conform to program requirements, and we will be submitting the adopted budget document to GFOA to determine its eligibility for another award.



July 1, 2017

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the fiscal year July 1, 2017 thru June 30, 2018. This adopted budget continues to place an emphasis on public safety, public works (roads and snow removal), community services, and education, in addition to increasing funding for capital maintenance and improvements.

I. INTRODUCTION/BACKGROUND

The overall Town government budget, including capital costs and debt payments, increases by \$318,371 or 2.21% over last year's adopted budget. The majority of this increase is reflected in the area of public safety, public works and transfers/capital due to the following: personnel costs pending union contract settlements for Police, Public Works and Library were reflected in the Human Resources budget for FY 2016-2017 and the impact of those contracts is now reflected in the applicable department budgets, transfer of the Fire Marshal position from Planning & Code Administration to the Fire Department, increased Town share of costs for the State of Connecticut Resident Trooper program, increased funding for capital maintenance and improvements, including road improvements, and increased funding for future debt service related to the Middle School Project. The increases in these areas of the Town budget are offset by reductions in the general government budget due to the following: no amounts budgeted for contract settlements in FY 2017-2018 as no Town union contracts were in negotiation, transfer of the Fire Marshal position as noted above, and a reduction in employer contributions to the self-insurance fund for employee health insurance coverage. The Education budget increases by \$931,341 or an increase of 2.35%.

Municipal Budget Expenditures Cap

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

II. BUDGET OVERVIEW

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

	<u>FY16-17</u>	<u>FY17-18</u>	<u>DIFFERENCE</u>	
			<u>\$</u>	<u>%</u>
General Government	\$ 3,694,918	\$ 3,573,234	\$ (121,684)	(3.29) %
Public Safety	\$ 2,689,100	\$ 2,859,187	\$ 170,087	6.33 %
Public Works	\$ 3,377,938	\$ 3,518,788	\$ 140,850	4.17 %
Community & Human Services	\$ 1,566,434	\$ 1,607,338	\$ 40,904	2.61 %
Debt	\$ 1,842,266	\$ 1,791,666	\$ (50,600)	(2.75)%
Transfers	\$ 1,219,056	\$ 1,357,870	\$ 138,814	11.39 %
TOTAL TOWN	\$ 14,389,712	\$ 14,708,083	\$ 318,371	2.21 %
Education	\$ 39,705,064	\$ 40,636,405	\$ 931,341	2.35%
TOTAL BUDGET	\$ 54,094,776	\$ 55,344,488	\$ 1,249,712	2.31 %

Mill Rate

The mill rate for the combined adopted budget increases from 30.91 to 32.37, a 1.46 mill or a 4.72% increase. The grand list of October 1, 2016 was subject to revaluation and the mill rate calculation reflects the impact of changes in property values resulting from the revaluation. The mill rate calculation is based on an October 1, 2016 Net Grand List after revaluation of \$1.2171 billion (including estimates of anticipated changes during the fiscal year such as pro-rated assessments, motor vehicle supplement grand list and other adjustments/corrections), and a 98.6% tax collection rate.

Motor Vehicle Property Tax Cap

Connecticut General Statutes Section 12-71e creates a cap on the local property tax mill rate for motor vehicles. The State of Connecticut's 2017-2019 biennium budget legislation amended that statute to provide that (1) for the assessment year October 1, 2016 (fiscal year ending June 30, 2018), the mill rate for motor vehicles shall not exceed 39 mills, and (2) for the assessment year October 1, 2017 (fiscal year ending June 30, 2019), and each assessment year thereafter, the mill rate for motor vehicles shall not exceed 45 mills. The amendment raised the mill rate cap for the assessment year October 1, 2016 from 32 mills to 37 mills after the Town's budget was adopted with a mill rate of 32.37 mills. Tax bills for real estate and personal property were issued in July 2017. The mill rate for motor vehicles was approved by the Board of Finance on October 18, 2017 and motor vehicle tax bills were issued on October 25, 2017.

Summary

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

	<u>FY2017-2018</u>	<u>FY2016-2017</u>
Net Grand List	\$1,217,126,100	\$1,230,498,800
Mill Rate	32.37	30.91
Fund Balance Use	\$0	\$0
Debt Service	\$1,791,666	\$1,842,266
Transfers/Capital	\$1,357,870	\$1,219,056
Tax Collection Rate	98.6%	98.4%

III. PRIORITIES

Economic Conditions/Budget Challenges

Economic Conditions

Colchester is a bedroom community of Hartford and the surrounding metropolitan area, whereby residents enjoy the rural/suburban nature of Colchester, but commute daily out of Town to work. Therefore, our population expects a high quality of services along with options for shopping and dining. The Town continues to see residential growth as two large development projects begin new and/or final phases of development. The Town is working on further economic development, as new commercial space has been developed, approved, permitted, or is in the process of being permitted. An existing manufacturer is in the process of obtaining permit approvals for an expansion of their facilities, and existing but vacant commercial space is being redeveloped.

Although the economy for the region continues to show some improvement, the situation in Connecticut lags behind the other states in the region. Seasonally adjusted unemployment rates for the New England region decreased from 4.3% in July 2016 to 4.1% in July 2017, however the rates for Connecticut decreased from 5.7% in July 2016 to 5.0% in July 2017. In the Hartford metropolitan area, unemployment rates (not seasonally adjusted) decreased from 5.8% in July 2016 to 5.1% in July 2017. The unemployment rate in Colchester as of July 2017 was 4.0%. In the Northeast region, for the 12 month period ending October 2017, prices for all purchased goods increased by 1.5%, prices for food items increased by 1.6%, and energy costs increased by 9.1%. *(Information taken from U.S. Bureau of Labor Statistics, Hartford Area Economic Summary, November 2017).*

State Budget Impact

The Town and Education budgets were adopted at a referendum vote on June 13, 2017 prior to the adoption of a State budget. On October 26, 2017, the Connecticut General Assembly adopted a budget for the 2017-2019 biennium which was signed into law by the Governor on October 31, 2017. Under the 2017-2019 biennium budget, the amount of overall State aid that the Town was projected to receive in the first year of the budget decreased by approximately \$780,000 from that received in the fiscal year ending June 30, 2017. Since the Town had

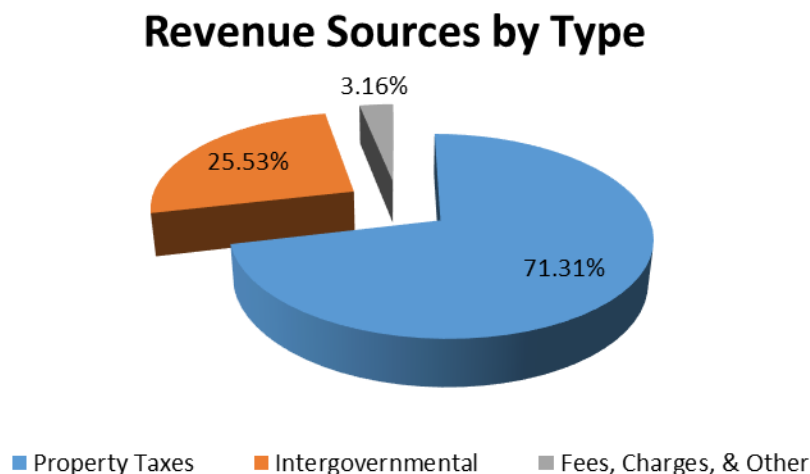
included the mid-year reduction in State aid during 2016-2017 and did not include State aid from the Municipal Revenue sharing or Pequot/Mohegan grants in the 2017-2018 budget, the reduction in State aid as compared to the Town's 2017-2018 adopted budget is approximately \$385,000. Pursuant to the 2017-2019 biennium budget act, the Governor was mandated to achieve approximately \$880 million in General Fund savings in the fiscal year ending June 30, 2018. On November 17, 2017, the Governor ordered the holdback of various aid to municipalities for the current fiscal year as part of the implementation of that mandate. Pursuant to that holdback the amount of overall State aid the Town is projected to receive in the 2017-2018 fiscal year decreases by \$1,121,030 from that set out in the 2017-2019 biennium budget. The Town plans to address the reduction in State aid through a combination of spending reductions in both the Town and Education budgets, and increases in various revenue estimates, along with a portion of the growth in General Fund fund balance during the fiscal year ended June 30, 2017.

Grand List

The grand list as of October 2016, which was a revaluation year, reflected a small decrease of 1.1%. This followed several years of small increases in the taxable grand list of 1.4% as of October 2012, 0.6% as of October 2013, 0.6% as of October 2014, and 1.15% as of October 2015.

Major Revenue Sources

Property taxes represent the largest source of revenue to support the total combined budget at 71.31% of total revenues. At 25.53%, State grant funding is the second largest source of revenue. With a continued decrease 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. Going

forward, these priorities will also be developed in conjunction with the Town's Plan of Conservation and development (POCD) which was drafted in such a way that it can serve as a strategic plan for the Town. The identified priorities of the Town are as follows:

Economic Development – First, the Town needs to continue to expand its economic development efforts. The Town has a tax incentive program which has been used to attract and assist new businesses. The Economic Development Commission is working on a plan to use social media tools to assist the Commission in its efforts to support existing businesses and to attract further business and economic development. The intent is to develop a Facebook page and a website to promote business activity, provide one place for individuals and businesses to promote their services, and include a comprehensive research guide for potential new businesses. As a right to farm Town, Colchester has recognized the economic benefit agriculture brings to the Town, with both farm-based stands and a thriving farmers market.

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

The Town participates in the State of Connecticut Resident Trooper program to provide supervision of the local police department. The Town's share of this cost increased from 85% to 100% effective with the FY 2017-2018 adopted budget resulting in a significant increase in the Police Department budget without any increases to available manpower to provide desired coverage levels. At the end of FY 2015-2016, the Police Department added a canine, and is continuing work to implement a shift schedule rotation that will allow a third midnight patrol shift on various days throughout the fiscal year.

To address rising costs, the Fire Department is working on a plan, including cost estimates and potential revenue sources, to provide paramedic services through department personnel as opposed to contracting for this service – recommendations from this plan will be reviewed and evaluated as part of the development of the budget for the Fire Department for FY 2018-2019.

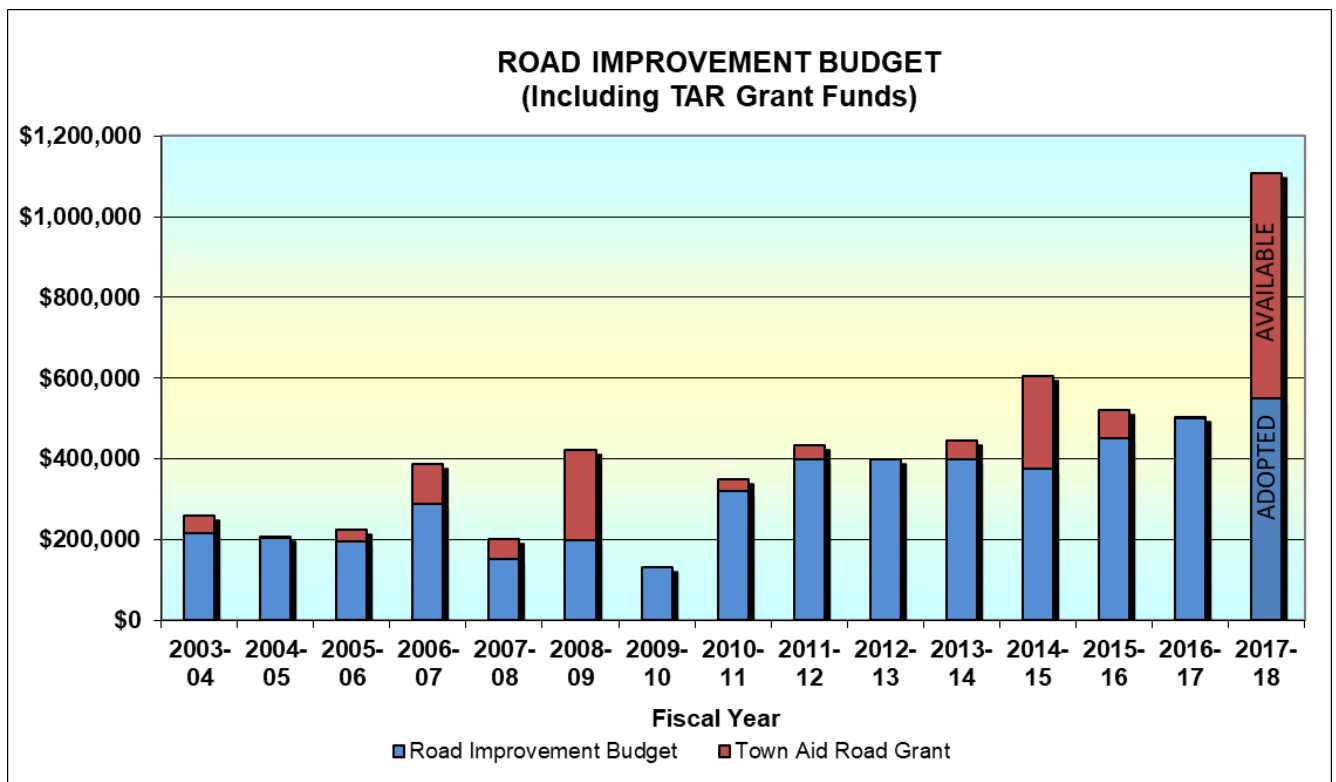
Community Services – As is the case in many communities across the country, Colchester is experiencing its share of substance abuse issues within the youth population. Numerous primary prevention programs aimed at keeping alcohol or other drug use from happening or delaying the onset of such are currently offered for this group. However, resources also need to be 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 increased in the Youth & Social Services budget to provide contracted services for a substance abuse counselor. An additional part-time Youth Center Supervisor has also been added to the department's personnel to meet the demand for services, and provide appropriate levels of supervision at the Youth Center.

The Senior Services budget includes funding for payments to TVCCA for the costs of a Nutrition Site Supervisor to continue support of the Senior Nutrition and Meals on Wheels program.

A Committee consisting of two members each from the Board of Selectmen, Board of Finance and Commission on Aging have been working on a plan to address the facility needs associated with the continuing increase in membership and program participation at the Senior Center reflecting the growing needs of the 55 and over population in Colchester. To meet the short-term needs for a facility, at the end of FY 2015-2016, the Boards of Selectmen and Finance approved an authorization to purchase the existing Senior Center building which was presented

to the voters and approved at a referendum vote in September 2016. This facility was previously being leased by the Town with the Town having responsibility for the operating costs of the building (electricity, heating, cleaning and general maintenance). The Town also authorized the purchase of land as a potential site of a new Senior Center. Funds were appropriated from unassigned fund balance of the Town's General Fund to finance both of these purchases.

Capital and Infrastructure – Third, the Town has continued to invest in its infrastructure by increasing or maintaining funding for capital reserves and capital improvements. A detailed description of the capital budgets is included in Part C of the Budget Summary section of this Executive Letter and in Section 5 of this budget document. Funding has been increased for road maintenance through a combination of State Town Aid Road grant funding and the road improvement budget. The following graph depicts the level of road maintenance funding over the past 15 years.



IV. BUDGET SUMMARY

A. Revenues

The Town budgets conservatively when estimating revenues. Current revenue streams to the Town of Colchester come from seven different sources: property taxes, state aid, charges for

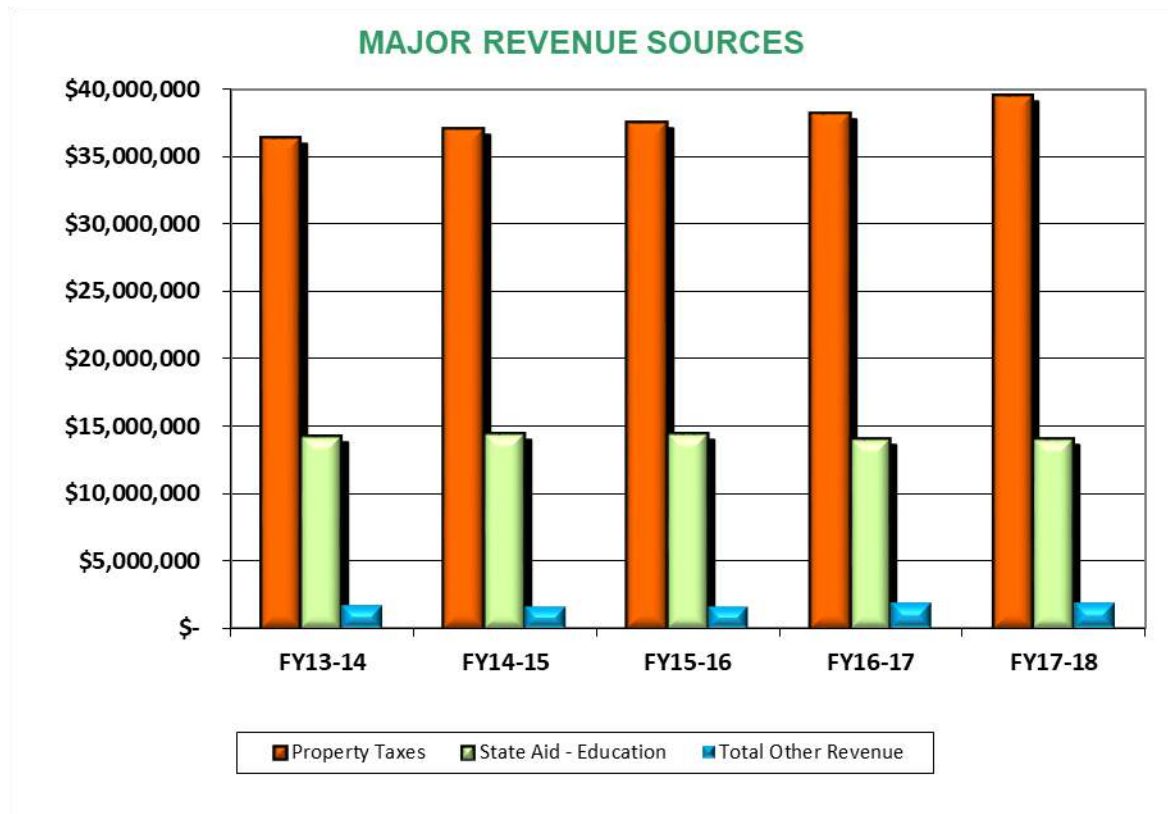
services, licenses/permits/fees, investment interest, “other revenue” which includes tuition fees, and other financing sources, which can include the use of fund balance.

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

- No budgeted use of Fund Balance for a seventh straight year
- Revaluation year
- Small decrease in grand list
- Town budget was adopted prior to the State of Connecticut budget
- State aid – Town – Municipal Stabilization grant (not included in Town budget)
- State aid - Town – Pequot/Mohegan grant (not included in Town budget)
- State aid – Education – reduction of approximately \$1.78 million in ECS funding after adoption of State budget in October 2017 and holdback in funding as determined by the Governor in November 2017
- Tuition revenue from out of District students attending Bacon Academy High School

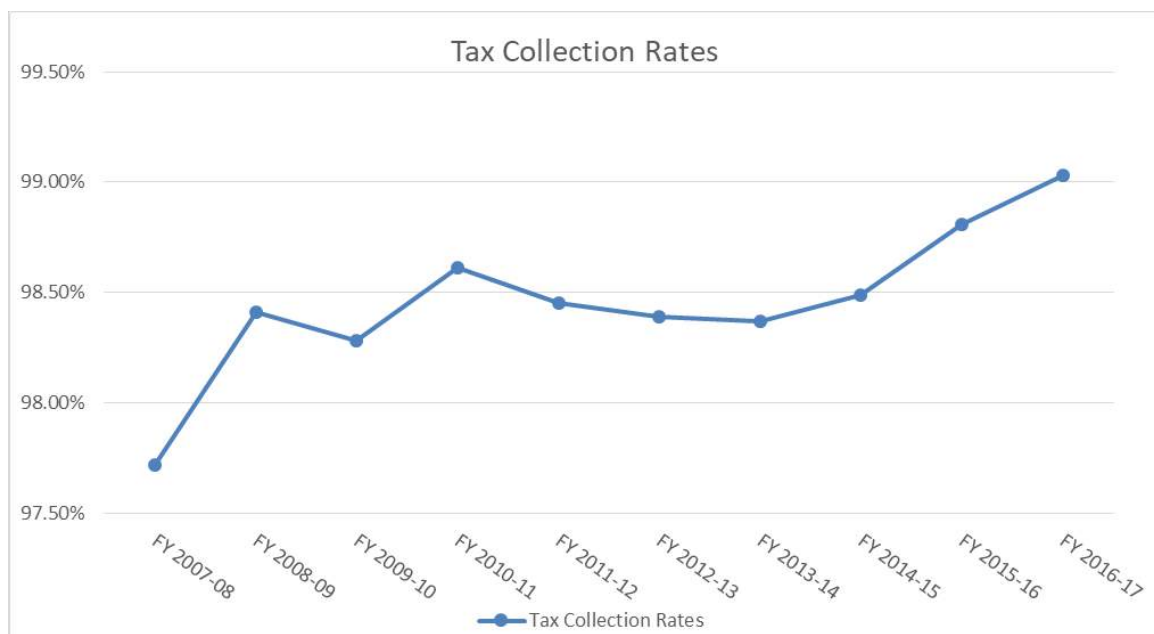
	PERCENT (%) OF TOTAL REVENUE				
	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>
Property Taxes	69.51%	69.77%	69.99%	70.49%	71.31%
State Aid - Education	27.24%	27.16%	26.87%	25.95%	25.21%
Licenses/Fees	1.13%	1.16%	1.19%	1.31%	1.35%
Charges for Services	0.93%	0.92%	0.91%	0.93%	0.93%
State Aid - Town	1.01%	0.75%	0.75%	1.11%	0.32%
Fund Balance/Transfers	0.00%	0.00%	0.00%	0.00%	0.00%
Interest	0.10%	0.10%	0.10%	0.10%	0.11%
Other	0.08%	0.14%	0.19%	0.11%	0.77%

The chart above and the one presented at the top of the next page (amounts reported are from the adopted Town budgets) reflects the Town’s two major revenue sources consisting of local property taxes and State Aid for Education, as compared to the total of all other revenue sources combined over the last five years’ adopted budgets. With a total Town and Education budget increase of \$1,249,712 from FY 2016-17 to FY 2017-18, revenues derived from property taxes increased by \$1,337,864 (from a reduction in the grand list, a 1.46 mill rate increase, and decreased estimates for delinquent tax and interest collections), while State Aid for Education decreased by \$87,745 (does not include reductions in State aid approved after the Town budget was adopted), and the total of all other revenue sources decreased by \$407.



Taxes & Grand List

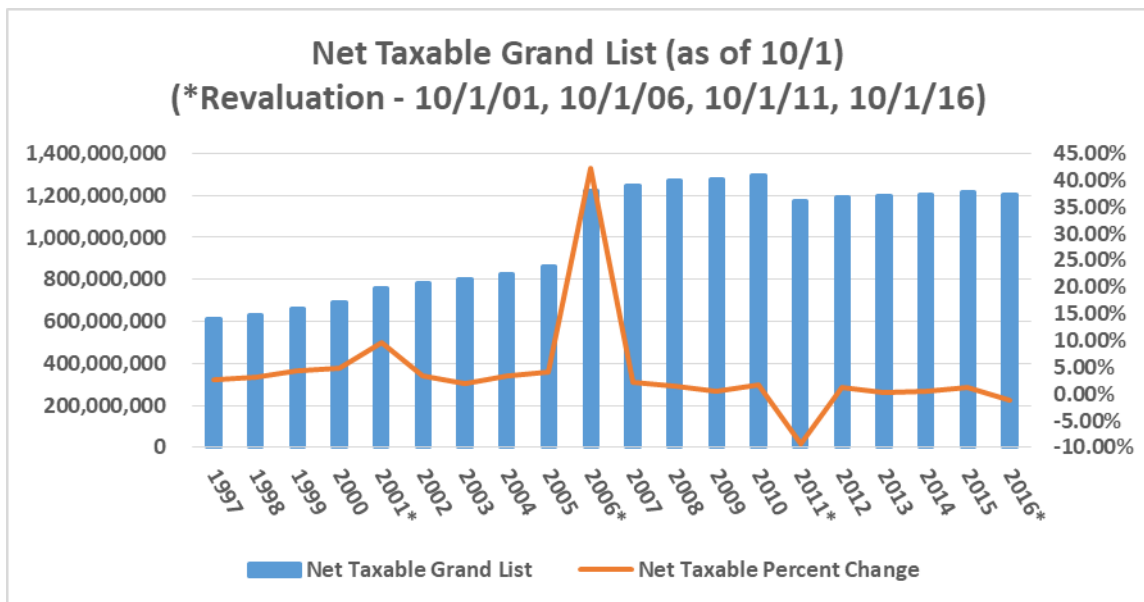
The adopted budget uses an estimated tax collection rate of 98.6%. As reflected in the graph below, over the last ten years, the Town's tax collection rate has increased overall from a low of 97.72% in FY 2007-08 to a high of 99.03% for FY 2016-17.



The decrease in State aid supporting the Town and Education, combined with an increase in the Education budget, and a decrease in the grand list due to revaluation contribute to the need for a proposed mill rate increase from 30.91 to 32.37 for the FY 2017-2018 budget. Adopted budgets for the past five years have included mill rate increases of 1.48, 0.29, 0.19, 0.15 and 1.46, respectively. The following chart shows the mill rate history over the last twenty years.

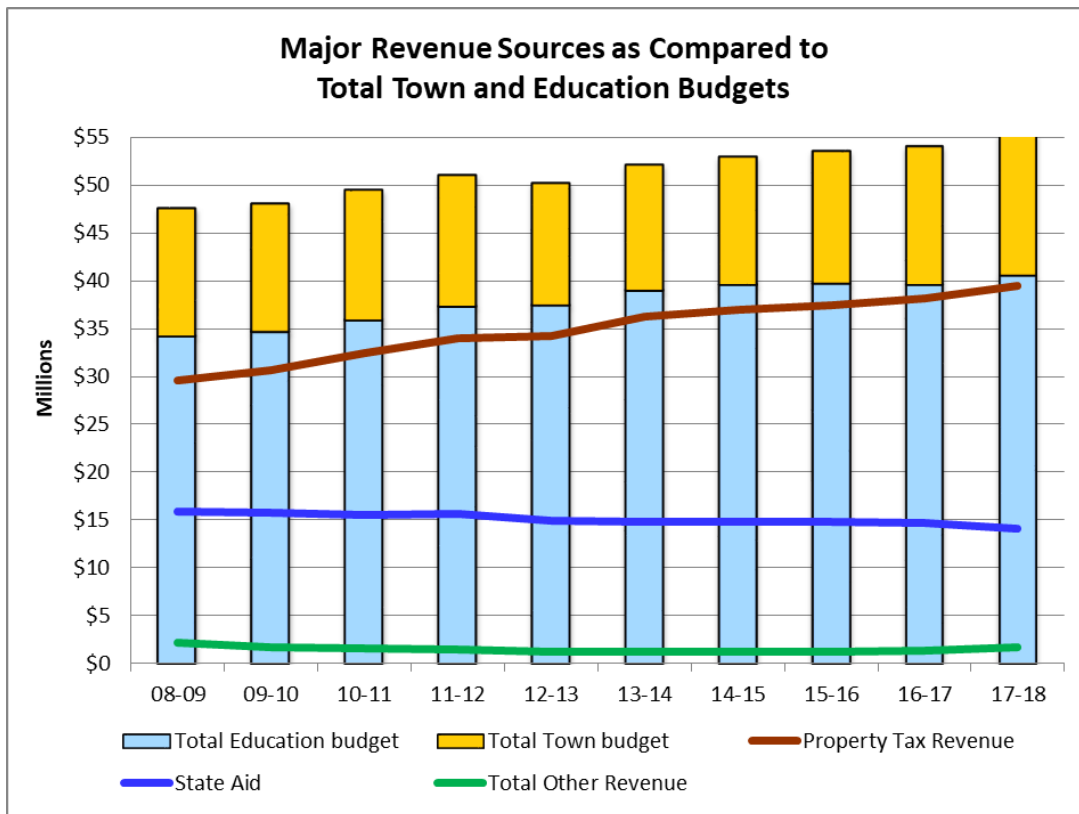


As stated previously, the Grand List decreased slightly due to revaluation after four straight years of small increases since the last revaluation in FY 2012-13 (grand list as of 10/1/2011). The graph below shows the net grand list amount and the percent change in the net grand list as submitted to the State of Connecticut Office of Policy and Management each year for the past twenty years.



Over the past ten years, from FY 2008-09 to FY 2017-18, revenue estimates from property taxes (including both grand list growth and mill rate increases) have increased from \$29.55 million to \$39.47 million, a 33.5% increase. During that same time period, State Aid has decreased from \$15.90 million to \$14.13 million, an 11.1% decrease, and total other revenues, which includes use of fund balance, has decreased from \$2.18 million to \$1.75 million, a 19.8% decrease. This continues to put an increased burden on the Town and Board of Education to reduce services or increase property taxes.

The total Town budget (including debt service and capital) increased from \$13.34 million to \$14.71 million reflecting the increased funding towards public safety and capital needs. The Education budget has increased from \$34.30 million to \$40.64 million between FY 2008-09 and FY 2017-18, reflecting the Town's priority of funding Education and the increasing impact of State and Federal mandates. The cumulative budget increase for Education since FY 2013-14 totals \$1,560,351 including a budget reduction of \$90,306 from FY 2015-16 to FY 2016-17. While the school system has been facing a decline in overall enrollment similar to other school districts in the State, the composition of the student enrollment has changed with increases in the students needing the greatest amount of assistance.



State Aid

As noted previously, the Town and Education budgets were adopted prior to the adoption of the State of CT budget. The tables below reflect State aid amounts as reflected in the adopted Town and Education budgets and do not reflect the impact of final adjustments to State aid for FY 2017-18. 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
2017-2018	\$ 14,708,083	\$ 175,177	1.19 %
2016-2017	\$ 14,389,712	\$ 598,934	4.16 %
2015-2016	\$ 13,763,426	\$ 402,563	2.92 %
2014-2015	\$ 13,334,082	\$ 396,240	2.97 %
2013-2014	\$ 13,149,850	\$ 528,649	4.02 %

Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
2017-2018	\$ 40,636,405	\$ 13,953,310	34.34 %
2016-2017	\$ 39,705,064	\$ 14,041,055	35.36 %
2015-2016	\$ 39,795,370	\$ 14,392,592	36.17 %
2014-2015	\$ 39,661,795	\$ 14,392,833	36.29 %
2013-2014	\$ 39,076,054	\$ 14,223,810	36.40 %

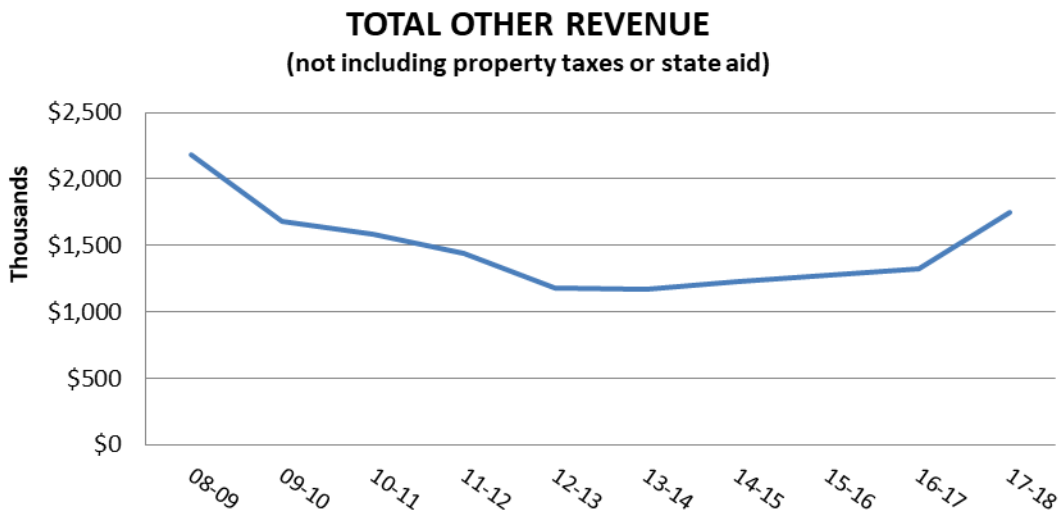
The Board of Education relies heavily on state aid to maintain operations. Of the school's \$40.64 million adopted budget, 34.34%, or \$13.95 million, was anticipated from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at \$13,503,310. As discussed earlier, the amount of the ECS grant to Colchester has been reduced by approximately \$1.78 million as part of the adopted State budget and the subsequent holdback of State aid determined by the Governor. The decreasing amounts in State Aid combined with the ever increasing cost of State and Federal mandates on the educational system, places an ever increasing burden on the local property taxpayer to fund the Education budget.

Fiscal Year	BOE Budget	ECS Funding	ECS % of BOE Budget
2017-2018	\$ 40,636,405	\$ 13,503,310	33.23 %
2016-2017	\$ 39,705,064	\$ 13,591,055	34.23 %
2015-2016	\$ 39,795,370	\$ 13,761,528	34.58 %
2014-2015	\$ 39,661,795	\$ 13,761,528	34.70 %
2013-2014	\$ 39,076,054	\$ 13,773,810	35.25 %

Other Revenue

After property taxes and state aid, total other revenue comes from the following five sources: charges for services, licenses/permits/fees, investment earnings, "other revenue" including

tuition fees, and other financing sources (use of fund balance and transfers from other funds). As shown in the graph below and as stated previously, other revenue sources have declined from \$2.18 million in FY 2008-09 to \$1.75 million in the current fiscal year, or 3.16% of total revenues.



The main reason for the large decrease in revenues other than property taxes and State aid has been the reduced and then non-use of fund balance to support the operating budget. After consecutive years of appropriating fund balance to balance the overall budget, the Board of Finance adopted a fund balance policy in 2010, which was amended in 2012 (see Section 7 Glossary). In accordance with the policy guidelines, starting with the adopted budget for FY 2011-12, use of fund balance was reduced to zero and has remained at zero through the current fiscal year's budget. This policy is reviewed annually by the Board of Finance in context with the most recent financial operating results and the overall capital improvement plan.

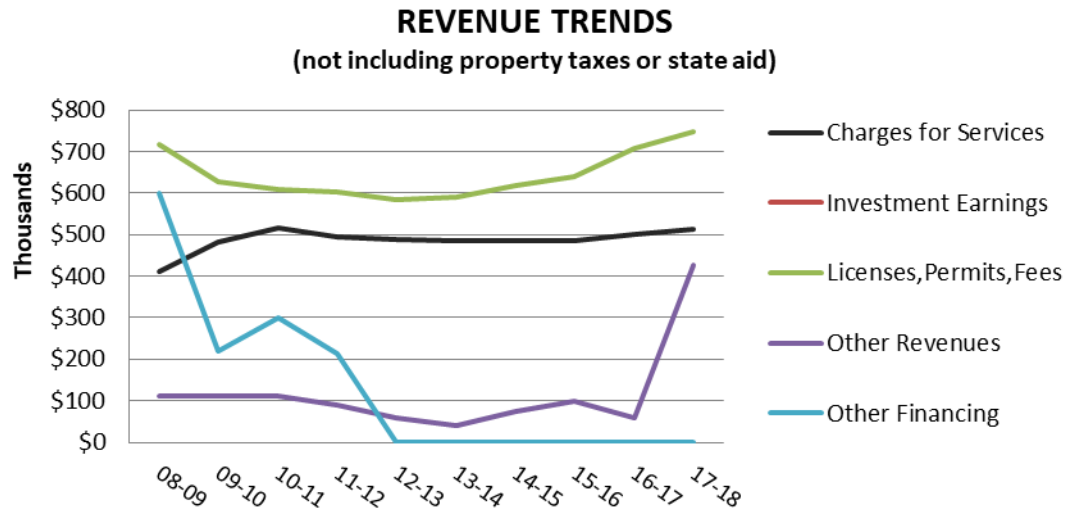
The largest component of charges for services represents revenue collected from billing insurance carriers for providing ambulance services which has remained fairly consistent over the last ten years.

Building permit fees, transfer station fees, conveyance taxes, and Town Clerk fees represent the majority of the licenses, permits and fees category. The increase in the amount budgeted for building permit fees provides an indication of economic growth within the Town.

With regards to investment earnings, the Town is budgeting for an increase from \$55,000 in the FY 2016-17 budget to \$60,000 in the FY 2017-18 budget. This remains significantly lower than the pre-recession numbers the Town had received through FY 2007-08. From FY 2002-03 to 2008-09, the Town averaged over \$300,000 in investment income. From FY 2009-10 to FY 2016-2017, the Town has averaged just under \$50,000 in interest income, although the last two fiscal years have shown an increase as interest rates have started to rise slightly.

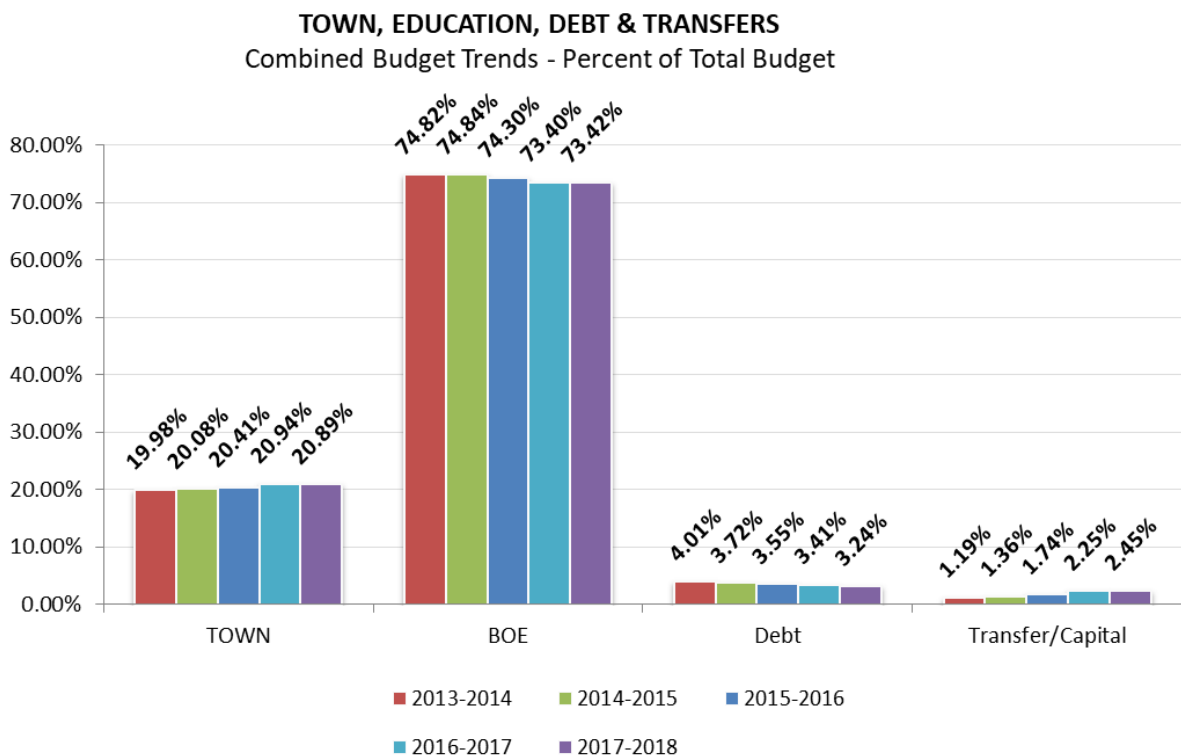
Other revenue includes items that fluctuate greatly from one year to the next and are often not anticipated at the time the budget is put together. In FY 2017-18, this category includes tuition from other school districts for students attending Colchester schools. This tuition accounts for

the increase in other revenue from FY 2016-17 to FY 2017-18 and is from the receipt of tuition for out of District students from the City of Norwich attending Bacon Academy High School.

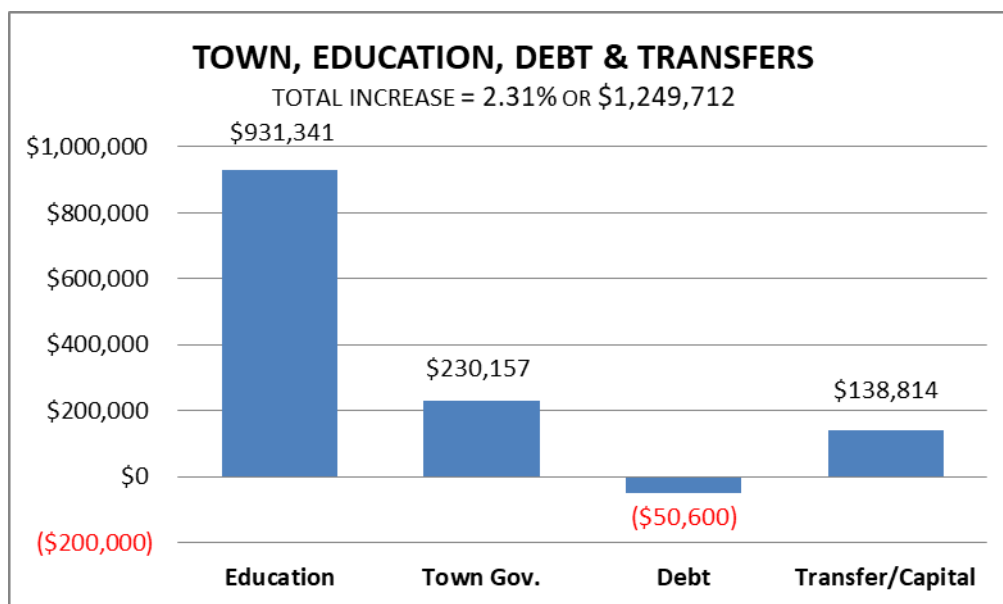


B. Expenditures

Summary of Expenditure Trends



The preceding chart shows the trends in the Town, education, debt, and transfers/capital budget allocations, as a percentage of the total budget over the past five years. The Town operating budget has increased from 19.98% of the total in FY 2013-14 to 20.89% in FY 2017-18, education costs have decreased 1.40% during that period from 74.82% to 73.42%; and debt allocations have steadily decreased from 4.01% to 3.24%. Transfers, due mainly to funding capital reserve and capital improvement appropriations, and providing funding for future debt service related to the Middle School project, has increased over the past five years from \$623,041 to \$1,357,870, a 117.94% increase. These trends reflect the decline in enrollment in the school system, the increased emphasis on maintaining existing facilities and infrastructure, and capital funding and debt planning. As part of the Town's debt planning for the Johnston Middle School Project, as was done in the adopted budgets for FY 2015-16 and FY 2016-17, the Town has reallocated the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels (\$181,200 for FY 2017-18) as a transfer to the Debt Service Fund. The Town will continue to reallocate funding in this manner over the next few years. The funds deposited into the Debt Service Fund will be used for future bond principal and interest debt service payments, thus mitigating the impact of the project to the taxpayer. A summary of expenditure increases/decreases compared to last year's (FY 2016-17) adopted budget for the four major budget categories are depicted in the following graph:



General Government

The general Town operations budget decreased by \$121,684, or 3.29%. The following areas of the General Government budget are primarily responsible for the decrease: Human Resources, Insurances and Planning & Code Administration.

The Human Resources budget decreased by \$78,626 or 71.21% as no amounts needed to be budgeted for salary and benefit increases subject to pending union negotiations, and legal fees for union negotiations were significantly reduced as only one contract will be negotiated during FY 2017-18.

The total cost of health insurance for Town employees, workers compensation insurance, property & liability insurance, and anticipated unemployment benefits decreased by \$78,289, or 4.72%. Please refer to the insurances section of this letter on starting on page 33 for a more detailed explanation.

With regards to Planning & Code Administration, the position of Fire Marshal was transferred to the Fire Department. The total decrease for the department's budget is \$21,785 or 4.26%.

Public Works

This year, the total public works budget increased by \$140,850, or 4.17%. The increase is due to personnel costs pending union contract settlements for Public Works were reflected in the Human Resources budget for FY 2016-2017 and the impact of that contract is now reflected in the department budgets, and increased funding for road improvements. A reduction in the cost of diesel fuel and unleaded gasoline resulted in reduced budgets for vehicle maintenance and fuel in various departments.

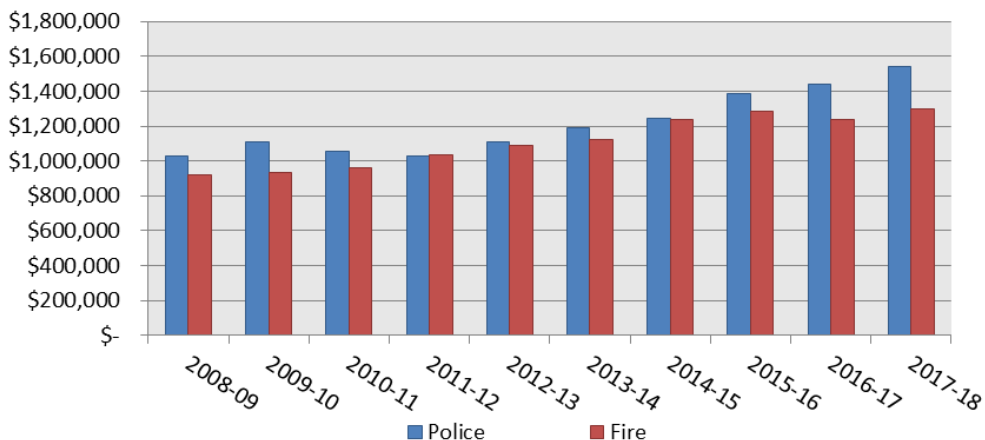
Public Safety

Combined Police, Fire, and Emergency Management budgets increased by \$170,087. The police department budget increased by \$105,855 or 7.36% due to personnel costs pending union contract settlements for Police were reflected in the Human Resources budget for FY 2016-2017 and the impact of that contract is now reflected in the department budget, and increased Town share of costs for the State of CT Resident Trooper program.

Fire protection (including dispatch) increased by \$61,660 or 4.99% mainly resulting from the transfer of the Fire Marshal position from Planning & Code Administration to the Fire Department.

The chart presented below represents a ten-year trend from FY 2008-09 to FY 2017-18 in public safety expenses. Since FY 2008-09, the police department budget has increased by 49.88%, or \$513,967. Likewise, the fire department budget has increased by 41.39%, or \$379,771. Overall, in the past ten years, town investment in public safety has increased by 45.88%, or \$893,738.

PUBLIC SAFETY BUDGETS



Community & Human Services

The total Community & Human Services budget increased this year by \$40,904, or 2.61%. The Youth & Social Services budget was increased to add a part-time position of Youth Center Supervisor, and increased hours for substance abuse counseling to meet program demands. The Library budget increased due to personnel costs pending union contract settlements for the Library union were reflected in the Human Resources budget for FY 2016-2017 and the impact of that contract is now reflected in the department budget, and an increase in the budget for library materials. Per capita costs paid to the regional Chatham Health District increased from FY 2016-17 to FY 2017-18. The Senior Services budget increased to include payment to TVCCA for the costs of a Nutrition Site Supervisor to continue support of the Senior Nutrition and Meals on Wheels program.

Debt

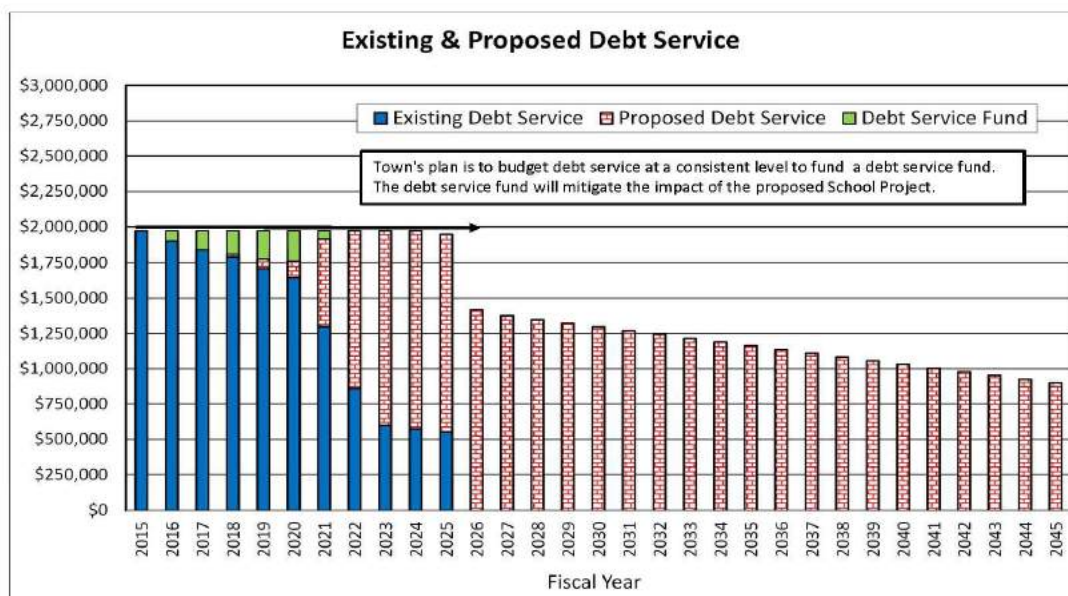
The Town's budgeted debt service, or debt payments, for FY 2017-18 is \$1,791,666. Bond principal and interest is decreasing from FY 2016-2017 to FY 2017-2018 by \$50,600 or 2.75%.

As discussed on pages 28-29, the Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for State funding was received in June 2016. The Town continues to work closely with its financial advisor on the financing plan for the project. Included in the debt plan, the Town will reallocate the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels as a transfer to the Debt Service Fund. This was done in the FY 2015-16 and FY 2016-17 adopted budgets with a combined reallocation of \$202,000. Included in the FY 2017-18 adopted budget is an additional reallocation of \$181,200. The Town will continue to reallocate funding in this manner over the next few years. The funds deposited into the Debt Service Fund will be used for future bond principal and interest debt service payments, thus mitigating the impact of this school project on the Town's mill rate. In addition, funding that had been included in the Education budget for future capital improvements for the Middle School have been redirected to capital needs of the other schools based on the approval of the building project.

As shown in the chart below, in the past ten years, the Town's debt service has decreased by just over \$2,150,000, or by 54.59%.



The following chart represents the existing debt service for the Town and the proposed debt plan for the Middle School project:



The Town issued bond anticipation notes in April 2017 in the amount of \$9,550,000 at an interest rate of 1.18% which will mature in January 2018. These notes will be rolled over in January with an additional bond anticipation note issue. It is anticipated that the Town will issue general obligation bonds for its share of the total project costs when the second note issue matures later in calendar year 2018.

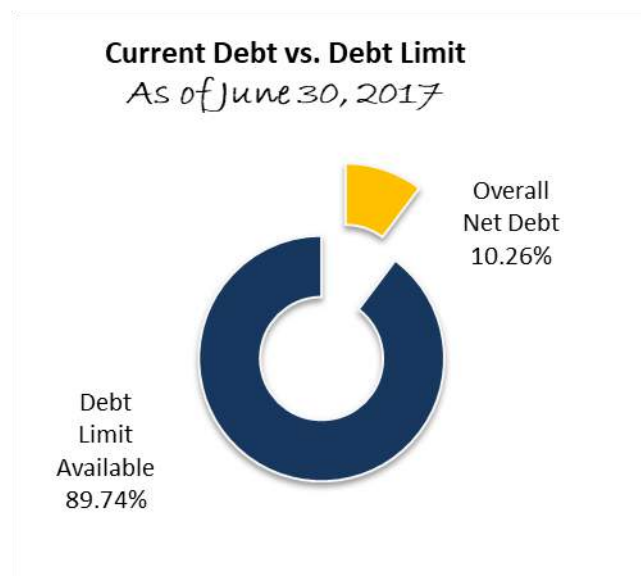
In March 2012, the Town issued \$8,400,000 of general obligation bonds that were used to advance refund portions of the outstanding principal amounts of the general obligation bond issues of 2002 and 2005. The Town advance-refunded the bonds to obtain a total savings of approximately \$571,000 between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

Moody's Investors Service assigned a bond rating to the Town of Aa3 for the refunding bonds issued in March 2012 and affirmed the Aa3 rating assigned to the Town's outstanding debt. In May 2016, Moody's issued a Local Government Issuer Comment Report on Colchester. In this report, Moody's noted "Colchester has a high quality credit position, and its Aa3 rating is equivalent to the median rating of Aa3 for U.S. cities. Key credit factors include an affordable debt burden with an extremely small pension liability. It also incorporates an affluent socioeconomic profile with a solid tax base, and a sound financial position." In December 2017, Moody's conducted a review prompted by the State of Connecticut budget impasse and the significant cuts to State funding contained in the Governor's executive order which governed spending prior to the adoption of a State budget. Moody's issued a credit opinion affirming the Town's general obligation rating at Aa3. The opinion noted that Colchester "has a recent history

of surplus operations, reflecting conservative fiscal management. The Town has low debt and pension burdens and very affordable fixed costs, but is exposed to fiscal stress at the State level because of its above-average reliance on State funding.” The opinion also indicated that “Town fiscal management is strong, as evidenced by recent surpluses, expenditure controls, and a credible plan for addressing reductions in State funding.”

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

As of June 30, 2017, this amount was roughly \$269.50 million and the Town’s outstanding bonded debt was \$8.16 million, with outstanding bond anticipation notes of \$9.55 million. Authorized, unissued debt was approximately \$34.82 million, and estimated remaining school construction grant progress payments were approximately \$24.88 million. This amounts to 10.26% of the overall debt limit. The Town currently does not have a written debt service policy.



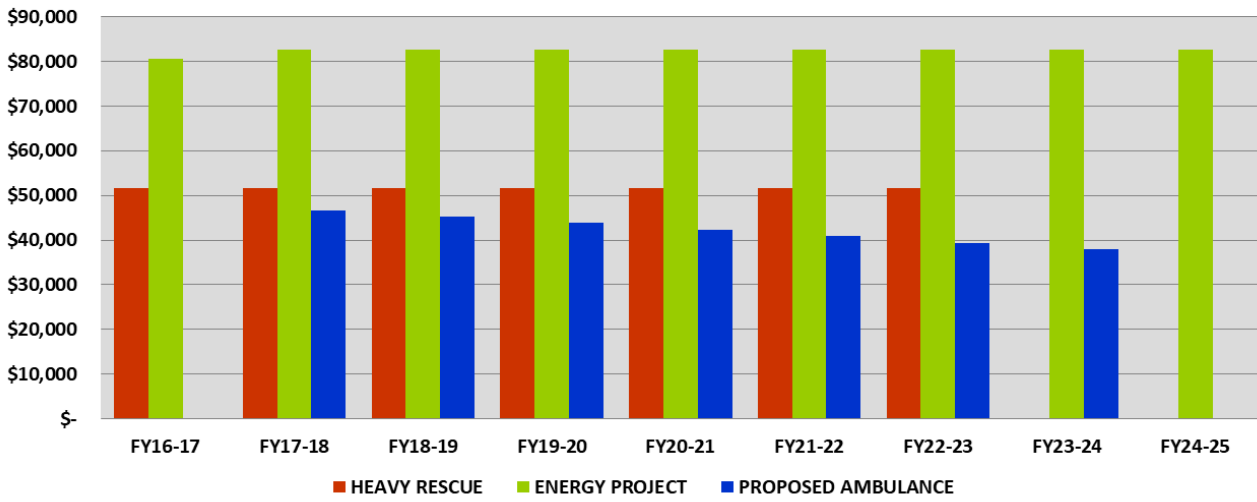
Transfers

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

The overall increase in transfers from last year to this year is \$138,814, or 11.39%.

The transfer to debt service includes funding for lease payments under the energy project lease dated March 2013, and the Heavy Rescue vehicle lease dated January 2014. In addition, funding has been included to finance the replacement of an ambulance. Requests for Proposals will be issued during FY 2017-2018 for both the purchase of the ambulance, and for the lease financing.

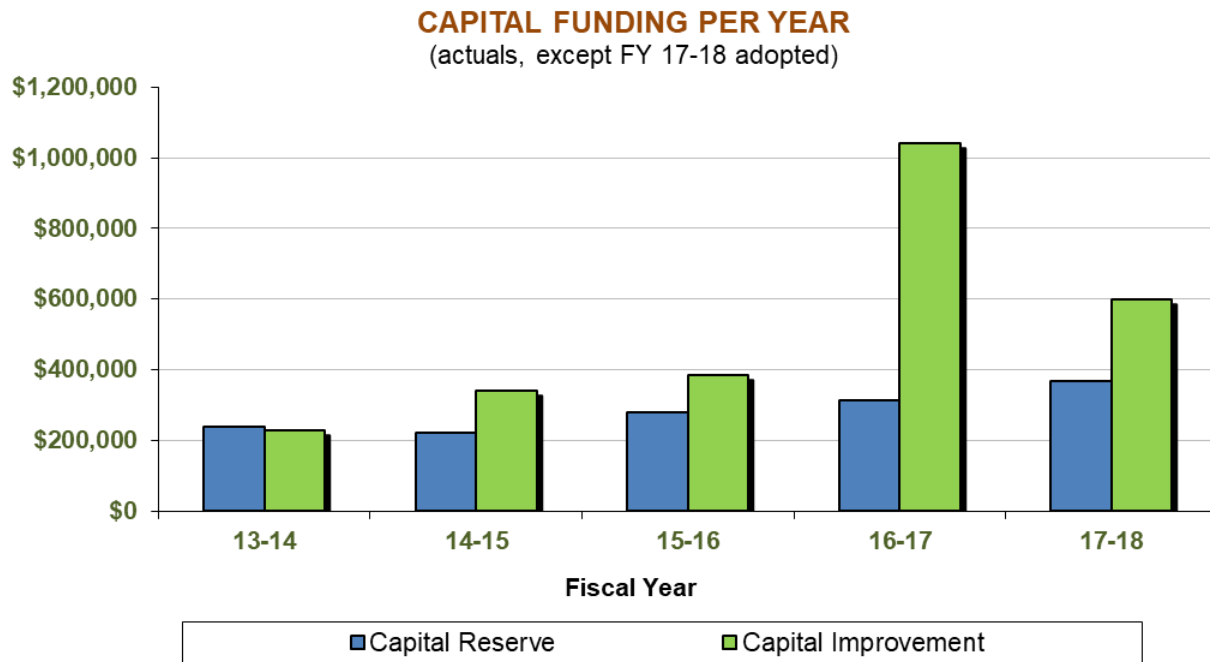
TRANSFERS TO DEBT SERVICE FUND CAPITAL LEASES



C. Capital

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

Capital reserve is an on-going fund whereby the Town sets aside a predetermined amount of money to fund future needs. Capital reserve is further split between vehicle reserve, equipment reserve, and buildings and grounds maintenance capital reserve, and, in total, has increased \$52,350 or 16.69%, over last year’s adopted budget, to a total of \$366,100. The increase in the contribution to the capital reserve fund reflects adjustments to the equipment and vehicle replacement schedules based upon the annual review of Town needs and estimated replacement costs. The continued funding of these reserve accounts highlights the Town’s support for a vehicle replacement schedule, whereby all of the Town’s fleet will be replaced on a set schedule (based on the vehicle and use). Following a replacement schedule will prevent the Town from needlessly spending on maintenance for old and outdated vehicles. The Town has also increased the contribution to the buildings and grounds maintenance capital reserve fund.



The other fund, capital improvement, is also an on-going fund whereby the Town sets aside money to adequately fund anticipated large-scale (or expensive) needs that better enhance Town services and/or off-sets large future expenditures or bonding by paying a small amount over several years. For this year's capital improvement fund, the Town's total contribution is \$599,317 which will provide funding over one or multiple years towards twenty-three different capital purchases or improvements for equipment, vehicle replacements, and facilities.

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

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

The Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for State funding was received in June 2016. This project will have an impact on future debt service, long-term capital planning and Education operating budgets. The debt service plan and the steps taken to mitigate the impact on the mill rate are included in the debt section of this

letter starting on page 24. In terms of the impact on long-term capital planning, funding that had been included in the Education budget for future capital improvements for the Middle School have been redirected to capital needs of the other schools based on the approval of the building project. In addition, future Education operating budgets will reflect changes in costs for building maintenance and utilities as the renovated Middle School will be a smaller facility than the existing school.

Capital Improvement Plan

Within the budget document, the Town has outlined its five-year capital improvement plan (CIP) on page 267. This five year plan is part of a longer-term capital plan that correlates with the time period associated with the Town's existing debt payment schedules and proposed debt planning for two large building projects (Middle School, and Senior Center). The CIP is made up of four different sections: vehicles, facilities and grounds, equipment, and reserves. The CIP is reviewed and updated in conjunction with the development of the operating budget and helps determine which project(s) will be funded through the operating budget and those needed to be set aside for funding through capital reserves.

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

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

Vehicles

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

Equipment

Each year, the Town compiles a list of capital or "large-ticket" items to be included in the CIP. If any particular item is not funded, it gets moved to the next year for review and possible replacement or purchase. This year, similar to last year, some 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 and produce energy savings. Funding plans have been established for the replacement of self-contained breathing apparatus (SCBA) units, thermal imaging cameras, fire hose and equipment washer and dryer, and a flashover simulator for the Fire Department.

Facilities and Grounds

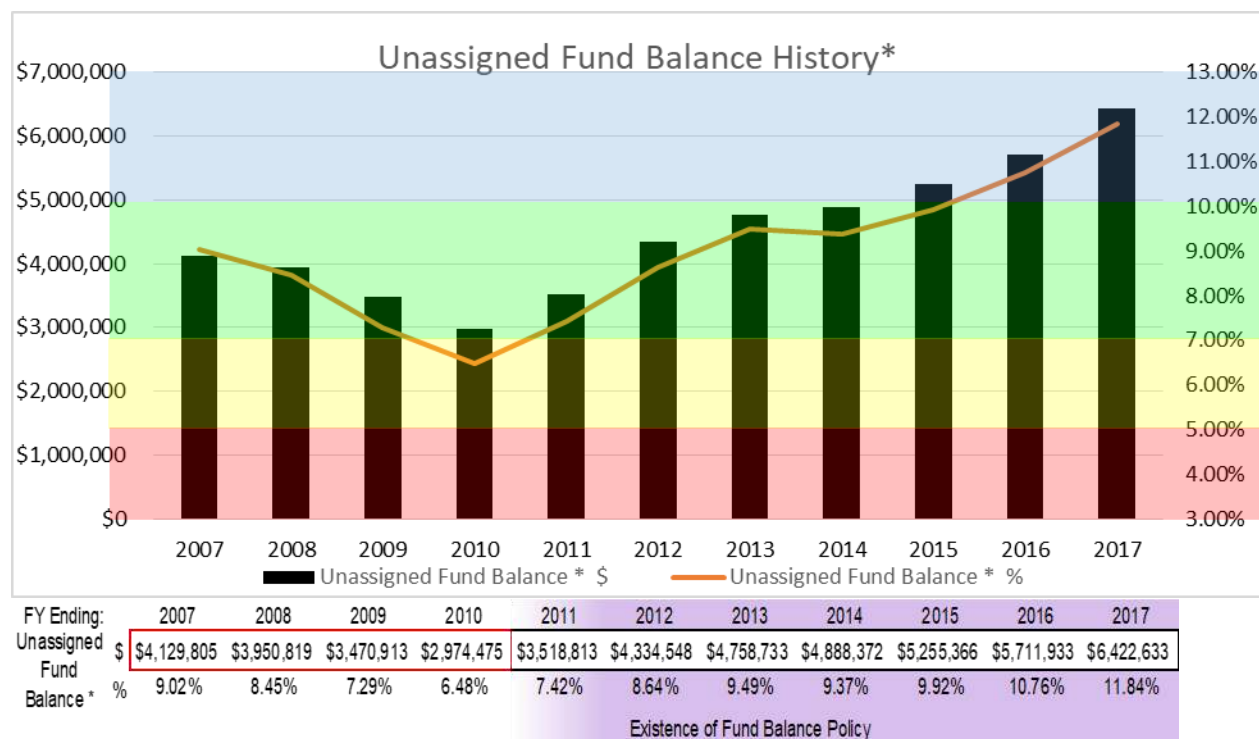
Due to the cost to keep the facilities and surrounding property of the Town safe and manageable, improvements must be made on a regular basis. Just as with a home, roofs need to be replaced, driveways must be re-paved or sealed, and other issues arise that need updating. In this year's budget, funding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

Reserves

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

D. Fund Balance

The Board of Finance created a policy for unassigned fund balance in 2010, which was amended in 2012 (see financial policies in Section 7 Glossary). This policy sets forth the level of unassigned fund balance that the Town should strive to maintain, and the potential uses of fund balance at each defined level. Fiscal Year 2017-2018 will be the seventh straight year that the Town has not budgeted the use of its unassigned fund balance (also known as the rainy-day fund) to balance the budget.



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

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

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

As can be seen in the chart on the previous page, the Town has reestablished the level of unassigned fund balance to a responsible level, which will improve our bond rating and subsequently lower future borrowing costs as higher ratings result in lower interest rates paid on our bonds.

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

E. Personnel and Wages

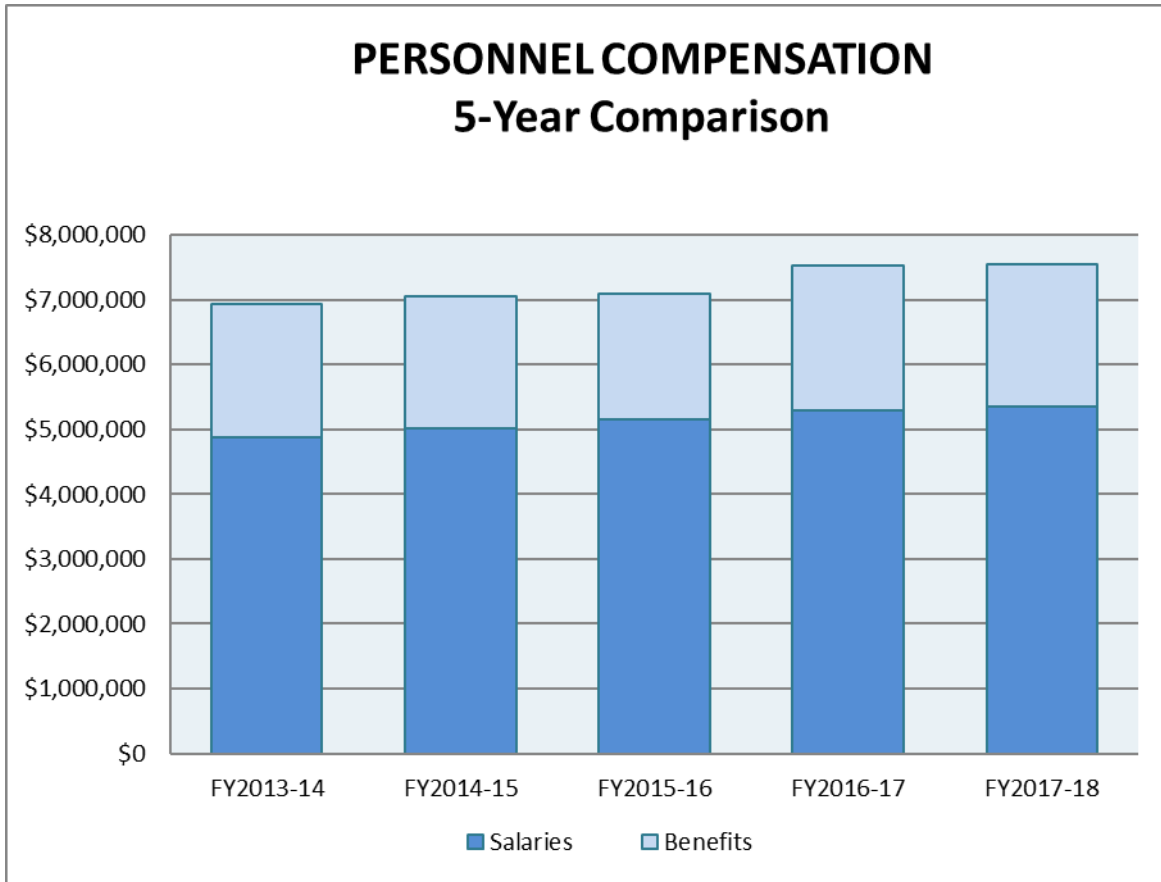
Total salaries and wages for all Town employees (including temporary and seasonal positions), for FY 2017-18 increased by \$61,418, or 1.16%, to \$5,355,603. Total benefits, including contributions to the self-insurance fund for health insurance and workers' compensation insurance premiums, decreased \$41,555, or 1.85% to a total of \$2,202,478.

The Town's contribution to the self-insurance fund decreased by \$144,298 reflecting the impact of negotiated insurance plan design changes in prior years to a high deductible health plan.

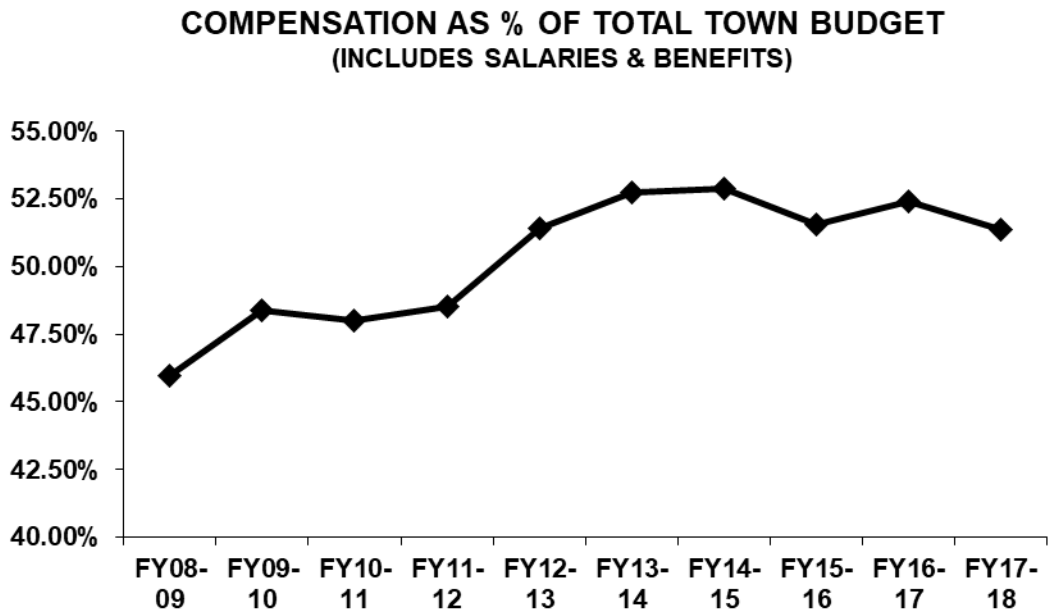
Negotiated union salary increases can be viewed within the Personnel Summary, on page 58, and individual union contracts which contain detail information on wages and benefits are posted in the Human Resources section of the Town's website.

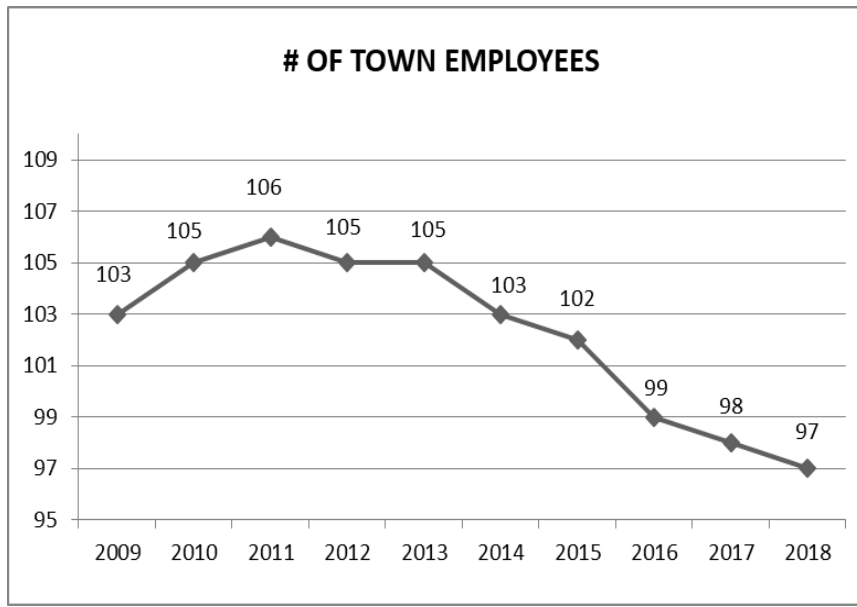
Over the past five years, the budget for salaries has increased by 9.88%; from roughly \$4.87 million to \$5.36 million due primarily to contractual increases. As a percentage of the total Town budget, salaries make up 36.41% and benefits constitute 14.98%.

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



Combined, total salaries and benefits for Town employees make up 51.39% of the total Town budget. As depicted in the chart below, you can see the trend over the past five years of the percentage of employee compensation (salaries and benefits) to the total Town budget.





The chart to the left reflects the total number of Town employees (full-time, regular part-time, and elected officials) over the past ten years. Since 2011, the Town has been steadily decreasing the number of employees while still meeting ever increasing responsibilities and demands for services. The number of employees for 2018 reflects the elimination of the position of Animal Control Officer as the Town has joined a Regional Animal Control District.

Legal Services

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

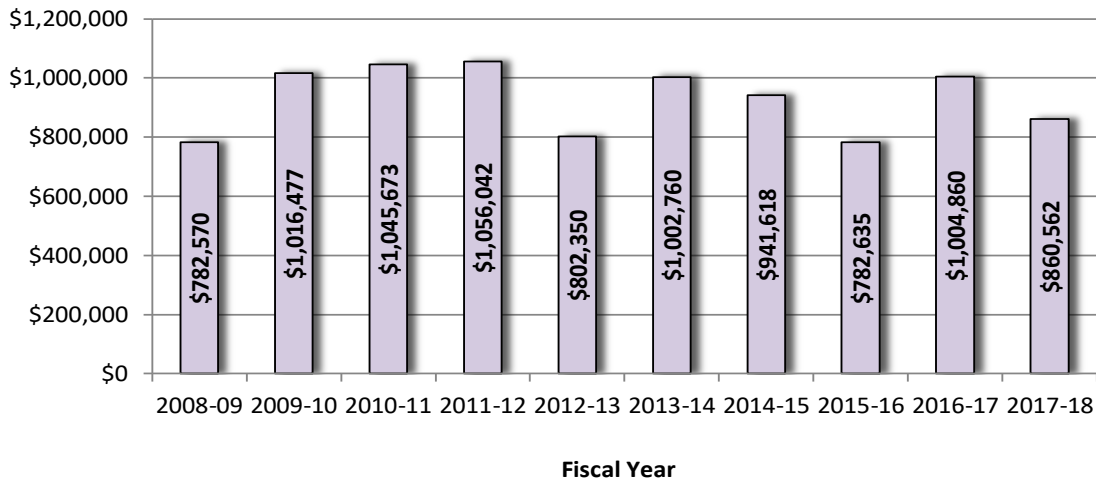
For Fiscal Year 2017-2018, the overall legal budget was decreased by \$25,000, mainly due to a reduction in legal fees for contract negotiations as there is only one outstanding union contract to be negotiated during FY 2017-2018, for a total legal budget of \$115,000. The legal budget has been allocated as follows: \$45,000 to First Selectman’s Office for general government legal matters, \$25,000 to Human Resources for labor negotiations and personnel issues, and \$45,000 to Planning & Code Administration for land use matters.

Insurances

This year, the insurance budget, including employee health insurance, municipal property & liability insurance, workers’ compensation insurance, and estimated unemployment benefits; decreased by \$78,289, or 4.7%.

Health insurance costs for FY 2017-18 are estimated at \$860,562, a decrease of \$144,298 from the prior year. This decrease reflects the impact of plan benefit design changes made in prior years to a high deductible health plan with a health savings account, and wellness incentives as a cost control measure.

HEALTH INSURANCE COSTS

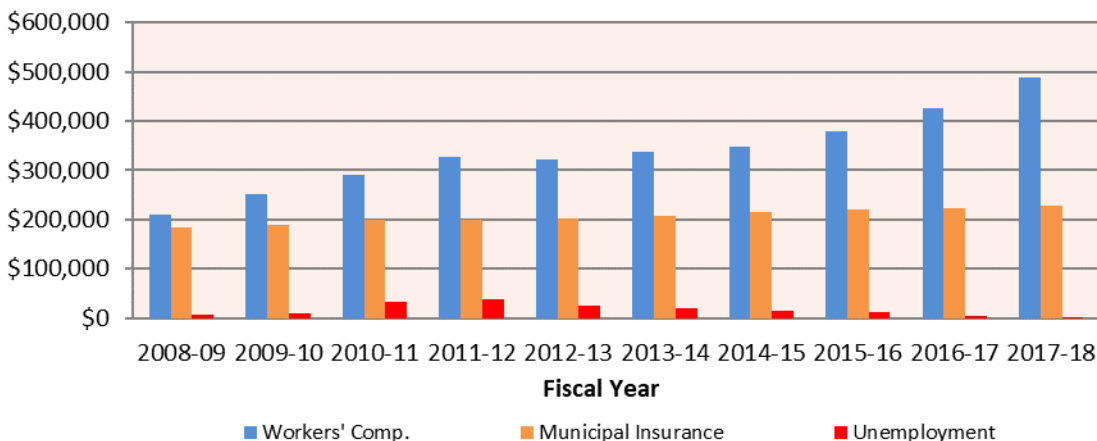


Health insurance costs represent 54.5% of the Town's insurance costs, with workers compensation insurance, property & liability insurance, and unemployment compensation benefits, making up the remainder of the Town's total insurance budget.

Over the past several years, property & liability insurance costs have remained relatively unchanged, increasing \$21,067 or 10.1% since FY 2013-14. This year, for the sixth year in a row, the unemployment budget has decreased from \$39,200 in FY 2011-12 to \$2,500 in FY 2017-18, or by 93.6%. This reflects the ability of the Town to reduce overall staffing levels through attrition as opposed to layoffs.

The budget for Workers' Compensation insurance was increased by \$62,304, or 14.7% over the prior year. The Town is working closely with our insurance carrier and broker on managing these costs moving forward.

OTHER INSURANCE COSTS



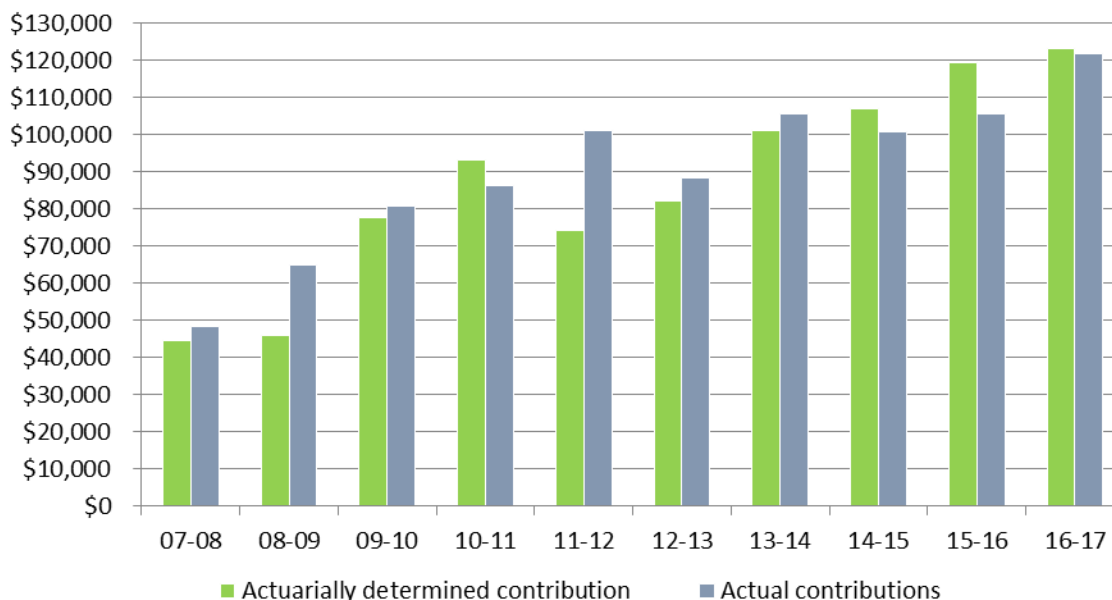
The Town has a Health & Safety Committee, who work with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impact the Town's health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

Pension / Retirement

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

Police officers are required to contribute 12.5% of their base pay and the Town picks up mandatory contributions of 12.5% of pay on behalf of each participant. The Town is required to contribute the remaining amounts necessary to finance the coverage for its employees. As of the last audit (June 30, 2017), employees contributed \$85,201, while the Town contributed \$121,754, for a total addition to the police pension fund of \$206,955. At the beginning of fiscal year 2016-2017, the pension fund amounted to \$1,655,492 and ended the year at \$2,029,506, taking into account contributions, and investment performance. As of June 30, 2017 (latest audit available), the Town's total pension liability was \$2,535,890, the plan's fiduciary net position was \$2,029,506 resulting in a net pension liability of \$506,384 which is a decrease of \$25,444 from the net pension liability at June 30, 2016.

PENSION CONTRIBUTIONS POLICE DEFINED BENEFIT PENSION



Other Funds

This executive summary and the following budget document primarily represent the Town's major governmental fund, the "General Fund." As noted in the glossary section of the budget, beginning on page 285, there are other funds that the Town maintains:

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

Debt Service and Bonded Projects have been included in this document. Debt Service is described in this letter on page 24 as well as on pages 251 & Section 6 starting on page 271. Bonded projects are described in Section Six of the budget document on pages 271-280.

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. Although Colchester has made great progress in stabilizing budgets, maintaining, low debt levels, funding capital needs, and increasing unassigned fund balance in the General Fund, unfortunately the financial issues at the State level have placed additional challenges on our Town and Education budgets. Economic development efforts will be an important part of being able to continue to maintain or improve services and we continue to lay the groundwork for future economic expansion. Development is beginning in designated areas of Town which should add to our commercial tax base. With this economic growth, stabilization of health insurance costs, and prudent capital and debt planning, Colchester has weathered the economic downturn and is in a strong position to address the issues of reduced State aid in future years.

Our future budget goals are to continue to adequately fund our capital needs, and cost effectively provide necessary services to meet the needs of residents. Roads, facilities, vehicle

and equipment 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 seven years. A similar plan has been developed for all Town and Education facilities and we are currently working with the Board of Finance on developing the funding plan for the identified needs.

The William J. Johnston Middle School Project is currently anticipated to be ahead of schedule for completion and under budget. The financing plan for the school project encompasses short-term bond anticipation note financing prior to the issuance of general obligation bonds. Notes were issued in April 2017 which mature in January 2018, at which time additional bond anticipation notes will be issued with a potential bond issue in October 2018 to permanently finance the Town's share of the project cost.

A major priority is to address the need to provide a new facility for use as a Senior Center to meet the demands of the continuing increase in membership and program participation reflecting the growing needs of the 55 and over population in Colchester. The Town purchased the existing Senior Center facility as well as land for a potential future site of a new Senior Center as part of the effort to address this issue.

Future budgets will have to determine how we continue to deal with the changing needs of residents. We believe we are in a position to continue to meet the public safety needs of our residents, however, concerns still exist as we continue to work on funding plans for emergency apparatus for fire and ambulance services, along with operating cost increases for paramedic services. Although we lack dedicated overnight police coverage, we are 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 2017-2018 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,

Art Shilosky
First Selectman

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



**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

Description of the Town of Colchester



The Town was incorporated in 1698 and covers an area of 49.1 square miles, located approximately 25 miles southeast of Hartford, Connecticut, the State capital. The Town is intersected by Connecticut Route 2, which connects with Interstate 91 in Hartford and Interstate 95 in North Stonington. Colchester is bordered on the north by the towns of Marlborough and Hebron, on the south by East Haddam and Salem, on the east by Lebanon, and on the west by East Hampton. Easy access to interstate highways, abundance of undeveloped land, affordable housing stock, and availability of public water and sewers, as well as its pleasant rural setting has attracted growth to the Town. About 89% of Colchester is zoned for residential purposes. Colchester's population nearly doubled since the 1980 Census. Its population was estimated to be 16,130 by the Connecticut Department of Public Health as of July 1, 2015. 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 2015, the Town of Colchester had a population density per square mile of 329.3 or 44.4% of the State average, per capita income of \$38,599 or 99.5% of the State-wide per capita income, and a median household income of \$97,313 or 138.4% of the State-wide median household income. The Town's debt per capita was \$896 compared to the State average of \$2,430; the Town's tax collection rate of 98.5% was equal to the State average; and the unemployment rate at November 2015 of 3.9% was 1.1 percent lower than the State 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, 131st in debt per capita, 41st in median household income, and 111th in unemployment. (*Municipal Fiscal Indicators*, CT Office of Policy & Management, January 2017).

**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

Form of Government

The Town has a Selectmen -Town Meeting form of government, with a Board of Selectmen consisting of five elected members serving concurrent two-year terms and a Board of Finance consisting of six elected members serving overlapping six-year terms. Powers and privileges are conferred and granted to the Town by the Connecticut General Statutes, as amended. The Town has a Charter which was most recently amended in November 2017. Legislative power is vested with the Board of Selectmen and the Town Meeting. The annual budget, all special appropriations equal to or exceeding 3.0% of the budget to which the transfer is being made (either the Board of Selectmen budget, excluding debt service and capital expenditures, or the Board of Education budget), and all bond and note authorizations are submitted to a referendum vote.

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

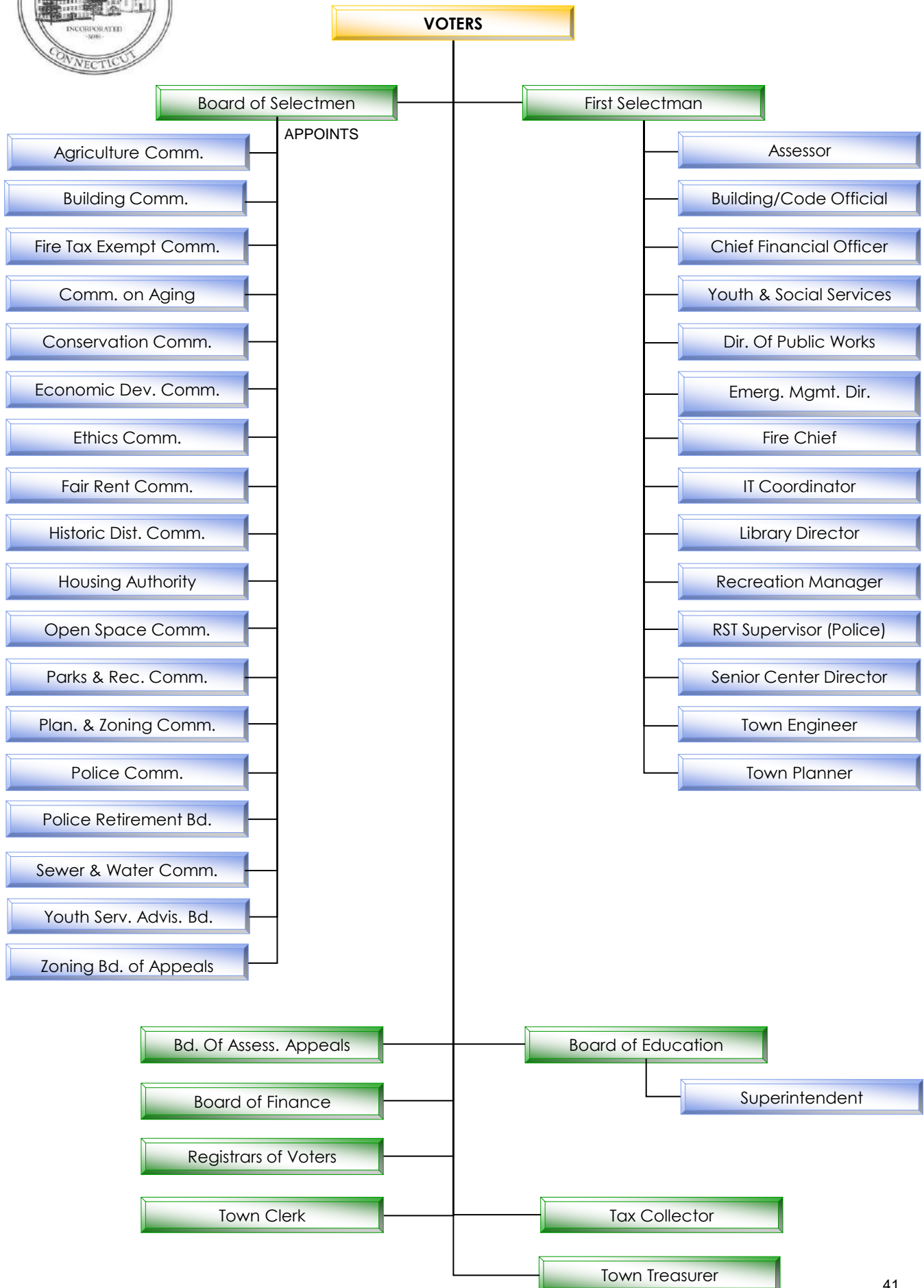
The Board of Finance is responsible for presenting to the Town voters the budgets for all Town Departments and the Combined Budget and has all of the powers and performs all of the duties conferred or imposed upon Boards of Finance by the General Statutes. The Board of Finance has the authority to approve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

The Board of Education is responsible for maintaining all public elementary and secondary schools in the Town, and implements the educational interests of the State, as defined in the General Statutes, and has all of the powers and performs all of the duties conferred or imposed upon Boards of Education by the General Statutes. The Superintendent of Schools is directly responsible to the Board of Education for the supervision and administration of the educational system for the Town.

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



ORGANIZATIONAL CHART



PRINCIPAL OFFICIALS

Board of Selectmen

Art Shilosky, First Selectman
Rosemary Coyle
James Ford

Denise Mizla
Stan Soby

Board of Finance

Robert Tarlov, Chair
Roberta Lepore, Vice Chair
Andreas Bisbikos

Michael Egan
Thomas Kane
Andrea Migliaccio

Board of Education

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

Amy Domeika
Mitchell Koziol
Christopher McGlynn

Administration

Chief Financial Officer
Town Clerk
Town Treasurer
Tax Collector
Superintendent of Schools (Interim)

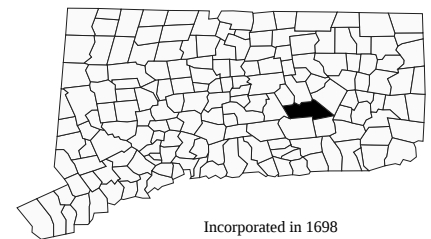
N. Maggie Cosgrove
Gayle Furman
Brenden Healy
Michele Wyatt
Dr. Mary Conway

Colchester, Connecticut

CERC Town Profile 2017 Produced by The CT Data Collaborative

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

Belongs To
New London County
LMA Hartford
Southeastern Planning Area



Incorporated in 1698

Demographics

Population

	<i>Town</i>	<i>County</i>	<i>State</i>
2000	14,551	259,088	3,405,565
2010	16,068	274,055	3,574,097
2011-2015	16,142	273,185	3,593,222
2020	16,194	283,665	3,604,591
'15 - '20 Growth / Yr	0.1%	0.7%	0.1%

	<i>Town</i>	<i>County</i>	<i>State</i>
Land Area (sq. miles)	49	665	4,842
Pop./Sq. Mile (2011-2015)	330	411	742
Median Age (2011-2015)	39	41	40
Households (2011-2015)	5,734	106,495	1,352,583
Med. HH Inc. (2011-2015)	\$97,313	\$66,233	\$70,331

Race/Ethnicity (2011-2015)

	<i>Town</i>	<i>County</i>	<i>State</i>
White Alone, Non-Hispanic	15,166	209,685	2,487,119
Black Alone, Non-Hispanic	153	15,345	370,501
Asian	206	11,358	150,670
Native American	42	1,614	8,908
Other/Multi-Race	299	22,207	283,800
Hispanic (Any Race)	280	26,167	526,508

	<i>Town</i>	<i>County</i>	<i>State</i>
Poverty Rate (2011-2015)	4.5%	9.9%	10.5%

Educational Attainment (2011-2015)

	<i>Town</i>		<i>State</i>	
High School Graduate	3,093	28%	673,973	27%
Associates Degree	1,040	9%	183,289	7%
Bachelors or Higher	4,177	38%	925,607	38%

Age Distribution (2011-2015)

	<i>0-4</i>		<i>5-14</i>		<i>15-24</i>		<i>25-44</i>		<i>45-64</i>		<i>65+</i>		<i>Total</i>
Town	772	5%	2,251	14%	2,138	13%	4,153	26%	4,837	30%	1,991	12%	16,142
County	13,989	5%	31,754	12%	38,572	14%	66,804	24%	79,519	29%	42,547	16%	273,185
State	191,445	5%	446,058	12%	492,864	14%	885,518	25%	1,035,059	29%	542,278	15%	3,593,222

Economics

Business Profile (2015)

<i>Sector</i>	<i>Units</i>	<i>Employment</i>
Total - All Industries	393	3,783
23 - Construction	39	206
31-33 - Manufacturing	10	220
44-45 - Retail Trade	50	594
62 - Health Care and Social Assistance	47	689
72 - Accommodation and Food Services	28	398
Total Government	19	762

Top Five Grand List (2009)

	<i>Amount</i>
Country Place of Colchester	\$10,554,500
Connecticut Light & Power	\$9,838,680
SS1 Colchester	\$8,104,000
White Oak Development	\$4,572,330
Genesis Health Ventures of Bloomfield	\$4,270,300
Net Grand List (SFY 2014-2015)	\$1,195,815,175

Major Employers (2014)

S & S Arts & Crafts & Factory	Super Stop & Shop
Caring Community	Harrington Court
Bacon Academy School	

Education

2016-2017 School Year

	<i>Grades</i>	<i>Enrollment</i>
Colchester School District	PK-12	2,488

Smarter Balanced Test Percent Above Goal (2015-2016)

	<i>Grade 3</i>		<i>Grade 4</i>		<i>Grade 8</i>	
	<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>	<i>Town</i>	<i>State</i>
Math	65.2%	52.8%	67.1%	47.9%	51.3%	40.3%
ELA	66.7%	53.9%	71.3%	55.5%	73.8%	55.5%

Pre-K Enrollment (PSIS)

	<i>2016-2017</i>
Colchester School District	99

Rate of Chronic Absenteeism (2015-2016)

	<i>All</i>
Connecticut	9.6%
Colchester School District	5.8%

4-Year Cohort Graduation Rate (2014-2015)

	<i>All</i>	<i>Female</i>	<i>Male</i>
Connecticut	87.2%	90.1%	84.4%
Colchester School District	92.1%	94.3%	89.5%

Colchester, Connecticut

CERC Town Profile 2017



Connecticut
Economic
Resource Center

Government

Government Form: Selectman - Town Meeting

Total Revenue (2015)	\$58,053,271	Total Expenditures (2015)	\$56,554,639	Annual Debt Service (2015)	\$2,318,240
Tax Revenue	\$37,226,671	Education	\$43,909,369	As % of Expenditures	4.1%
Non-tax Revenue	\$20,826,600	Other	\$12,645,270	Eq. Net Grand List (2015)	\$1,683,452,351
Intergovernmental	\$19,483,781	Total Indebtedness (2015)	\$14,448,121	Per Capita	\$104,368
Per Capita Tax (2015)	\$2,287	As % of Expenditures	25.5%	As % of State Average	70.4%
As % of State Average	81.9%	Per Capita	\$896	Moody's Bond Rating (2015)	Aa3
		As % of State Average	36.9%	Actual Mill Rate (2015)	30.57
				Equalized Mill Rate (2015)	21.91
				% of Net Grand List Com/Ind (2015)	7.9%

Housing/Real Estate

Housing Stock (2011-2015)

	Town	County	State
Total Units	6,209	121,258	1,491,786
% Single Unit (2011-2015)	76.2%	65.2%	59.2%
New Permits Auth (2015)	32	531	6,077
As % Existing Units	0.5%	0.4%	0.4%
Demolitions (2015)	2	89	1,230
Home Sales (2013)	143	2,190	26,310
Median Price	\$274,400	\$244,000	\$270,500
Built Pre-1950 share	11.4%	29.0%	29.3%
Owner Occupied Dwellings	4,436	70,847	906,227
As % Total Dwellings	77.4%	66.5%	67.0%
Subsidized Housing (2015)	531	14,048	172,556

Distribution of House Sales (2013)

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

Labor Force

Place of Residence (2015)

	Town	County	State
Labor Force	9,350	136,579	1,890,506
Employed	8,928	128,526	1,782,269
Unemployed	422	8,053	108,237
Unemployment Rate	4.5%	5.9%	5.7%

Place of Work (2015)

	Town	County	State
Units	393	7,269	116,246
Total Employment	3,783	121,226	1,662,822
2012-'15 AAGR	98.2%	13.2%	100.0%
Mfg Employment	220	7,613	79,612

Connecticut Commuters (2014)

Commuters Into Town From:		Town Residents Commuting To:	
Colchester, CT	1,106	Colchester, CT	1,106
Norwich, CT	168	Norwich, CT	365
Lebanon, CT	147	Glastonbury, CT	345
East Haddam, CT	132	Groton, CT	285
East Hampton, CT	114	Hartford, CT	281
Salem, CT	88	Manchester, CT	204
Hebron, CT	77	Montville, CT	194

Other Information

Crime Rate (2014)

Town	State
456	2,167

Distance to Major Cities

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

Residential Utilities

Electric Provider

Eversource Energy
(800) 286-2000

Water Provider

Connecticut Water Company
(800) 286-5700

Cable Provider

Comcast Norwich
(800) 266-2278

Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	33

Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	492

SECTION TWO

Budget Summary & Overview





Section Two – Budget Summary and Overview

Item

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



BUDGET DEVELOPMENT PROCESS

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

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

November - January

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

February

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

March

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

March - June

Two budget hearings are scheduled to explain the proposed budgets to the public and accept feedback. A Town Meeting is called to officially present the proposed budgets to the public and is recessed to a Budget Referendum for vote.

BUDGET ADOPTION PROCESS GUIDED BY TOWN CHARTER/ORDINANCES

The process of budget adoption is outlined within the Town Charter.

This section of the Charter was amended at a referendum vote in November 2017. The excerpts on the following pages are from the Charter language prior to the November 2017 revisions and were applicable to the budget process for fiscal year 2017-2018.

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
FY2017-2018 ADOPTED BUDGET**

BUDGET CALENDAR

JANUARY

4 - Public Budget Forum	7:00 PM	Town Hall
24 - Board of Education (Regular Meeting) (Superintendent's Budget Presentation)	7:00 PM	CES Cafeteria

FEBRUARY

8 - Board of Education (Special Meeting)	7:00 PM	CES Cafeteria
14 - Board of Education (Regular Meeting)	7:00 PM	CES Cafeteria
22 - Board of Education (Special Meeting)	7:00 PM	CES Cafeteria
28 - Public Hearing (Town & BOE Budget Presentations)	7:00 PM	Town Hall

MARCH

1 - Board of Finance (Regular Meeting) (Town Budget Review)	7:00 PM	Town Hall
2 - Board of Finance Budget Workshop (BOE Budget Review)	7:00 PM	Town Hall
2 - Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall
6 - Public Budget Forum	7:00 PM	Town Hall
6 - Board of Finance Budget Workshop	After Forum	Town Hall
15 - Board of Finance (Regular Meeting) (Town Budget Review)	7:00 PM	Town Hall
16 - Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall
21 - Board of Education (Special Meeting)	7:00 PM	CES Cafeteria

APRIL

5 - Board of Finance (Regular Meeting) (Town & BOE Budget Review)	7:00 PM	Town Hall
6 - Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall
18 - Board of Education (Regular Meeting)	7:00 PM	CES Cafeteria
19 - Board of Finance (Regular Meeting)	7:00 PM	Town Hall
20 - Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall

MAY

3 - Public Hearing	7:00 PM	Town Hall
3 - Board of Finance (Regular Meeting)	After Public Hearing	Town Hall
4 - Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall
9 - Board of Education (Regular Meeting)	7:00 PM	CES Cafeteria
17 - Board of Finance (Regular Meeting)	7:00 PM	Town Hall
18 - Board of Selectmen (Regular Meeting)	7:00 PM	Town Hall
22 - Board of Education (Special Meeting)	7:00 PM	CES Cafeteria
23 - Public Hearing - Information Meeting	7:00 PM	Town Hall
23 - Board of Finance (Special Meeting)	After Public Hearing	Town Hall
25 - Board of Finance (Special Meeting)	7:00 PM	Town Hall
25 - Board of Selectmen (Special Meeting)	After BOF Meeting	Town Hall

JUNE

6 - Annual Town Budget Meeting	7:00 PM	Town Hall
13 - Referendum	6:00 AM - 8:00 PM	Town Hall
13 - Board of Finance (Special Meeting)	8:30 PM	Town Hall

Fund Structure

The Town reports the following major governmental funds:

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

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

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

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

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

Governmental Fund Types:

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

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

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

Proprietary Fund Types:

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

Fiduciary Fund Types:

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

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

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

Basis of Accounting

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

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

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

Basis of Budgeting

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

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

**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

General Fund Revenues and Expenditures

	<u>Actual 2016-2017</u>	<u>Actual 2015-2016</u>	<u>Actual 2014-2015</u>	<u>Actual 2013-2014</u>	<u>Actual 2012-2013</u>
Revenues					
Property taxes	\$38,500,512	\$37,712,051	\$37,226,671	\$36,248,381	\$34,364,251
Intergovernmental revenues	21,992,787	19,575,213	19,483,781	19,727,811	19,347,462
Revenues from use of money	88,500	61,139	48,566	51,533	47,491
Charges for services and assessments	566,429	550,432	544,455	514,562	506,988
Licenses, permits and fees	834,337	860,660	627,586	662,264	683,481
Other	134,404	120,528	122,212	238,247	104,759
Total revenues	62,116,969	58,880,023	58,053,271	57,442,798	55,054,432
Expenditures					
Current:					
General government	3,534,368	3,151,674	3,310,137	3,387,956	3,196,386
Public works	3,312,050	3,133,633	3,489,369	3,695,205	2,849,686
Public safety	2,699,729	2,676,389	2,438,800	2,403,418	2,204,883
Community & Human Services	1,534,864	1,480,902	1,434,099	1,404,709	1,286,636
Education	46,630,541	44,296,560	43,909,369	43,879,506	41,828,767
Debt service	1,842,265	1,901,465	1,972,865	2,054,914	2,095,890
Total expenditures	59,553,817	56,640,623	56,554,639	56,825,708	53,462,248
Excess (deficiency) of revenues over expenditures	2,563,152	2,239,400	1,498,632	617,090	1,592,184
Other financing sources (uses):					
Operating transfers in	8,240	--	--	--	--
Operating transfers out	(2,069,648)	(1,292,550)	(1,053,867)	(868,439)	(625,363)
Total other financing sources (uses)	(2,061,408)	(1,292,550)	(1,053,867)	(868,439)	(625,363)
Excess (deficiency of revenues and other financing sources over (under) expenditures and other financing uses	501,744	946,850	444,765	(251,349)	966,821
Fund balance, beginning of year	6,671,056	5,724,206	5,279,441	5,530,790	4,563,969
Fund balance, end of year	\$7,172,800	\$6,671,056	\$5,724,206	\$5,279,441	\$5,530,790

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

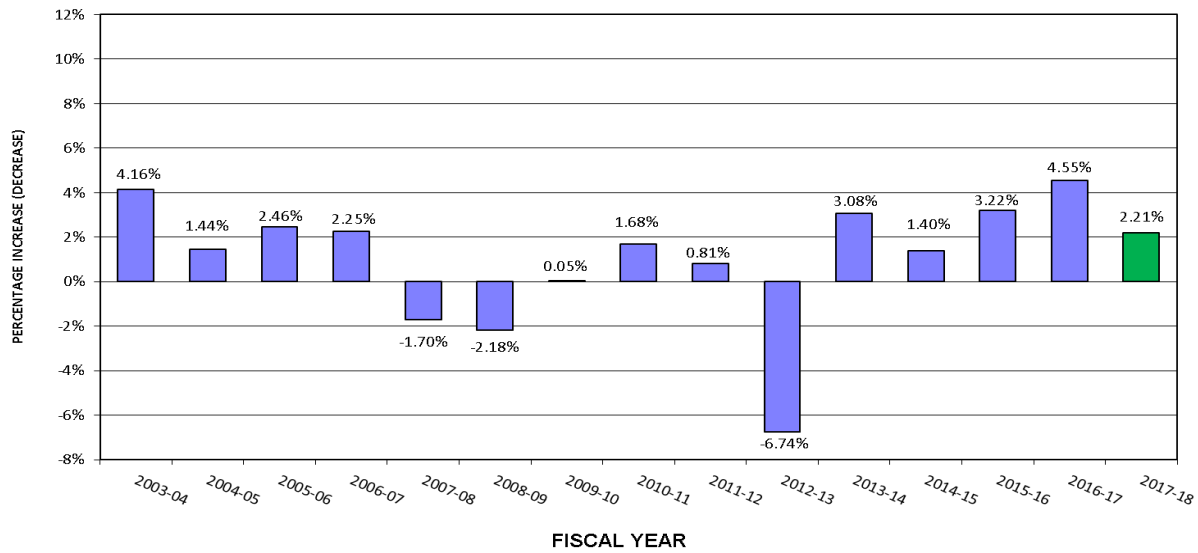
TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

BUDGET HISTORY - Town Operating, Debt Service & Capital

FISCAL YEAR	ADOPTED BUDGET	DOLLAR INCREASE	PERCENT INCREASE	MILL RATE	
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	
2015-16	13,763,426	429,344	3.22%	30.76	
2016-17	14,389,712	626,286	4.55%	30.91	
2017-18	14,708,083	318,371	2.21%	32.37	(1)

(1) Revaluation Year

TOWN OF COLCHESTER
PERCENTAGE BUDGET INCREASE
BUDGET YEARS 2003/04 - 2017/18



**TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET**

MUNICIPAL EMPLOYEE HISTORY*

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
General Government	105	103	102	99	98	97

**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 2017-18 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/20	2.25%
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/21	2.25%
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/18	2.25%
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/21	2.25%
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/20	2.25%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/19	2.25%

EMPLOYEE COMPENSATION

<u>Employees</u>	<u>No. of Employees¹</u>	<u>Salaries & Wages¹</u>
Public Works	19	\$955,971
Town Clerical	16	\$723,748
Fire/Ambulance	6	\$335,680
Administrators	12	\$867,459
Police ²	11	\$854,320
Library	5	\$221,660
Non-Union	10	\$544,893
Elected	3	\$214,876
TOTAL	82	\$4,718,607

EMPLOYEE BENEFITS

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Health Insurance Cost	\$798,687	\$1,002,760	\$941,618	\$782,635	\$1,004,860	\$860,562

¹ Represents full-time and permanent part-time employees receiving benefits included in adopted budget

² Includes School Resource Officer

REVENUE SUMMARY



**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

	FY 2014-2015 Actual Revenues	FY 2015-2016 Actual Revenues	FY 2016-2017 Adopted Budget	FY 2016-2017 Projected Actuals	FY 2017-2018 Adopted Budget
REVENUES:					
Property Taxes:					
Current taxes	36,332,787	36,947,160	37,430,697	37,651,328	38,843,561
Delinquent taxes	593,528	431,501	450,000	450,000	425,000
Interest & lien fees	300,356	333,390	250,000	250,000	200,000
Total property taxes	37,226,671	37,712,051	38,130,697	38,351,328	39,468,561
Intergovernmental:					
In lieu of taxes - PILOT	58,291	47,757	0	0	0
Mashantucket Pequot/Mohegan Fund	71,476	68,600	65,420	65,420	0
Municipal Revenue Sharing Account	0	0	330,363	330,363	0
Distribution to Towns	7,480	7,825	7,500	6,650	7,000
Disability Exemptions	1,980	1,863	2,184	1,723	1,546
Elderly Homeowners	48,857	46,872	50,611	41,718	45,062
Additional Veterans Exemptions	6,514	7,654	7,543	6,050	6,553
Local Capital Improvement	116,846	117,313	117,313	117,313	97,760
Youth Services Grant	18,833	18,321	14,000	17,608	17,256
Library Grant	5,603	0	0	0	0
Emergency Management	6,459	0	4,000	0	0
Total	342,339	316,205	598,934	586,845	175,177
Intergovernmental - Education:					
ECS	13,765,334	13,768,328	13,591,055	13,498,049	13,503,310
Transportation	174,928	166,417	0	0	0
Special Education - Excess Costs	470,654	393,750	450,000	636,683	450,000
Total	14,410,916	14,328,495	14,041,055	14,134,732	13,953,310
Total intergovernmental	14,753,255	14,644,700	14,639,989	14,721,577	14,128,487

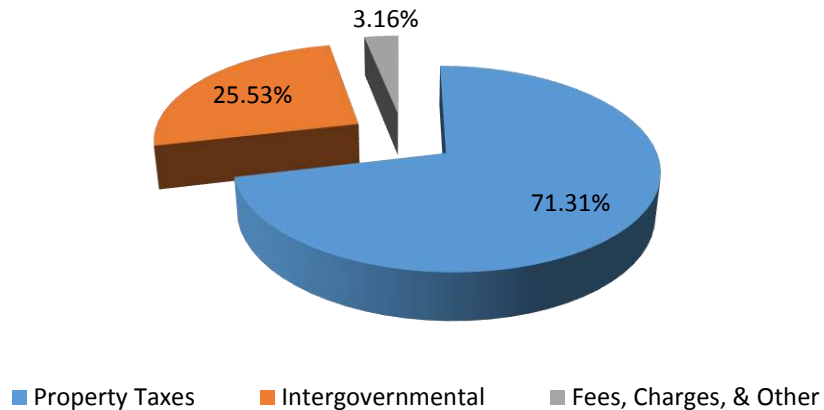
**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

	FY 2014-2015 Actual Revenues	FY 2015-2016 Actual Revenues	FY 2016-2017 Adopted Budget	FY 2016-2017 Projected Actuals	FY 2017-2018 Adopted Budget
Charges for Services:					
Ambulance Fees	532,669	537,525	490,000	500,000	500,000
Recreation Fees	11,786	12,907	11,500	12,735	12,750
Total charges for services	544,455	550,432	501,500	512,735	512,750
Revenues from use of money:					
Investment interest earnings	48,566	61,139	55,000	60,000	60,000
Licenses/permits/fees:					
Vendor permits	510	850	400	670	600
Copier fees	17,235	17,093	17,950	16,377	16,750
ZBA fees	1,050	1,050	700	700	700
Conservation Commission fees	6,686	6,904	5,500	5,500	5,500
Zoning and Planning fees	13,080	14,370	12,000	13,000	12,000
Building fees	220,528	329,700	210,000	270,000	250,000
Fire marshal inspection fees	180	360	240	240	240
Conveyance tax	132,702	194,133	194,000	196,100	197,000
Town Clerk fees	98,509	104,761	105,300	118,400	118,500
Sports licenses	567	426	300	250	300
Land Records - Town	1,949	2,168	2,400	2,220	2,300
Pistol permits	6,860	11,480	7,000	7,000	7,000
Road inspection fees	9,544	51,451	29,000	26,417	4,600
Transfer Station fees	103,452	112,523	108,000	125,000	120,000
Library fines & fees	11,415	10,484	12,000	8,500	9,000
Dial-A-Ride	3,319	2,907	3,500	3,000	3,000
Total licenses/permits/fees	627,586	860,660	708,290	793,374	747,490

**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

	FY 2014-2015 Actual Revenues	FY 2015-2016 Actual Revenues	FY 2016-2017 Adopted Budget	FY 2016-2017 Projected Actuals	FY 2017-2018 Adopted Budget
Other revenues:					
Tuition - Norwich students	0	0	0	0	367,900
Tuition - Special Education	57,281	33,839	0	18,158	0
Telecommunication property tax	38,651	38,496	38,000	38,000	38,000
Elderly Housing/Dublin Village	15,445	14,352	14,500	14,410	14,500
Miscellaneous	6,114	5,016	6,000	21,961	6,000
Insurance Reimbursement	5,645	0	0	0	0
Recovery/Settlement	0	5,000	0	0	0
State Fund for Building Inspection fees	1,219	1,544	800	900	800
CIRMA Member Equity Distribution	0	22,300	0	28,226	0
	124,355	120,547	59,300	121,655	427,200
Other financing sources:					
Use of Fund Balance	148,482	67,500	0	541,200	0
Total other financing sources	148,482	67,500	0	541,200	0
 Total revenues	 53,473,370	 54,017,029	 54,094,776	 55,101,869	 55,344,488

Revenue Sources by Type





EXPENDITURE SUMMARY



TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

**TOWN OF COLCHESTER
BUDGET SUMMARY BY FUNCTION**

	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
GENERAL GOVERNMENT	3,310,322	3,152,093	3,694,918	3,563,380	3,573,234
PUBLIC SAFETY	2,438,800	2,676,389	2,689,100	2,737,668	2,859,187
PUBLIC WORKS	3,491,244	3,127,858	3,377,938	3,344,981	3,518,788
COMMUNITY & HUMAN SERVICES	1,434,099	1,480,902	1,566,434	1,539,019	1,607,338
DEBT	1,972,865	1,901,465	1,842,266	1,842,266	1,791,666
TRANSFERS	758,453	1,085,980	1,219,056	1,710,256	1,357,870
TOTAL TOWN	13,405,783	13,424,687	14,389,712	14,737,570	14,708,083
BOARD OF EDUCATION	39,550,130	39,649,488	39,705,064	39,705,064	40,636,405
TOTAL BUDGET	52,955,913	53,074,175	54,094,776	54,442,634	55,344,488

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT

	<u>ACTUAL EXPENDITURES FY 2014-2015</u>	<u>ACTUAL EXPENDITURES FY 2015-2016</u>	<u>ADOPTED BUDGET FY 2016-2017</u>	<u>PROJECTED ACTUAL FY 2016-2017</u>	<u>ADOPTED BUDGET FY 2017-2018</u>
LEGISLATIVE					
BOARDS AND COMMISSIONS	24,301	20,051	29,195	27,101	39,836
CONTINGENCY					
CONTINGENCY	0	0	56,360	0	57,505
MUNICIPAL MANAGEMENT					
FIRST SELECTMAN	249,237	216,058	240,653	250,144	255,631
HUMAN RESOURCES	53,862	44,709	110,406	82,365	31,780
FINANCE					
FINANCE	284,336	289,219	296,831	289,781	300,962
TAX OFFICE	150,601	151,772	157,674	142,691	157,821
ASSESSOR'S OFFICE	269,923	277,562	289,238	285,054	291,829
DEVELOPMENT AND PLANNING					
PLANNING/BUILDING CODE ADMIN.*	443,439	459,442	511,438	499,203	489,653
TOWN CLERK					
TOWN CLERK	148,676	153,114	167,035	158,528	170,667

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT (CONTINUED)

	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
REGISTRARS OF VOTERS					
REGISTRARS OF VOTERS	69,087	62,275	71,489	64,161	68,828
INSURANCES & PROBATE					
INSURANCES	1,519,298	1,373,353	1,657,614	1,655,412	1,579,325
PROBATE	5,340	4,458	4,989	4,989	5,365
INFORMATION TECHNOLOGY					
INFORMATION TECHNOLOGY	92,222	100,080	101,996	103,951	124,032
TOTAL GENERAL GOVERNMENT	3,310,322	3,152,093	3,694,918	3,563,380	3,573,234

*Fire Marshal position reallocated from Planning & Code Administration to Fire/Emergency Medical Services effective 12/1/2016

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - PUBLIC SAFETY

	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
POLICE PROTECTION					
POLICE/RESIDENT TROOPER'S OFFICE	1,202,173	1,400,061	1,438,575	1,471,012	1,544,430
FIRE/EMERGENCY PROTECTION					
FIRE/EMERGENCY MEDICAL SERVICES*	1,226,935	1,268,186	1,235,606	1,253,838	1,297,266
EMERGENCY MANAGEMENT					
EMERGENCY MANAGEMENT	9,692	8,142	14,919	12,818	17,491
TOTAL PUBLIC SAFETY	2,438,800	2,676,389	2,689,100	2,737,668	2,859,187

*Fire Marshal position reallocated from Planning & Code Administration to Fire/Emergency Medical Services effective 12/1/2016

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - PUBLIC WORKS

	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	156,202	179,575	162,880	166,364	170,608
HIGHWAY	1,244,577	1,240,883	1,389,455	1,377,333	1,478,913
FLEET SERVICES	362,830	358,298	362,245	371,152	383,644
GROUNDS MAINTENANCE	353,657	397,815	425,482	418,238	445,802
SNOW REMOVAL	872,640	417,728	501,925	484,325	489,165
FACILITIES	158,075	160,298	163,169	131,410	144,419
ENGINEERING					
ENGINEERING	106,354	108,306	111,270	111,270	113,745
TRANSFER STATION					
TRANSFER STATION	236,909	264,955	261,512	284,889	292,492
TOTAL PUBLIC WORKS	3,491,244	3,127,858	3,377,938	3,344,981	3,518,788

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - COMMUNITY & HUMAN SERVICES

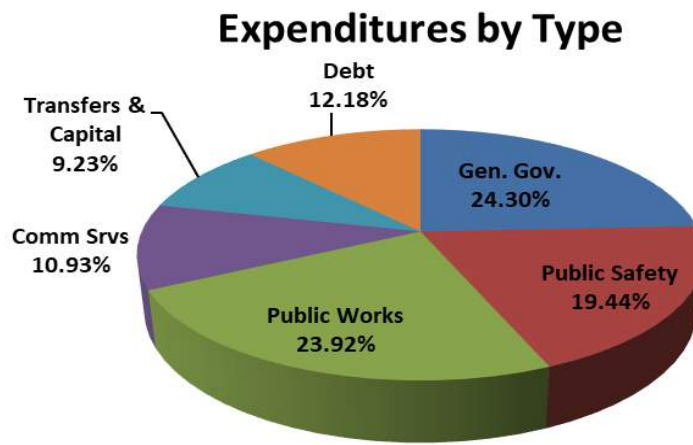
	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
YOUTH & SOCIAL SERVICES					
YOUTH & SOCIAL SERVICES*	317,413	330,441	349,933	346,528	367,491
HEALTH					
CHATHAM HEALTH DISTRICT	144,874	152,333	166,778	166,778	173,721
COMMUNITY AGENCIES					
COLCHESTER C3*	5,000	7,500	25,000	25,000	25,000
LIBRARY					
CRAGIN MEMORIAL LIBRARY	526,113	538,717	558,597	551,594	576,766
RECREATION					
RECREATION	167,776	174,437	185,794	182,569	175,955
SENIOR SERVICES					
SENIOR SERVICES	272,923	277,474	280,332	266,550	288,405
TOTAL COMMUNITY & HUMAN SERVICES	1,434,099	1,480,902	1,566,434	1,539,019	1,607,338

*Funding for the Colchester C3 program was previously accounted for within the Youth & Social Services budget

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - DEBT & TRANSFERS

	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
DEBT					
DEBT SERVICE	1,972,865	1,901,465	1,842,266	1,842,266	1,791,666
TRANSFERS					
OTHER FINANCING USES	758,453	1,085,980	1,219,056	1,710,256	1,357,870
TOTAL DEBT & TRANSFERS	2,731,318	2,987,445	3,061,322	3,552,522	3,149,536



TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

SUMMARY - EDUCATION

	ACTUAL EXPENDITURES <u>FY 2014-2015</u>	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ADOPTED BUDGET <u>FY 2016-2017</u>	PROJECTED ACTUAL <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>
EDUCATION	39,550,130	39,649,488	39,705,064	39,705,064	40,636,405

Adopted budget for FY 2017-2018 does not reflect tuition revenue from Norwich

SECTION THREE

Taxation & Collections





**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

Section Three – Taxation & Collections

Item

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



**Town of Colchester
FY 2017-2018 Adopted Budget
Budget Summary & Mill Rate Calculation**

BUDGET SUMMARY

	EDUCATION	TOWN	DEBT SERVICE	TRANSFERS/ CAPITAL	TOTAL
Appropriations	40,636,405	11,558,547	1,791,666	1,357,870	55,344,488
Estimated Revenue	14,321,210	2,179,717	0	0	16,500,927
Amount to be Raised by Taxation	26,315,195	9,378,830	1,791,666	1,357,870	38,843,561
MILLS	21.62	7.71	1.47	1.12	31.92

MILL RATE CALCULATION

	DOLLARS	MILLS
Amount to be Raised by Taxation	38,843,561	31.92
Reserve for Uncollected Revenue (estimated 98.6% collection rate)	543,810	0.45
TOTAL TAX WARRANT	39,387,371	32.37

Grand List	1,199,526,100	2017-18 Adopted Mill Rate	32.37
Estimated Prorates	3,500,000	2016-17 Mill Rate	30.91
M. V. Supplement	16,600,000	Increase in Mill Rate	1.46
Less Estimated BAA and adjustments	<u>(2,500,000)</u>		
List Net	1,217,126,100		

Revenue estimates reflect Governor's revised budget proposals with the exception of reductions to ECS funding.

Expenditure estimates do not include Governor's revised budget proposal to charge municipalities for a share of State Teachers Retirement contributions

Dated: June 13, 2017

TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET

Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2016	Percent of Net Taxable Grand List ¹
Connecticut Light & Power Company	Utility	\$14,609,230	1.22
Country Place of Colchester LTD Partners	Housing Development	9,899,330	0.82
SS1 Colchester, LLC	Grocery Store	8,337,700	0.69
Genesis Health Ventures of Bloomfield Inc.	Convalescent Home	5,331,000	0.44
Norwich, City of	Utility	4,835,900	0.40
GAIA Colchester LLC	Manufacturing/Distribution	4,142,750	0.34
Alpha Q Inc	Manufacturing	4,074,400	0.34
Sharr Realty LLC	Commercial Leasing	3,804,300	0.32
GND Too of Colchester LLC	Elderly Housing	3,730,900	0.31
S & S Worldwide Inc	Manufacturing/Distribution	<u>3,533,100</u>	<u>0.29</u>
TOTAL		\$62,298,610	5.18

¹ Based on 2016 Net Taxable Grand List of \$1,201,704,429.

Property Tax Levies and Collections

Fiscal Year Ended 6/30	Net Taxable Grand List (000s)	Mill Rate	Total Adjustable Tax Levy ¹	Percent of Annual Levy Collected at End of Fiscal Year ¹	Percent of Annual Levy Uncollected at End of Fiscal Year ¹	Percent of Annual Levy Uncollected as of 6/30/17
2017	1,216,010	30.91	\$38,112.512	99.0	1.0	0.97
2016	1,201,874	30.76	37,393,155	98.8	1.2	0.38
2015	1,195,815	30.57	36,891,618	98.5	1.5	0.24
2014	1,191,172	30.28	36,156,049	98.4	1.6	0.19
2013	1,176,520	28.80	34,157,365	98.4	1.6	0.18
2012	1,297,298	25.85	33,774,748	98.4	1.6	0.12
2011	1,275,362	25.07	32,238,714	98.6	1.4	0.11
2010	1,268,249	23.65	30,066,131	98.3	1.7	0.17
2009	1,249,469	23.01	28,929,185	98.4	1.6	0.17
2008	1,223,766	23.01	28,443,115	97.7	2.3	0.18

SECTION FOUR

Department Operating Budgets





TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

**Section Four – FY 2017-2018 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
FY2017-2018 ADOPTED BUDGET**

General Government

Departments

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



**Town of Colchester
FY 2017 - 2018
Adopted Budget**

Boards and Commissions

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

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

BOARDS & COMMISSIONS

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Overtime	1,643	2,127	5,855	4,547	5,188
Contractual, Temporary, Occassional Payroll	3,750	2,220	3,600	3,420	2,160
FICA	124	158	385	348	398
Office Supplies	46	212	50	50	50
Mileage, Training & Meetings	0	150	200	150	200
Financial & Accounting	11,165	11,310	11,600	11,600	12,035
Professional Services	5,900	2,500	5,500	5,500	17,800
Postage	67	49	75	60	75
Legal Notices	370	90	380	250	380
Printing & Publications	1,236	1,235	1,550	1,176	1,550
TOTAL	24,301	20,051	29,195	27,101	39,836

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11105 - BOARDS AND COMMISSIONS				
40103 - OVERTIME				5,188
Meeting Clerk - Board of Assessment Appeals	1.00	1,200.00	1,200	
Meeting Clerk - Historic District Commission	1.00	584.00	584	
Meeting Clerk - Board of Finance	1.00	2,664.00	2,664	
Meeting Clerk - Economic Development Commission	1.00	740.00	740	
40105 - CONTR TEMP OCCAS				2,160
Meeting Clerk - Police Retirement Board	2.00	60.00	120	
Meeting Clerk - Ethics Commission	3.00	60.00	180	
Meeting Clerk - Fair Rent Commission	2.00	60.00	120	
Meeting Clerk - Commission on Aging	14.00	60.00	840	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
41230 - FICA				398
FICA/Medicare for Meeting Clerk's wages	1.00	398.00	398	
42301 - OFFICE SUPPLIES				50
43213 - MILEAGE, TRAINING & MEETINGS				200
CT Public Pension Forum conferences - Police Retirement Board	1.00	50.00	50	
Training seminars for BAA board members	3.00	50.00	150	
44202 - FINANCIAL & ACCOUNTING				12,035
Independent audit (Town share)	1.00	12,035.00	12,035	
44208 - PROFESSIONAL SERVICES				17,800
Police Retirement Plan - disclosure information/accounting reports required for financial statements	1.00	2,700.00	2,700	
OpenGov software installation, training & licensing fees	1.00	15,100.00	15,100	
44217 - POSTAGE				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				1,550
Commission on Aging	1.00	300.00	300	
Printing of adopted budget	1.00	1,250.00	1,250	
TOTAL BOARDS AND COMMISSIONS				39,836



**Town of Colchester
FY 2017 - 2018
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 2014-2015 ACTUAL <u>EXPENDITURES</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	FY 2016-2017 PROJECTED <u>ACTUALS</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>
Contingency	0	0	56,360	0	57,505
TOTAL	0	0	56,360	0	57,505

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11110 - CONTINGENCY				
50900 - CONTINGENCY				57,505
Reserve for unanticipated expenditures	1.00	57,505.00	57,505	
TOTAL CONTINGENCY				57,505



**Town of Colchester
FY 2017 – 2018
Adopted Budget**

Department: First Selectman

Mission

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

Description

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

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

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

Staffing

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

2016 – 2017 Accomplishments

- Implemented Charter Revision Commission
- Supported the senior center sub-committee in an effort to explore options for the current senior center facility
- Implemented Blight Ordinance
- Supported the building committee for the WJJMS project
- Successful negotiation of three union contracts
- Implemented Snow Transfer Policy
- Successful Small Cities Program Grant for Dublin Village
- Successful Norton Paper Mill Project completion
- Awarded the National Government Finance Officers' Association Distinguished Budget Presentation for the FY 2016-2017

2017 – 2018 Objectives

- Continue to update the personnel policy as necessary
- Support the Charter Revision commission
- Continue to support the senior center sub-committee in an effort to secure location for the senior center facility
- Successful negotiation of town clerk union, and administration union contracts
- Strive to keep appointed boards and commissions 95% full

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRST SELECTMAN

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	133,608	139,245	145,166	144,350	151,570
Contractual, Temporary, Occassional Payroll	1,372	1,765	2,000	1,823	2,000
Employee Related Insurances	196	388	505	505	505
FICA & Retirement	11,297	14,968	19,132	19,056	19,922
Copier	5,028	5,034	4,681	4,646	4,681
Office Supplies	1,156	1,576	1,900	1,845	1,900
Mileage, Training & Meetings	359	154	590	410	500
Professional Memberships	18,605	18,605	18,605	18,605	18,605
Legal	71,028	26,518	40,000	48,500	45,000
Professional Services	857	761	1,025	1,350	1,275
Postage	3,208	2,973	4,328	4,273	4,333
Legal Notices	0	1,751	0	0	0
Printing & Publications	209	334	280	280	280
Property Tax	341	87	100	2,320	2,500
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	1,973	1,899	2,191	2,181	2,410
TOTAL	249,237	216,058	240,653	250,144	255,631

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11201 - FIRST SELECTMAN				
40101 - REGULAR PAYROLL				151,570
First Selectman	1.00	84,681.00	84,681	
Executive Assistant to the First Selectman	1.00	51,289.00	51,289	
Part-time Department Clerk (4 hrs/day)	1.00	15,600.00	15,600	
40105 - CONTR TEMP OCCAS				2,000
Temporary staff for office coverage	1.00	2,000.00	2,000	
41210 - EMPLOYEE RELATED INS.				505
Life/AD&D Insurance	1.00	260.00	260	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				19,922
FICA	1.00	11,764.00	11,764	
Defined Contribution 401(a) Plan @ 6%	1.00	8,158.00	8,158	
42233 - COPIER				4,681
Central Copier - monthly lease payments	12.00	263.00	3,156	
Per copy charges	1.00	1,200.00	1,200	
Copy paper	1.00	325.00	325	
42301 - OFFICE SUPPLIES				1,900
General office supplies	1.00	1,500.00	1,500	
Postage meter supplies	1.00	400.00	400	
43213 - MILEAGE, TRAINING & MEETINGS				500
Mileage - meetings, conferences, workshops	1.00	200.00	200	
Workshop & conference fees	1.00	300.00	300	
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				45,000
General legal matters	1.00	10,000.00	10,000	
Assessment appeals	1.00	30,000.00	30,000	
Charter Revision	1.00	5,000.00	5,000	
44208 - PROFESSIONAL SERVICES				1,275
Constant contact - communication with citizens	12.00	50.00	600	
GFOA Budget award application fees	1.00	425.00	425	
Survey Monkey - BOF budget survey to citizens	1.00	250.00	250	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				4,333
Postage	1.00	1,000.00	1,000	
Postage meter - quarterly lease payments	4.00	777.00	3,108	
First class mail permit	1.00	225.00	225	
44232 - PRINTING & PUBLICATIONS				280
Department share - quarterly publication costs	4.00	70.00	280	
Colchester Connections				
45250 - PROPERTY TAXES				2,500
Property taxes paid to Town of Hebron	1.00	100.00	100	
Reimbursement to BA Board of Trustees in per Old BA lease	1.00	2,400.00	2,400	
46224 - EQUIPMENT REPAIRS				150
Office Equipment Repairs	1.00	150.00	150	
47242 - PARADES & CELEBRATIONS				2,410
Memorial Day	1.00	2,000.00	2,000	
Meeting Clerk - Memorial Day Parade Committee	1.00	210.00	210	
Employee recognition & bereavement	1.00	200.00	200	
TOTAL FIRST SELECTMAN				255,631



**Town of Colchester
FY 2017 - 2018
Adopted Budget**

Department: Human Resources

Mission

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

Description

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

Staffing

First Selectman

Executive Assistant to the First Selectman

2016 – 2017 Accomplishments

- Successful negotiation of Public Works, Police and Library Union Contract
- Implemented PPI Health Enrollment Program
- Implemented second biometric screening program for all employees
- Conducted sexual harassment training for all staff
- Implementation of new health plans
- Updated personnel policy for new insurance requirements
- Updated personnel policy for new Security Policy

2017 – 2018 Objectives

- Successful negotiation of two union contracts (Town Clerk, and Administrators)
- Implement Town Hall lock down drills
- Implement Town Hall fire drills
- Continue implementation of Wellness Programs
- Update personnel policy as needed
- Revise employment application for new federal requirement

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HUMAN RESOURCES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Other Purchased Supplies	0	0	250	0	100
Mileage, Training & Meetings	149	280	1,000	480	500
Legal	46,365	37,350	55,000	75,000	25,000
Professional Services	3,770	3,122	2,700	3,760	3,600
Advertising	2,895	2,888	2,500	3,050	2,500
Printing & Publications	75	70	80	75	80
Programs	608	999	0	0	0
Contract Settlements	0	0	48,876	0	0
TOTAL	53,862	44,709	110,406	82,365	31,780

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11205 - HUMAN RESOURCES				
42340 - OTHER PURCHASED SUPPLIES				
Health & Safety - First Aid supplies, materials, etc.	1.00	100.00	100	100
43213 - MILEAGE, TRAINING & MEETINGS				
Training & resources - Human Resources/Personnel	1.00	500.00	500	500
44203 - LEGAL				
Contract negotiations and other labor/personnel related matters				25,000
44208 - PROFESSIONAL SERVICES				
Required Physicals & Testing for employment	1.00	200.00	200	3,600
Employee Assistance Program (EAP) fees	1.00	2,500.00	2,500	
Section 125 Plan Administration fees	12.00	75.00	900	
44231 - ADVERTISING				
Position advertising	1.00	2,500.00	2,500	2,500
44232 - PRINTING & PUBLICATIONS				
Forms, booklets, and employee notifications	1.00	80.00	80	80
TOTAL HUMAN RESOURCES				31,780



**Town of Colchester
FY 2017 - 2018
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 – shared position with BOE)
Accountant	(full time – shared position with BOE)
Payroll & Accounts Payable Manager	(full time – shared position with BOE)
Payroll & Accounts Payable Assistant	(full-time – shared position with BOE)
Accounts Payable & Purchasing Coordinator	(full time – shared position with BOE)
Treasurer	(elected – funded by Town budget)

2016 – 2017 Accomplishments

- Issued audited financial statements for the fiscal year ended June 30, 2016 with unqualified audit opinion
- Issued State and Federal grant audit reports with no compliance or internal control findings
- Uploaded Town financial data for FY 2014-2015 reporting in accordance with the Uniform Chart of Accounts requirements
- Worked with Town's Financial Advisor to develop financing plan for WJJMS School building project
- Completed reorganization of joint Town/BOE Finance Department
- Continued implementation of employer mandate requirements of the Affordable Health Care Act
- For the period January-December 2016, issued 27.17% of total payment transactions via electronic payments to vendors
- National Government Finance Officers' Association Distinguished Budget Presentation Award received for the FY 2015-2016 Adopted Budget

2017 – 2018 Objectives

- Issue audited financial statements for the fiscal year ended June 30, 2017 with an unqualified opinion
- Development of FY 2018-2019 Town & BOE annual operating budgets
- Continue to implement reporting requirements of Uniform Chart of Accounts as required by the State of CT Office of Policy and Management
- Continue to implement financing plan for WJJMS School building project, including issuance of short-term bond anticipation notes
- Continue to increase the use of electronic payments to vendors, including review of purchasing card programs

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FINANCE

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	198,331	203,440	207,860	203,604	214,356
Contractual, Temporary, Occasional Payroll	4,612	4,728	4,835	4,835	4,943
Employee Related Insurances	778	805	916	776	845
FICA & Retirement	29,270	29,993	31,232	29,709	30,147
Copier	2,412	1,927	2,116	1,972	2,001
Office Supplies	998	950	1,500	1,410	1,000
Technical Reference Materials	95	50	100	50	100
Mileage, Training & Meetings	1,859	1,973	1,850	1,850	1,850
Professional Memberships	562	568	570	573	575
Data Processing	25,504	25,948	26,552	26,325	25,945
Professional Services	17,766	16,843	17,000	16,577	17,000
Postage	2,149	1,994	2,200	2,100	2,200
Equipment Repairs	0	0	100	0	0
TOTAL	284,336	289,219	296,831	289,781	300,962

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11301 - FINANCE				
40101 - REGULAR PAYROLL				214,356
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	64,289.00	64,289	
Finance Director - 50% Town & 50% BOE	1.00	42,680.00	42,680	
Accountant - 50% Town & 50% BOE	1.00	37,823.00	37,823	
Payroll & Accounts Payable Manager - 30% Town & 70% BOE	1.00	21,166.00	21,166	
Payroll & Accounts Payable Assistant - 35% Town & 65% BOE	1.00	17,865.00	17,865	
Accounts Payable & Purchasing Coordinator - 50% Town & 50% BOE	1.00	22,599.00	22,599	
Part-time Department Clerk - 50% Town & 50% BOE	1.00	6,841.00	6,841	
Longevity	1.00	1,093.00	1,093	
40105 - CONTR TEMP OCCAS				4,943
Treasurer	1.00	4,943.00	4,943	
41210 - EMPLOYEE RELATED INS.				845
Life/AD&D Insurance	1.00	386.00	386	
Long Term Disability Insurance	1.00	459.00	459	
41230 - FICA & RETIREMENT				30,147
FICA/Medicare	1.00	16,775.00	16,775	
Defined Contribution 401(a) Plan - CFO & Accountant @ 6% (50% Town & 50% BOE)	1.00	6,127.00	6,127	
Defined Contribution 401(a) Plan - Finance Director @ 8% (50% Town & 50% BOE)	1.00	3,414.00	3,414	
Defined Contribution 401(a) Plan - Payroll & A/P Manager @ 7.5% (30% Town & 70% BOE)	1.00	1,587.00	1,587	
Defined Contribution 401(a) Plan - Payroll & A/P Assistant @ 7.5% (35% Town & 65% BOE)	1.00	1,340.00	1,340	
Deferred Compensation 457 Plan - A/P & Purchasing Coordinator @ 4% (50% Town & 50% BOE)	1.00	904.00	904	
42233 - COPIER				2,001
Copier supplies - paper, etc.	1.00	300.00	300	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	105.50	1,266	
Per copy charges	1.00	325.00	325	
Property tax - copier lease	1.00	110.00	110	
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				1,850
Mileage for use of personal vehicle - attendance at educational seminars and professional organization meetings	1.00	600.00	600	
CCM, GFOA, CSCPA sponsored meetings & seminars	1.00	650.00	650	
Continuing education requirements for certification				
Staff Training - Finance, Payroll/Personnel, technology, Munis	1.00	600.00	600	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				575
CTGFOA membership - CFO, Finance Director	2.00	65.00	130	
National GFOA membership - CFO	1.00	190.00	190	
AICPA membership - CFO (50% Town/50% BOE)	1.00	130.00	130	
CTCPA membership - CFO (50% Town/50% BOE)	1.00	125.00	125	
44205 - DATA PROCESSING				25,945
Munis contract (shared with BOE) - 3 year contract renewal 7/1/16-6/30/19	1.00	24,595.00	24,595	
Check stock, Direct deposit paystubs, tax forms	1.00	1,350.00	1,350	
44208 - PROFESSIONAL SERVICES				17,000
Banking services fees	1.00	17,000.00	17,000	
44217 - POSTAGE				2,200
TOTAL FINANCE				300,962



**Town of Colchester
FY 2017-2018
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, a collection agency and an attorney to assist in the collection of delinquent taxes.

Staffing

Tax Collector (full time)

Assistant Tax Collector (full time)

2016-2017 Accomplishments

- ✓ Achieved 98.81% tax collection rate for FY 2015-2016
- ✓ Successfully kept high collection rate using a variety of enforcement tools
- ✓ Attended continuing education programs and tax collection software training for tax collector and assistant tax collector
- ✓ Established a new on line program to look up tax payments for IRS records
- ✓ Worked with Junior Achievements in educating the youth about the function and rolls of the tax office

Measures (January 1-December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
✓ Bills sent:	26,356	28,745	25,960
✓ Delinquent statements & demands:	4,045	6,842	6,460
✓ Liens recorded:	179	146	167
✓ Accounts with marshal or collection agency:	1,505	3,247	6,188
✓ Accounts with attorney:	20	25	15

2017-2018 Objectives

- ✓ Continue education and training for tax collector and staff, including CCMC classes, software user group presentations, and professional development seminars through Connecticut Tax Collectors' Association and New London County Tax Collectors' Association.
- ✓ Serve on the board of the New London County Tax Collector's Association as 1st Vice President and chair of the speaker committee
- ✓ Achieve at least a 98.6% tax collection rate and strive to continue to increase rate
- ✓ Continue with outreach activities such as Junior Achievements to help public obtain a better understanding of the tax office's activities and functions.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TAX OFFICE

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	104,473	105,926	108,041	94,839	106,582
Contractual, Temporary, Occasional Payroll	2,501	1,764	1,500	3,339	3,000
Employee Related Insurances	233	503	505	379	505
FICA & Retirement	14,910	14,928	15,493	12,419	15,399
Office Supplies	1,907	2,372	2,500	2,500	2,500
Mileage, Training & Meetings	488	1,148	1,800	2,000	2,000
Professional Memberships	165	145	175	115	175
Data Processing	12,511	14,056	14,500	14,000	14,500
Postage	8,912	10,010	12,000	12,000	12,000
Service Contracts	3,871	250	500	500	500
Legal Notices	630	670	660	600	660
TOTAL	150,601	151,772	157,674	142,691	157,821

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11303 - TAX OFFICE				
40101 - REGULAR PAYROLL				106,582
Tax Collector	1.00	65,177.00	65,177	
Assistant Tax Collector - Non Certified (7 hrs/day)	1.00	41,405.00	41,405	
40105 - CONTR TEMP OCCAS				3,000
Temporary staff for office coverage	1.00	3,000.00	3,000	
41210 - EMPLOYEE RELATED INS.				505
Life/AD&D Insurance	1.00	260.00	260	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				15,399
FICA/Medicare	1.00	8,383.00	8,383	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	3,911.00	3,911	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 7.5%	1.00	3,105.00	3,105	
42301 - OFFICE SUPPLIES				2,500
General office supplies	1.00	2,500.00	2,500	
43213 - MILEAGE, TRAINING & MEETINGS				2,000
Annual workshops, training, professional organizations meetings, certification classes fees, and mileage	1.00	2,000.00	2,000	
43258 - PROFESSIONAL MEMBERSHIPS				175
CT Tax Association & New London County Collectors Association dues Membership for Tax Collector & Assistant Tax Collector	1.00	175.00	175	
44205 - DATA PROCESSING				14,500
Annual software support fees; annual hardware maintenance plan, annual subscription fee for web hosting service of tax records; printing and processing of all tax bills (July & January); final posted rate book	1.00	14,500.00	14,500	
44217 - POSTAGE				12,000
Tax bills, delinquent notices, demand letters, balance bills, and correspondence	1.00	12,000.00	12,000	
44223 - SERVICE CONTRACTS				500
DMV Civils web program	1.00	250.00	250	
Locksmith - changing combination to office safe	1.00	250.00	250	
44230 - LEGAL NOTICES				660
Legal notices required by State Statute	6.00	110.00	660	
TOTAL TAX OFFICE				157,821

**Town of Colchester
FY 2017-2018
Adopted Budget**

Department: Assessor's Office

Mission

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

2016 – 2017 Accomplishments

- Personally inspected & reviewed every residential property in the field for accuracy in comparison to our town data/property record card.
- Maintained & updated a special revaluation section of the town website as part of our on-going public relations program.
- Successful implementation of a town-wide revaluation of all taxable and exempt real property within the corporate limits of the town of Colchester and certified the Grand List.
- Completed a major renovation & reconstruction of the Assessor's office in order to operate more efficiently. Much of the work being performed by Assessor's office staff.
- Performed in-house personal property audits by town staff.
- Implement new bar code scanning technology in order to streamline the filing of Personal Property Declarations.
- Administered Federal, State & Local Exemption programs for Veterans, Active Duty Service Members, Low income Veterans, Blind, Elderly, Disabled, & Volunteer Firefighter and filed all State reports for reimbursement in a timely manner.
- Revised & updated the Assessor's Tax Relief Options Brochure.
- Converted Veterans, Blind & Totally Disabled accounts from old style tracking system of Exemptions Cards (paper & pen) to computerized exemptions database in order to streamline the process and bridge such data electronically.

Measurements (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Properties Field Reviewed for Revaluation:	5,378	585	578
• Real Estate Appraisals:	6,454	629	564
• Motor Vehicles Valued:	19,593	18,835	18,824
• Personal Property Accounts Processed:	1,272	1,259	1,004

2017 – 2018 Objectives

- Maintain public awareness & relations program in regards to on-going town-wide revaluation, provide monthly updates to the revaluation page on the town website.
- Defend the town in superior court from litigation arising out of the revaluation/assessment process.
- Fully complete the reorganization of our storage room & third floor filing system.
- Support & assist the Elderly Tax Relief efforts.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ASSESSOR'S OFFICE

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	209,349	214,246	218,305	218,305	222,991
Overtime	400	1,851	5,000	2,000	1,750
Contractual, Temporary, Occasional Payroll	0	0	500	0	0
Employee Related Insurances	735	841	843	843	843
FICA & Retirement	31,637	31,439	33,896	33,628	34,329
Copier	2,262	2,293	2,262	2,323	2,390
Office Supplies	2,200	2,019	2,200	2,200	2,200
Other Purchased Supplies	0	23	50	50	50
Technical Reference Materials	440	430	500	450	500
Mileage, Training & Meetings	6,624	7,476	6,717	7,500	6,717
Professional Memberships	325	330	490	395	490
Data Processing	13,900	13,650	14,525	14,010	15,619
Professional Services	450	1,200	2,000	1,500	2,000
Postage	1,601	1,764	1,950	1,850	1,950
TOTAL	269,923	277,562	289,238	285,054	291,829

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11304 - ASSESSOR'S OFFICE				
40101 - REGULAR PAYROLL				222,991
Assessor	1.00	93,806.00	93,806	
Deputy Assessor	1.00	72,067.00	72,067	
Assistant Assessor - Certified (8 hrs/day)	1.00	56,368.00	56,368	
Longevity	1.00	750.00	750	
40103 - OVERTIME				1,750
Overtime	1.00	1,750.00	1,750	
41210 - EMPLOYEE RELATED INS.				843
Life/AD&D Insurance	1.00	476.00	476	
Long term Disability Insurance	1.00	367.00	367	
41230 - FICA & RETIREMENT				34,329
FICA/Medicare	1.00	17,192.00	17,192	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	7,504.00	7,504	
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 7.5%	1.00	9,633.00	9,633	
42233 - COPIER				2,390
Monthly lease	12.00	138.50	1,662	
Quarterly charges for black & white images	4.00	100.00	400	
Paper for copier	1.00	190.00	190	
Property tax - copier lease	1.00	138.00	138	
42301 - OFFICE SUPPLIES				2,200
State mandated forms, pricing books, cards, labels, envelopes	1.00	2,200.00	2,200	
42340 - OTHER PURCHASED SUPPLIES				50
Data storage	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				500
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	500.00	500	
43213 - MILEAGE, TRAINING & MEETINGS				6,717
Mileage for use of personal vehicles - State meetings, OPM training	1.00	6,717.00	6,717	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
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	
HAAA - Hartford Area Assessors Association	1.00	45.00	45	
GNLAAA - Greater New London Area Assessors Association	1.00	40.00	40	
NRAAO - Northeastern Regional Association of Assessing Officers	1.00	40.00	40	
44205 - DATA PROCESSING				15,619
Quality Data Service Contract	1.00	9,449.00	9,449	
Vision CAMA - maintenance contract	1.00	5,670.00	5,670	
DMV service contract	1.00	500.00	500	
44208 - PROFESSIONAL SERVICES				2,000
Personal property audits	1.00	2,000.00	2,000	
44217 - POSTAGE				1,950
TOTAL ASSESSOR'S OFFICE				291,829



**Town of Colchester
FY 2017-2018
Adopted Budget**

Department: Planning/Building Code Administration

Mission

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

Description

The department is responsible for evaluating and permitting all development within the Town as well as the development of longer term land use policy. The Department ensures all zoning regulations are applied correctly and consistently and reviews all new development proposals submitted to determine compliance with code as well as provides compliance and enforcement services for existing development. The Department is also the local environmental regulatory body and ensures that all inland wetland regulations are applied correctly and consistently and conducts all environment and open space reviews. The Department is also tasked with the enforcement of wetland and environmental regulations. Once developments are permitted, the Department is responsible for reviewing and approving all plans and building permits including all required inspections related to issued permits and any follow up inspections as well as all certificates of occupancy. The Department also must provide follow up on all building code related, wetland and zoning complaints and issue notifications when required and follow up on all work required to correct violations. The Department also handles many administrative functions for applications for the Chatham Health District. The Department is also responsible for long range land use policy and provides regular comprehensive review of development proposals to ensure consistency with the Plan of Conservation and Development. The Department also provides a major statistical function with the Preparation of Statistical Profile and the administration of the Geographic Information System (GIS). The Department is also tasked with the development of zoning code revisions, as well as updates of the Plan of Conservation and Development as well as the Open Space Plan. The Department also prepares and submits applications for grants for public improvements, purchase of open space and other grants to benefit the citizens of Colchester. The Department provides primary staffing to the Planning and Zoning Commission, the Conservation Commission, the Open Space Commission, Zoning Board of Appeals, the Economic Development Commission and the Historic District Commission. All of these positions involve administration and compliance with state mandates and regulations, including detailed notice and development decision requirements.

Staffing

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

2016-2017 Accomplishments

- Received approval for 49,000 square feet of new commercial space for Alpha Q on Upton Road
- Received approval for new Meineke Muffler location on Old Hartford Road now under construction.
- Received approval for new 27,200 square foot storage building at Goldilocks Self Storage on Lebanon Avenue now completed.
- Received approval for new Dunkin Donuts/gas station/convenience store at 9 Loomis Road
- Received approval for 17 two family homes for 34 units at 309 Old Hebron Road. Four units will be deed restricted for affordable housing. Now under construction and almost complete. Town will receive \$35,000 for fee in lieu of open space to go towards open space acquisitions.
- Applied for and received \$43,200 grant for and received grant for design of connecting trail from the Richard Goodwin Trail to the Airline Trail along Cemetery Road.
- Applied for \$434,500 STEAP Grant for sidewalk project from Airline Trail Spur to Northwoods development.
- Worked with Town Engineer to assist in applying for \$549,000 LOTCIP grant for road and sidewalk improvements on Halls Hill Road.
- Worked with the Nature Conservancy for the dam removal at the Norton Mill.

Measures (January 1-December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
Applications Reviewed:	365	280	236
Applications Approved:	349	272	213
Residential Applications Approved (Houses):	46	31	31
Residential Applications Approved (Other):	292	214	182
Commercial Applications Approved:	11	27	20
Building Inspections:	1045	910	1018
Fees Collected:	405,693	265,645	248,092
Total Cost of Construction (\$):	19,074,703	12,601,230	12,765,148

2017-2018 Objectives

- Conduct a study of Westchester Village for possible Town Green and possible sidewalk expansion and possibly seek grant funding for improvements
- Additional Open Space Acquisition
- Work with developers and seek additional commercial opportunities
- Review streamlining the planning and zoning application process
- Pursue projects that will increase the availability of more affordable housing

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PLANNING/BUILDING CODE ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	320,927	304,253	366,738	341,446	348,125
Overtime	3,174	2,910	2,894	2,739	2,958
Contractual, Temporary, Occasional Payroll	600	2,234	500	1,015	2,000
Employee Related Insurances	1,379	1,475	1,835	1,737	1,519
FICA & Retirement	36,280	38,137	52,412	51,919	51,606
Copier	4,160	3,797	5,742	4,541	4,544
Office Supplies	2,377	3,197	2,500	2,500	2,500
Safety Equipment	571	286	600	600	600
Other Purchased Supplies	50	47	50	50	50
Technical Reference Materials	1,216	1,259	1,235	1,200	1,215
Mileage, Training & Meetings	3,258	1,987	3,000	3,000	2,850
Professional Memberships	5,904	6,946	7,000	7,000	5,520
Legal	39,305	63,093	45,000	58,500	45,000
Professional Services	14,175	19,678	10,000	10,000	10,000
Postage	1,410	1,373	1,500	1,500	1,500
Legal Notices	2,830	2,943	3,500	3,500	3,500
Printing & Publications	1,017	1,212	1,250	1,250	1,250
Telephone	0	0	516	516	516
Equipment Repairs	0	329	150	150	150
Vehicle Maintenance & Fuel	4,806	4,286	5,016	6,040	4,250
TOTAL	443,439	459,442	511,438	499,203	489,653

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

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11411 - PLANNING/BUILDING CODE ADMINISTRATION				
40101 - REGULAR PAYROLL				348,125
Town Planner	1.00	79,459.00	79,459	
Building Official	1.00	75,901.00	75,901	
Zoning Enforcement Officer/Assistant Planner	1.00	62,884.00	62,884	
Wetlands Officer	1.00	58,476.00	58,476	
Land Use Assistant (8 hrs/day)	1.00	53,955.00	53,955	
Longevity	1.00	1,850.00	1,850	
Fire Marshal position reallocated to Fire Department				
Part-time Department Clerk - 20 hrs/week	1.00	15,600.00	15,600	
New position request				
40103 - OVERTIME				2,958
Meeting Clerk - Planning & Zoning Commission	1.00	1,557.00	1,557	
Meeting Clerk - Zoning Board of Appeals	1.00	467.00	467	
Meeting Clerk - Wetlands Conservation Commission	1.00	934.00	934	
40105 - CONTR TEMP OCCAS				2,000
Temporary staff for office coverage	1.00	500.00	500	
Increase request for temporary coverage - Building Official	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				1,519
Life/AD&D Insurance	1.00	908.00	908	
Long Term Disability Insurance	1.00	611.00	611	
41230 - FICA & RETIREMENT				51,606
FICA/Medicare	1.00	25,702.00	25,702	
Defined Contribution 401(a) Plan - ZEO, Building Official and Wetlands Officer @ 8%	1.00	15,781.00	15,781	
Defined Contribution 401(a) Plan - Town Planner @ 6%	1.00	4,768.00	4,768	
Defined Contribution 401(a) Plan - Land Use Assistant @ 7.5%	1.00	4,047.00	4,047	
FICA/Medicare - Part-time Department Clerk	1.00	1,193.00	1,193	
New position request				
FICA/Medicare - increase in temporary coverage - Building Official	1.00	115.00	115	
42233 - COPIER				4,544
Per copy charges	1.00	1,150.00	1,150	
Copy supplies (shared cost)	1.00	500.00	500	
Monthly lease - copier (shared cost)	12.00	217.00	2,604	
Property tax - copier lease	1.00	290.00	290	
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 2017 - 2018 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				1,215
Technical Journals, Code Publications, reference materials	1.00	1,215.00	1,215	
43213 - MILEAGE, TRAINING & MEETINGS				2,850
Mileage for use of personal vehicles - staff, board & commissions	1.00	2,850.00	2,850	
Classes, seminars and meetings				
43258 - PROFESSIONAL MEMBERSHIPS				5,520
Prof.Organization fees/membership dues - Town Planner,	1.00	520.00	520	
Building Official, ZEO & Commissions				
Salmon River Watershed & Conservation Compact	1.00	5,000.00	5,000	
44203 - LEGAL				45,000
44208 - PROFESSIONAL SERVICES				10,000
Consultant service and review of applications in the Historic Overlay Zone	1.00	8,000.00	8,000	
Software technical support for Building Permit tracking program	1.00	2,000.00	2,000	
44217 - POSTAGE				1,500
44230 - LEGAL NOTICES				3,500
Legally required notices for ZPC, ZBA and CCC	1.00	3,500.00	3,500	
44232 - PRINTING & PUBLICATIONS				1,250
Printing cost for all administrative functions - regulations, POCD, permits and forms	1.00	1,250.00	1,250	
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				4,250
Vehicle maintenance	1.00	2,400.00	2,400	
Unleaded gasoline	1,000.00	1.85	1,850	
TOTAL PLANNING/BUILDING CODE ADMINISTRATION				489,653



**Town of Colchester
FY 2017-2018
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)

2016– 2017 Accomplishments

- Had Kofile Preservation Company reproduce and preserve Volume 18 Deed Book and Volume 25 Mortgage Book in an effort to preserve torn pages while making it easier for the public to handle.
- Completed 2 classes toward the Certified Municipal Clerk Institute's certification.
- Continued back-scanning images to COTT through 1979 for ease of Title Searchers and Attorneys
- Scanned Birth records onto software system for printing to preserve originals.
- Completed a full inventory and reorganization of Town Clerk vault for easier search of documents.
- Was selected for SEEC Pilot Program
- Ran a Rabies clinic

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Land Record Recordings:	2,935	2,845	2,646
• Absentee Ballots Issued:	867	383	462
• Dog Licenses Issued:	1,445	1,391	1,431
• Marriage Licenses Issued:	61	54	64
• Birth, Marriage, & Death Cert. Issued:	390	387	373
• Sporting Licenses Issued:	479	535	981
• Documents Notarized:	1,330	1,159	845
• Revenue Collected	\$301,496	\$248,517	\$237,326

2017 – 2018 Objectives

- Continue back scanning land records and maps for our on-line system
- Continue to initiate and run a Rabies Clinic
- Re-organize 2nd level vault for ease of search.
- Take Test for CTCA Certification
- Continue scanning vital records to COTT system
- Proceed with SEEC pilot program

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TOWN CLERK

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	100,702	102,493	109,939	104,238	112,229
Overtime	253	0	0	0	0
Contractual, Temporary, Occasional Payroll	288	1,291	1,500	1,420	1,500
Employee Related Insurances	297	502	505	504	505
FICA & Retirement	7,994	12,803	15,816	14,947	16,143
Copier	3,696	3,235	3,600	3,374	3,400
Office Supplies	1,241	1,554	1,500	1,500	1,700
Technical Reference Materials	550	1,103	1,195	1,195	1,195
Mileage, Training & Meetings	1,357	943	1,000	850	1,000
Professional Memberships	255	175	330	150	345
Indexing & Recording	21,714	21,673	23,000	22,500	22,500
Professional Services	0	0	500	200	200
Postage	1,592	1,771	2,200	2,000	2,000
Legal Notices	6,403	3,191	3,000	3,000	3,000
Printing & Publications	1,606	1,682	1,900	1,900	3,900
Micro Film	728	680	750	750	750
Equipment Repairs	0	18	300	0	300
TOTAL	148,676	153,114	167,035	158,528	170,667

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11501 - TOWN CLERK				
40101 - REGULAR PAYROLL				112,229
Town Clerk	1.00	65,018.00	65,018	
Assistant Town Clerk - Certified (7 hrs/day)	1.00	47,211.00	47,211	
Anticipated certification June 2017				
40105 - CONTR TEMP OCCAS				1,500
Temporary help for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				505
Life/AD&D Insurance	1.00	260.00	260	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				16,143
FICA/Medicare	1.00	8,701.00	8,701	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	3,901.00	3,901	
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 7.5%	1.00	3,541.00	3,541	
42233 - COPIER				3,400
Copier - monthly lease payments	12.00	177.75	2,133	
Per copy charges	1.00	200.00	200	
Paper & supplies for regular and map copier	1.00	572.00	572	
Annual map copier service contract.	1.00	495.00	495	
42301 - OFFICE SUPPLIES				1,700
Pens, vital paper, folders, map strips, and other supplies	1.00	1,700.00	1,700	
42343 - TECHNICAL REFERENCE MATERIALS				1,195
General Code - E-code 360 annual subscription	1.00	1,195.00	1,195	
43213 - MILEAGE, TRAINING & MEETINGS				1,000
State mandated training - classes, conferences, other training	1.00	850.00	850	
Mileage	1.00	150.00	150	
43258 - PROFESSIONAL MEMBERSHIPS				345
CT Town Clerks' Association	1.00	150.00	150	
New England Association of Town Clerks	1.00	40.00	40	
International Institute of Municipal Clerks	1.00	155.00	155	
44207 - INDEXING & RECORDING				22,500
Land Records - indexing & imaging - monthly contracted services	12.00	1,535.00	18,420	
Auditing services	1.00	2,500.00	2,500	
Additional auditing, microfilming, vitals	1.00	1,580.00	1,580	

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				200
Dog licensing software	1.00	200.00	200	
44217 - POSTAGE				2,000
Postage for returning recorded documents, absentee ballots, general correspondence, dog license notices	1.00	2,000.00	2,000	
44230 - LEGAL NOTICES				3,000
Warnings for Town meetings, budget referenda, Elections, audit, dog notices	1.00	3,000.00	3,000	
44232 - PRINTING & PUBLICATIONS				3,900
Minute books and stamps for boards & commissions	1.00	1,000.00	1,000	
Codification for updates to code book & ordinances	1.00	400.00	400	
Charter Revision	1.00	2,500.00	2,500	
44271 - MICRO FILM REPAIRS				750
Annual microfilming & storage of maps.	1.00	750.00	750	
46224 - EQUIPMENT REPAIRS				300
Office Equipment repairs	1.00	300.00	300	
TOTAL TOWN CLERK				170,667



**Town of Colchester
FY 2017-2018
Adopted Budget**

Department: Registrars' of Voters

Mission

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

Description

The Registrars follow the statutes and laws of the Secretary of the State, which are monitored by the State's Election Enforcement Commission. The Registrars budget is established and supported by the Town.

The Registrars of Voters are responsible for running local, state and federal elections, referenda and primaries for the town while adhering to state election laws.

We maintain an accurate database for the town through voter registration and the yearly canvass. This year the Registrars' of Voters continued to successfully manage the Online Voter Registration procedure, Electronic Voter Check in and successfully managed Election Day Voter Registration. The registrars have begun the new certification process required by the Secretary of the State.

Staffing

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

2016 – 2017 Accomplishments

- Attended ROVAC State Conferences
- Supervised absentee ballot voting session at local convalescent home and rehabilitation facilities for November 2016 Presidential election
- Attended District ROVAC meetings
- NCOA canvass conducted to update voter lists
- Had 4 moderators trained and certified by the State
- Registered High School Students
- Conducted 2 Budget Referenda
- Completed Maintenance of Tabulators
- Successfully registered 1774 New Voters of which 169 were processed on election day. Processed 1100 changes either address, party or name and processed 1022 removals.
- Successfully conducted the 2016 Presidential Primary – Democratic and Republican
- Successfully conducted the 2016 Presidential Election and Election Day Registration
- Began the new certification process for the Registrars of Voters required by the Secretary of the State

2017 – 2018 Objectives

- Continue to maintain accurate voter database
- Complete the new certification process for Registrars of Voters required by the Secretary of the State
- Keep moderator's certification up to date by having them trained when certification expires
- Train Poll Workers to keep them updated with changes in state election laws.
- Continue to update emergency plan for election day disasters and follow when needed
- Attend Spring and Fall ROVAC conferences for education and updates of new legislation
- Attend monthly County Meetings for training
- Administer same day voter registration for Municipal Election
- Continue yearly Tabulator Maintenance
- Make sure all records are maintained in compliance with the State Regulations
- Prepare for 2017 Municipal Election

**TOWN OF COLCHESTER
ADOPTED BUDGET**

REGISTRARS OF VOTERS

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	25,368	26,004	26,590	26,385	27,188
Contractual, Temporary, Occasional Payroll	24,829	16,142	21,250	17,095	20,150
FICA	2,339	2,104	2,264	2,248	2,310
Office Supplies	281	589	700	600	600
Other Purchased Supplies	1,880	1,198	2,675	1,800	2,000
Mileage, Training & Meetings	2,205	2,950	3,600	3,525	2,600
Professional Memberships	110	130	200	150	200
Professional Services	2,483	2,044	3,500	2,000	3,500
Postage	923	1,546	1,500	1,500	1,500
Service Contracts	3,022	2,980	3,210	3,280	3,280
Printing & Publications	5,170	6,213	5,500	5,500	5,500
Telephone	477	375	500	78	0
TOTAL	69,087	62,275	71,489	64,161	68,828

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11601 - REGISTRARS OF VOTERS				
40101 - REGULAR PAYROLL				27,188
Registrars salary	2.00	13,594.00	27,188	
40105 - CONTR TEMP OCCAS				20,150
Regular election - Registrars, Deputy registrars, pollworkers	1.00	6,800.00	6,800	
Referenda - Registrars, Deputy registrars, pollworkers	1.00	6,200.00	6,200	
Primary - Registrars, Deputy Registrars, pollworkers	1.00	6,800.00	6,800	
Election Audit	1.00	350.00	350	
41230 - FICA				2,310
FICA/Medicare	1.00	2,310.00	2,310	
42301 - OFFICE SUPPLIES				600
General office supplies	1.00	600.00	600	
42340 - OTHER PURCHASED SUPPLIES				2,000
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
43213 - MILEAGE, TRAINING & MEETINGS				2,600
Conferences (2) for Registrars/Deputy Registrars	1.00	1,800.00	1,800	
Training for Moderators	1.00	200.00	200	
State of CT certification classes	2.00	300.00	600	
43258 - PROFESSIONAL MEMBERSHIPS				200
Annual dues - ROVAC	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				3,500
Use of polling locations	1.00	300.00	300	
Coding of memory cards	1.00	3,200.00	3,200	
44217 - POSTAGE				1,500
44223 - SERVICE CONTRACTS				3,280
Voting machine maintenance	1.00	1,600.00	1,600	
Voter checklist software - licensing & maintenance fees	1.00	1,680.00	1,680	
44232 - PRINTING & PUBLICATIONS				5,500
Printing of ballots	1.00	5,500.00	5,500	
TOTAL REGISTRARS OF VOTERS				68,828

**Town of Colchester
FY 2017 - 2018
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 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Health Insurance	941,774	782,191	1,004,860	1,004,460	860,562
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	334,021	373,236	425,142	425,717	487,446
Municipal Insurance	211,387	216,020	223,612	223,235	228,817
Unemployment Compensation	32,116	1,906	4,000	2,000	2,500
TOTAL	1,519,298	1,373,353	1,657,614	1,655,412	1,579,325

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11701 - INSURANCES				
41211 - HEALTH INSURANCE				860,562
Projected claims - 120%	1.00	1,261,260.00	1,261,260	
Per Lockton estimate dated 12/29/16				
Fixed expenses - 100%	1.00	179,572.00	179,572	
Per Lockton estimate dated 12/29/16				
Estimated employer contributions to employee Health Savings accounts	1.00	91,000.00	91,000	
Consultant fees (Town share)	1.00	9,323.00	9,323	
Per Lockton estimate dated 12/29/16				
Consultant fees (Town share) - employee benefits	1.00	10,800.00	10,800	
Reduce funding for expected claims based on balance in Self insurance fund	1.00	(429,431.00)	(429,431)	
Employee contributions	1.00	(190,000.00)	(190,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(75,142.00)	(75,142)	
Fully insured premium for vision rider in Administrators' union contract	12.00	265.00	3,180	
Estimated 5% increase				
41260 - WORKERS' COMP INSURANCE				487,446
Workers Compensation premium	1.00	487,446.00	487,446	
Per estimate from USI Connecticut dated 12/30/16				

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44206 - MUNICIPAL INSURANCE				228,817
Property/I.M./Crime	1.00	17,913.00	17,913	
Per estimate from USI Connecticut dated 12/30/16				
Boiler	1.00	2,135.00	2,135	
Per estimate from USI Connecticut dated 12/30/16				
General Liability	1.00	59,937.00	59,937	
Per estimate from USI Connecticut dated 12/30/16				
Law Enforcement Liability	1.00	6,860.00	6,860	
Per estimate from USI Connecticut dated 12/30/16				
Automobile	1.00	20,598.00	20,598	
Per estimate from USI Connecticut dated 12/30/16				
Public Officials, including EPLI	1.00	16,698.00	16,698	
Per estimate from USI Connecticut dated 12/30/16				
Umbrella (annual)	1.00	32,784.00	32,784	
Per estimate from USI Connecticut dated 12/30/16				
Crime	1.00	725.00	725	
Per estimate from USI Connecticut dated 12/30/16				
Fire Department Package (VFIS), including umbrella	1.00	45,479.00	45,479	
Per estimate from USI Connecticut dated 12/30/16				
Fire Department - Accident/sickness	1.00	2,924.00	2,924	
Per estimate from USI Connecticut dated 12/30/16				
Bond (Tax Collector & Assistant Tax Collector)	1.00	1,193.00	1,193	
Per estimate from USI Connecticut dated 12/30/16				
Fiduciary liability - Police Retirement Board	1.00	1,271.00	1,271	
Per estimate from USI Connecticut dated 12/30/16				
Miscellaneous Adds & Changes	1.00	2,000.00	2,000	
Per estimate from USI Connecticut dated 12/30/16				
Insurance broker fees	1.00	18,300.00	18,300	
Per estimate from USI Connecticut dated 12/30/16				
44243 - UNEMPLOYMENT COMPENSATION				2,500
Unemployment compensation paid per case.	1.00	1,500.00	1,500	
Third Party Administrator & claims management fees	4.00	250.00	1,000	
TOTAL INSURANCES				1,579,325

**Town of Colchester
FY 2017 – 2018
Adopoted Budget**

Department: Probate

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PROBATE

<u>ACCOUNT</u>	FY 2014-2015 ACTUAL <u>EXPENDITURES</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	FY 2016-2017 PROJECTED <u>ACTUALS</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>
Windham/Colchester Probate District	5,340	4,458	4,989	4,989	5,365
TOTAL	5,340	4,458	4,989	4,989	5,365

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11702 - PROBATE				
47250 - WINDHAM-COLCHESTER PROBATE				
Per capita fees	1.00	5,365.00	5,365	5,365
TOTAL PROBATE				5,365



**Town of Colchester
FY 2017-2018
Adopted Budget**

Department: Information Technology

Mission

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

Description

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

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

Staffing

Information Technology Coordinator (full time)

2016 – 2017 Accomplishments

- Update of network servers
- Continued implementation of computer virtualization
- Continued upgrading library technology

2017 – 2018 Objectives

- Continue upgrading library technology
- Continue Implementation of computer virtualization
- Transfer business programs to new servers
- Transfer user files to new servers

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INFORMATION TECHNOLOGY

<u>ACCOUNT</u>	FY 2014-2015 ACTUAL <u>EXPENDITURES</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	FY 2016-2017 PROJECTED <u>ACTUALS</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>
Regular Payroll	49,209	50,813	47,816	47,816	48,714
Employee Related Insurance	0	0	253	190	253
FICA & Retirement	3,765	3,887	6,527	5,856	6,650
Other Supplies	1,968	4,297	2,000	2,500	5,000
Professional Services	37,280	41,083	45,400	47,589	63,415
TOTAL	92,222	100,080	101,996	103,951	124,032

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11801 - INFORMATION TECHNOLOGY				
40101 - REGULAR PAYROLL				
Information Technology Coordinator	1.00	48,714.00	48,714	48,714
41210 - EMPLOYEE RELATED INS.				
Life/AD&D Insurance	1.00	130.00	130	253
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				
FICA/Medicare	1.00	3,727.00	3,727	6,650
Defined Contribution Plan - 401(a) @ 6%	1.00	2,923.00	2,923	
42315 - OTHER SUPPLIES				
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	5,000.00	5,000	5,000
44208 - PROFESSIONAL SERVICES				
Website Hosting & Support (Virtual Town Hall)	1.00	3,600.00	3,600	63,415
Hosted email	1.00	12,000.00	12,000	
Geographic Information System - software licensing	1.00	3,600.00	3,600	
Geographic Information System - Shapefile maintenance	1.00	8,000.00	8,000	
Geographic Information System - Online viewer	1.00	3,000.00	3,000	
Offsite System data backup service	3.00	500.00	1,500	
Outsourced Technical Services	1.00	4,000.00	4,000	
Antivirus Software licensing	1.00	2,200.00	2,200	
Microsoft license maintenance	1.00	7,500.00	7,500	
Higgins - Datacard CD800 card printer maintenance	1.00	386.00	386	
Mozy Pro - increase to ITB data	1.00	3,516.00	3,516	
Scale computing care - Virtualization	1.00	6,113.00	6,113	
Contracted services - backup coverage for IT personnel	1.00	8,000.00	8,000	
TOTAL INFORMATION TECHNOLOGY				124,032

Public Safety



TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

Public Safety

Departments

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



**Town of Colchester
FY 2017 – 2018
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 Full-time 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)

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

Patrol Officers (10 full-time)

- Police Officer First Class – 9
- Police Officer -1

FY 2016 – 2017 Accomplishments

- Maintaining staffing at 11 sworn members (1 School Resource Officer, 10 patrol officers).
- Completed annual firearms training for all sworn officers.
- Obtained 4 Portable and 1 Mobile radios for mandatory upgrade of radio infrastructure.
- Continued Armorer training for 2 officers to reduce maintenance outsourcing for department firearms.
- Continued participation in Juvenile Review Board with Youth Services.
- Continued participation in TRIAD Program with Senior Services.
- Continuing implementation of Colchester-specific substance abuse program with school system (CARD – Colchester Acts to Resist Drugs).
- Purchase of new police 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 approximately 170 Town Pistol Permits.
- Continue to acquire grant funds for DUI Enforcement through Connecticut DOT.
- Utilized Canine “Josie” for drug detection and other purposes within the community.
- Continued support of the National Child Car Seat Safety Initiative with a Colchester Nationally Certified Car Seat Installation Technician.

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Motor Vehicle Warnings:	1239	1367	1622
• Motor Vehicle Arrests:	2808	2571	2927
• Motor Vehicle Accidents:	280	268	248
• Criminal Investigations:	544	514	599
• Pistol Permits Issued:	170	99	105
• DWI Arrests:	73	68	78
• Calls for Service:	14,071	14,089	17,207

FY 2017 – 2018 Objectives

- Continued Firearms Armorer recertification training for 2 officers.
- Replace 5 remaining obsolete TASER units.
- Continue annual replacement of older police vehicles with new police utility vehicle.
- Research Facilities expansion possibilities.
- Continue annual replacement of vehicle MDTs and MVR equipment assigned to police vehicles.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

POLICE/RESIDENT TROOPER'S OFFICE

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	694,235	785,281	795,125	810,881	838,883
Overtime	110,482	130,361	121,142	157,353	121,168
Employee Related Insurances	3,314	3,890	3,971	3,971	5,235
FICA & Retirement	169,241	192,083	210,853	217,821	239,258
Copier	3,707	2,594	2,624	2,624	2,624
Office Supplies	1,496	649	3,000	1,000	3,000
Uniform Purchases	4,464	9,537	10,700	8,500	9,658
Police Equipment	1,049	19,998	28,750	13,423	8,500
Mileage, Training & Meetings	6,667	10,499	14,750	14,750	16,350
Professional Memberships	3,392	3,392	3,477	3,477	3,477
Resident Trooper	139,006	174,140	178,253	178,253	225,307
Resident Trooper Overtime	5,981	13,850	15,000	10,350	15,000
Professional Services	11,163	11,120	12,650	12,650	12,650
Postage	163	196	300	250	300
Printing & Publications	265	262	600	410	600
Telephone	5,107	4,962	5,520	5,339	5,160
Equipment Repairs	160	1,122	3,060	2,060	3,060
Vehicle Maintenance & Fuel	42,281	36,125	28,800	27,900	34,200
TOTAL	1,202,173	1,400,061	1,438,575	1,471,012	1,544,430

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12101 - POLICE				
40101 - REGULAR PAYROLL				838,883
Police Officer First Class	1.00	81,952.00	81,952	
Police Officer First Class	1.00	81,952.00	81,952	
Police Officer First Class	1.00	81,952.00	81,952	
Police Officer First Class	1.00	78,749.00	78,749	
Police Officer First Class	1.00	78,749.00	78,749	
Police Officer First Class	1.00	75,525.00	75,525	
Police Officer First Class	1.00	75,525.00	75,525	
Police Officer First Class	1.00	75,525.00	75,525	
Police Officer First Class	1.00	75,525.00	75,525	
Police Officer First Class	1.00	75,525.00	75,525	
Police Officer	1.00	73,341.00	73,341	
Assistant to Department Head (8 hrs/day)	1.00	53,955.00	53,955	
Longevity	1.00	5,200.00	5,200	
School Resource Officer salary to be paid by BOE (Police Officer First Class)	1.00	(81,952.00)	(81,952)	
Shift differential - second & midnight shifts - 2 officers per shift	4.00	1,840.00	7,360	
40103 - OVERTIME				121,168
Patrol overtime	1.00	120,000.00	120,000	
Meeting Clerk - Police Commission	1.00	1,168.00	1,168	
41210 - EMPLOYEE RELATED INS.				5,235
Life/AD&D Insurance	1.00	2,506.00	2,506	
Long Term Disability Insurance.	1.00	2,729.00	2,729	
41230 - FICA & RETIREMENT				239,258
FICA/Medicare	1.00	79,148.00	79,148	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 20.32% of base pay (estimate based on actuarial valuation as of 7/1/16)	1.00	143,351.00	143,351	
Defined contribution 401(a) Plan @ 8% - Police Officer hired after 1/1/12	1.00	11,909.00	11,909	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5%	1.00	4,047.00	4,047	
FICA/Medicare - shift differential	1.00	282.00	282	
Defined Benefit/Defined Contribution 401(a) Plan - shift differential	1.00	521.00	521	
42233 - COPIER				2,624
Copier lease - monthly payments	12.00	127.00	1,524	
Per copy charges	1.00	750.00	750	
Copy Paper	1.00	350.00	350	
42301 - OFFICE SUPPLIES				3,000
General office supplies	1.00	1,500.00	1,500	
Replace chairs in office	1.00	1,500.00	1,500	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42324 - UNIFORM PURCHASES				9,658
Body armor (5 year replacement plan)	4.00	900.00	3,600	
Boot allowance (2 year replacement plan)	4.00	200.00	800	
New uniform pants (2 per officer)	22.00	80.00	1,760	
New uniform shirts (2 per officer with winter shirts)	22.00	159.00	3,498	
42338 - POLICE EQUIPMENT & SUPPLIES				8,500
Taser units - replacement with holster, battery, 4 year warranty	5.00	1,400.00	7,000	
Taser cartridges	30.00	50.00	1,500	
43213 - MILEAGE, TRAINING & MEETINGS				16,350
Mileage for training & other police activities	1.00	2,600.00	2,600	
Personal vehicle use				
Ammunition (duty pistol/duty rifle)	1.00	10,500.00	10,500	
Armorer's training for officers	2.00	1,125.00	2,250	
POSTC class dues	10.00	100.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				3,477
Law Enforcement Council (L.E.C.)	1.00	3,477.00	3,477	
44200 - RESIDENT TROOPER				225,307
Resident Trooper Supervisor (100% Town)	1.00	225,307.00	225,307	
Per letter from State of CT dated 2/23/17 with 100% cost allocated to the Town per Governor's budget proposal				
44204 - RESIDENT TROOPER OT				15,000
Trooper (State Police) overtime	1.00	15,000.00	15,000	
44208 - PROFESSIONAL SERVICES				12,650
Uniform allowance - 11 officers, 230 days/officer, \$5/day	2,530.00	5.00	12,650	
44217 - POSTAGE				300
Mailing costs	1.00	300.00	300	
44232 - PRINTING & PUBLICATIONS				600
Legal updates	1.00	600.00	600	
45216 - TELEPHONE				5,160
Mobile Data Terminal Service - 8 cruisers	12.00	430.00	5,160	
46224 - EQUIPMENT REPAIRS				3,060
Radar calibration - 4 units, 2 times/year	8.00	70.00	560	
Laser calibration - 2 units, once per year	4.00	125.00	500	
Electronic maintenance (vehicle equipment, MDT, emergency lights, MVR)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				34,200
Unleaded gasoline	12,000.00	1.85	22,200	
Repairs/parts	1.00	12,000.00	12,000	
TOTAL POLICE				1,544,430



**Town of Colchester
FY 2017 – 2018
Adopted Budget**

Department: Fire Department/Emergency Medical Services

Mission

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

Description

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

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

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

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

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

Staffing

Fire/EMS Chief (full-time)

Fire Marshal (part-time)

Dept. Head Assistant (full-time)

Deputy Chief (full-time)

Assistant Chief (Fire - volunteer)

Assistant Chief (EMS - volunteer)

Health and Safety Officer Lt. (full-time)

Firefighter/Emergency Medical Technicians (4 full-time) Monday-Friday

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

100 Volunteer Members (Fire-EMS-Fire Police)

2016-2017 Accomplishments

- Responded to 1870 calls for service
- 161 scheduled training sessions
- Completed Fire/EMS Strategic Plan
- Explore CFD providing Paramedic Service to Residents of Colchester
- Appointed EMS Assistant Chief
- Lucas Chest Compression Units x2 put into service through donations from community
- Retirement/Replacement: 3 FF/EMS Positions
- Fire Marshal Office integrated into Fire Department

2016 Measures (January 1 – December 31)

- Total Man Hours: Emergency = 12,527
- Training: = 1374 training class hours

	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Fire Marshal Inspections	752		
• Fire Marshal Violations issued	370		
• Fire Calls:	71	73	58
• Fire Alarms	143	151	121
• Medical Calls:	1212	1396	1284
• Rescue/MVA	108	134	109
• Hazmat/Elec.	51	45	42
• Other Calls (Service):	285	223	180
• Mutual Aid: (given & received)	196	189	181

2017-2018 Objectives

- Continued focus on volunteer recruitment and retention
- Renew Town of Colchester & CHVFCo contract
- Continue to research FD Paramedic Program/Advanced Life Support
- Work integration with EMD/EOC to facilitate Public Safety
- Continued partnership with Fire Marshal's Office
- Support proposal to restore Fire Marshal Position to Full-Time

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRE/EMERGENCY MEDICAL SERVICES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	495,469	489,747	504,304	525,950	526,140
Overtime	25,605	27,428	30,000	28,358	30,000
Contractual, Temporary, Occasional Payroll	121,147	119,599	128,303	122,238	128,303
Employee Related Insurances	2,184	2,501	2,533	2,533	2,871
FICA & Retirement	77,335	76,466	85,172	85,478	89,008
Copier	2,261	2,196	2,658	2,580	2,580
Office Supplies	2,945	2,940	3,000	3,000	3,000
Safety Equipment	35,340	38,646	47,875	47,475	44,875
Custodial/Maintenance Supplies	3,136	3,412	4,000	4,000	4,500
Operating Supplies	399	392	500	500	500
Technical Reference Materials	288	168	400	400	400
Emergency Medical Supplies	23,236	20,101	24,400	24,400	24,400
Fire Equipment Supplies	28,140	30,199	34,880	34,880	34,880
Firefighting Foam	2,180	1,166	2,200	2,200	2,200
Mileage, Training & Meetings	25,778	32,796	35,400	34,400	33,570
Professional Memberships	779	729	800	800	2,330
Professional Services	35,795	57,158	36,750	37,500	37,500
Postage	224	366	400	400	400
Service Contracts	124,868	141,327	86,544	87,432	91,085
Advertising	0	0	250	250	250
Fuel Compensation	52,199	53,581	52,500	52,500	52,500
Physicals & Testing	5,040	6,633	7,500	7,500	7,500
Telephone	6,025	8,210	10,567	10,890	12,800
Fuel & Heating	19,500	18,615	9,275	9,275	12,109
Water	881	0	1,000	1,000	1,000
Electricity	21,647	21,713	22,400	22,400	22,600
Equipment Repairs	3,981	2,476	5,500	5,500	5,500
Building Repairs	6,652	2,179	8,500	8,500	8,500
Other Equipment Repairs	8,421	6,553	9,560	9,560	9,560
Vehicle Maintenance & Fuel	90,352	98,133	73,935	77,439	98,905
Machinery & Equipment	2,631	256	2,000	2,000	5,000
Building & Grounds Improvements	2,497	2,500	2,500	2,500	2,500
TOTAL	1,226,935	1,268,186	1,235,606	1,253,838	1,297,266

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

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12202 - FIRE/EMERGENCY MEDICAL SERVICES				
40101 - REGULAR PAYROLL				526,140
Fire Chief	1.00	79,197.00	79,197	
Deputy Chief	1.00	75,090.00	75,090	
Lieutenant Shift Supervisor/Safety Officer	1.00	66,317.00	66,317	
Firefighter/EMT	1.00	61,131.00	61,131	
Firefighter/EMT	1.00	46,530.00	46,530	
Firefighter/EMT	1.00	43,306.00	43,306	
Firefighter/EMT	1.00	43,306.00	43,306	
Assistant to Department Head (8 hrs/day)	1.00	53,955.00	53,955	
Fire Marshal (25 hrs/week)	1.00	41,852.00	41,852	
Reallocation of position from Planning & Code Administration				
Longevity	1.00	2,900.00	2,900	
Fire Marshal - increase position to 32.5 hrs/week	1.00	12,556.00	12,556	
40103 - OVERTIME				30,000
Overtime	1.00	30,000.00	30,000	
40105 - CONTR TEMP OCCAS				128,303
Assistant Chief Officers (2)	2.00	5,214.00	10,428	
Captains (3) - Fire, EMS, Fire Police	3.00	1,100.00	3,300	
Lieutenants/Engineers/ISO/Duty Officer (20)	20.00	245.15	4,903	
EMS Administrator	1.00	1,000.00	1,000	
Fire Police	1.00	1,242.00	1,242	
Per Diem	1.00	32,516.00	32,516	
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.				2,871
Life/AD&D Insurance.	1.00	1,772.00	1,772	
No change in benefit for increase of Fire Marshal to full-time				
Long Term Disability Insurance.	1.00	1,099.00	1,099	
No change in benefit for increase of Fire Marshal to full-time				
41230 - FICA & RETIREMENT				89,008
FICA/Medicare	1.00	51,399.00	51,399	
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	4,752.00	4,752	
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	23,496.00	23,496	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5%	1.00	4,047.00	4,047	
FICA/Medicare - increase of Fire Marshal to 32.5 hrs/week	1.00	961.00	961	
Defined Contribution 401(a) Plan - increase of Fire Marshal to 32.5 hrs/week	1.00	4,353.00	4,353	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42233 - COPIER				2,580
Monthly lease payments	12.00	115.00	1,380	
Per Copy charges	1.00	600.00	600	
Copy Paper	1.00	600.00	600	
42301 - OFFICE SUPPLIES				3,000
General office and computer supplies	1.00	3,000.00	3,000	
42323 - PROT CLOTHING& SAFETY EQUIP				44,875
Turnout gear, helmets, bunker coats, pants, boots (8 sets)	8.00	3,550.00	28,400	
continuing replacement required by NFPA/OSHA/NIOSH				
Protective clothing repair - used & worn gear	1.00	1,000.00	1,000	
Flame-resistant work uniforms for paid staff and Chief	1.00	4,625.00	4,625	
annual replacement				
NFPA/EMS Winter response clothing	1.00	900.00	900	
career staff annual replacement				
Cadet turnout gear updates.	1.00	1,700.00	1,700	
EMS Division Gear	1.00	6,000.00	6,000	
Increase in EMS personnel				
Miscellaneous supplies	1.00	2,250.00	2,250	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				4,500
Cleaning & maintenance supplies for station and grounds	1.00	4,500.00	4,500	
42340 - OPERATING SUPPLIES				500
Cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc.	1.00	500.00	500	
42343 - TECHNICAL REFERENCE MATERIALS				400
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	400.00	400	
42345 - EMERGENCY MEDICAL SUPPLIES				24,400
Emergency food	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits,	1.00	15,870.00	15,870	
first responder bags, glucometry readings, Narcan				
Dated Medical Supplies - Sterile waterglucose, epi-pens, d-fib pads	1.00	1,100.00	1,100	
Medical Oxygen - refills, rental, testing	1.00	4,000.00	4,000	
EMS Cleaning Supplies	1.00	1,930.00	1,930	
Mass Casualty - large incident materials	1.00	500.00	500	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42346 - FIRE EQUIP SUPPLIES				34,880
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air	1.00	7,000.00	7,000	
Level B Hazmat suits - OSHA required	1.00	700.00	700	
Hydro test 10 pressurized water extinguishers - required testing	1.00	500.00	500	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Hazmat meters, gas meters, module replacement cal materials	1.00	1,500.00	1,500	
Required testing				
Replacement of portable radios	1.00	5,000.00	5,000	
Replacement of portable radio chargers	1.00	1,700.00	1,700	
Replacement of pagers (Fire/EMS/Cadet)	1.00	3,500.00	3,500	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment (personnel gear & equipment)	1.00	3,380.00	3,380	
Replacement of portable radio batteries	1.00	1,700.00	1,700	
Replacement of fire hose	1.00	6,000.00	6,000	
Firefighting supplies, hand tools, ropes - Company 2	1.00	500.00	500	
42347 - FIRE FIGHTING FOAM				2,200
Firefighting foam	1.00	2,200.00	2,200	
43213 - MILEAGE, TRAINING & MEETINGS				33,570
Meeting, training & conference travel	1.00	2,000.00	2,000	
Training programs & reference materials.	1.00	1,400.00	1,400	
Public Fire prevention materials (Fire Marshal)	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	25,500.00	25,500	
Ongoing training for Career staff/volunteers				
EMS mandatory training equipment	1.00	1,000.00	1,000	
Fire Marshal - travel & training, technical manuals	1.00	170.00	170	
43258 - PROFESSIONAL MEMBERSHIPS				2,330
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer	1.00	850.00	850	
Fire Marshal - NFPA membership and fees	1.00	1,480.00	1,480	
44208 - PROFESSIONAL SERVICES				37,500
Shared Response payments - 7.5% of revenue from ambulance billings	1.00	37,500.00	37,500	
Estimated revenue of \$500,000				
44217 - POSTAGE				400
Postage fees to send out equipment for repair/return postage of repaired items	1.00	400.00	400	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				91,085
Emergency dispatch services	1.00	27,753.00	27,753	
Paramedic services	1.00	16,500.00	16,500	
Breathing air testing - required	1.00	1,200.00	1,200	
Annual furnace/hot water maintenance - required, semi-annual	1.00	2,900.00	2,900	
EMS Biohazard waste removal - required	1.00	1,700.00	1,700	
Hazardous waste removal - required	1.00	865.00	865	
Pager radio service contract - maintenance & service	1.00	1,500.00	1,500	
Annual fire pump testing/certifications - required	6.00	243.00	1,458	
Annual ground ladder testing & certification - required (6 ladders)	1.00	630.00	630	
Annual aerial ladder testing & certification - required (1 aerial)	1.00	1,615.00	1,615	
Includes ladder extension test, 5 year NDT due in 2021				
Annual defibrillator calibration/certification - required	1.00	2,639.00	2,639	
Annual hydraulic rescue tool service (base set & additional tools) - required	1.00	1,485.00	1,485	
Overhead door preventative maintenance/repairs - Company 1	1.00	1,250.00	1,250	
Annual stretchers preventative maintenance inspection and chair stair inspections/repairs/parts	1.00	2,250.00	2,250	
Annual posi-chek calibration/certification	1.00	680.00	680	
Fire Extinguisher inspections, recharging, hydrotesting - required	1.00	1,800.00	1,800	
Emergency generator services at Headquarters - required	1.00	850.00	850	
Annual firehouse - NFIRS reporting system - software contract	1.00	2,897.00	2,897	
Annual carpet cleaning	1.00	900.00	900	
Building Alarm system testing and monitoring - required	1.00	480.00	480	
Kitchen hood inspections - required	1.00	300.00	300	
Sprinkler system - quarterly inspections - required	1.00	500.00	500	
Mask-fit tester certification/calibration, annual OHD - required	1.00	875.00	875	
Training Calendar Contract	1.00	80.00	80	
EMS Charts software - OEMS Run Forms	12.00	64.00	768	
Air-fill station - breathing air compressor service contract	1.00	875.00	875	
Fire hose testing @ \$.21/ft - includes re-coupling/testing	24,000.00	0.21	5,040	
Fire alarm testing, monitoring & maintenance service contract - Company 1	1.00	688.00	688	
Fire alarm testing, monitoring & maintenance service contract - Company 2	1.00	413.00	413	
lamResponding system	1.00	750.00	750	
Exterminating Services - Company 2	12.00	25.00	300	
Annual furnace/hot water preventative maintenance/repair - Company 2	1.00	450.00	450	
Water Testing - Company 2	1.00	500.00	500	
Emergency Generator - preventative maintenance and repairs - Company 2	1.00	550.00	550	
Overhead Doors - preventative maintenance and repairs - Company 2	1.00	350.00	350	
Building Alarm system testing and monitoring - Company 2	1.00	180.00	180	
Annual maintenance contract - Ladder 128, parts & labor	1.00	2,798.00	2,798	
Annual air conditioning inspection/maintenance - Company 1	1.00	300.00	300	
Chest compression unit - on-site preventative maintenance (2 units)	1.00	3,326.00	3,326	
Boiler inspection (bi-annual) - Company 1 & 2	1.00	240.00	240	
EMS Crew scheduling software	12.00	30.00	360	
EMS Software - one-time setup fee	1.00	90.00	90	
44231 - ADVERTISING				250
Bid advertising	1.00	250.00	250	
44243 - COMPENSATION				52,500
Fuel compensation for volunteer staff	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 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45216 - TELEPHONE				12,800
Headquarters telephones, fax, internet	12.00	200.00	2,400	
Cell phones (6), air card for laptops on ER vehicles	12.00	262.00	3,144	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for Chief Officer's vehicle- electronic patient care reporting	1.00	2,500.00	2,500	
Telephone & alarm circuits - Company 2	1.00	550.00	550	
Internet service - Company 2	12.00	39.00	468	
Modem connection	12.00	39.00	468	
Co. 1 dispatch landline & emergency direct connection to Co. 2 & EOC	12.00	80.00	960	
Module box for vehicle tracking system	1.00	85.00	85	
Monthly service fee for 5 units - Vehicle tracking system	12.00	100.00	1,200	
Cable plug for 5 vehicles - Vehicle tracking system (one-time purchase)	1.00	625.00	625	
45221 - FUEL/HEATING				12,109
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	4,800.00	1.95	9,360	
Propane - stove - Company 1 (estimated 276 gallons @ \$1.29/gallon)	1.00	357.00	357	
Heating oil - Company 2	1,200.00	1.95	2,340	
Propane - Company 2 (estimated 40 gallons @ \$1.29/gallon)	1.00	52.00	52	
45350 - WATER				1,000
Static & dry hydrants.	1.00	1,000.00	1,000	
45622 - ELECTRIC				22,600
Electricity - Company 1	1.00	20,000.00	20,000	
Electricity - Company 2	1.00	2,600.00	2,600	
46224 - EQUIPMENT REPAIRS				5,500
Office equipment repairs.	1.00	1,000.00	1,000	
Radio & alarm repairs, lights & sirens	1.00	4,200.00	4,200	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	
46226 - BUILDING REPAIRS				8,500
Plumbing, electrical, miscellaneous building repairs	1.00	4,650.00	4,650	
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	750.00	750	
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	
SCBA - ISI repair parts for breathing apparatus	1.00	5,000.00	5,000	
Small equipment repairs (fire pumps, doors, tools)	1.00	960.00	960	
46390 - VEHICLE MAINTENANCE & FUEL				98,905
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline	2,800.00	1.85	5,180	
Includes addition of Fire Marshal & Deputy Chief vehicles				
Truck repairs & parts.	1.00	65,000.00	65,000	
Addition of Fire Marshal & Deputy Chief vehicles				
Diesel gasoline	9,500.00	1.95	18,525	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
48404 - MACHINERY & EQUIPMENT				5,000
Security system continuations - entry identification	1.00	2,000.00	2,000	
Replace overhead bay heaters (25 years old)	1.00	3,000.00	3,000	
48417 - BLDG & GROUNDS IMPROVEMENTS				2,500
50% of fees for installing fire hydrants. Remaining 50% paid by Water Dept.	1.00	2,500.00	2,500	
Joint infrastructure program for water distribution system				
TOTAL FIRE/EMERGENCY MEDICAL SERVICES				1,297,266

**Town of Colchester
FY 2017 – 2018
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)

2016 – 2017 Accomplishments

- Conducted a table top exercise that included town and school administration
- Applied for EMPG FY 16 grant funding
- Implemented Cadex battery analyzer/conditioner and charger
- PC's upgraded and updated
- Phone system upgraded
- Researched cost for town wide emergency siren program

2017 – 2018 Objectives

- Apply for EMPG FY 17 grant funding
- Conduct a table top exercise to include town and school administration
- Install new style HD antenna on EOC roof
- Update alarm system
- Implement CERT program
- Implement Town wide Emergency siren program.
- Continued coordination throughout Town and School to enhance response to critical events.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

EMERGENCY MANAGEMENT

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	2,387	2,447	2,503	2,520	2,560
FICA	168	180	191	193	196
Office Supplies	0	0	200	200	200
Other Purchased Supplies	1,830	1,199	3,000	2,000	3,500
Emergency Medical Supplies	0	0	250	250	250
Mileage, Training and Meetings	0	0	0	0	250
Postage	0	0	25	25	25
Service Contracts	983	0	1,500	880	1,500
Printing & Publications	0	0	250	250	250
Telephone	2,798	3,711	4,500	4,000	5,760
Equipment Repairs	1,526	605	2,500	2,500	3,000
TOTAL	9,692	8,142	14,919	12,818	17,491

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12301 - EMERGENCY MANAGEMENT				
40101 - REGULAR PAYROLL				2,560
Emergency Management Director - stipend	1.00	2,560.00	2,560	
41230 - FICA				196
FICA/Medicare	1.00	196.00	196	
42301 - OFFICE SUPPLIES				200
General office supplies	1.00	200.00	200	
42340 - OTHER PURCHASED SUPPLIES				3,500
Supplies for planned activation of EOC for training or live emergency event Includes radio replacements, batteries for radios, and sirens	1.00	3,500.00	3,500	
42345 - EMERGENCY MEDICAL SUPPLIES				250
43213 - MILEAGE, TRAINING & MEETINGS				250
EMD training, State programs, mileage	1.00	250.00	250	
44217 - POSTAGE				25
44223 - SERVICE CONTRACTS				1,500
Emergency Operations Center - Alarm monitoring	12.00	40.00	480	
Emergency Operations Center - monthly pest control services	12.00	85.00	1,020	
44232 - PRINTING & PUBLICATIONS				250
Publication for Public Emergency Information	1.00	250.00	250	
45216 - TELEPHONE				5,760
Internet, static IP, U-verse, DSL, Centrix, fax, phone lines, alarm	12.00	440.00	5,280	
Mobile cell phone (hot spot) - unlimited	12.00	40.00	480	
46224 - EQUIPMENT REPAIRS				3,000
Antenna replacement, sirens and other equipment repairs - as needed	1.00	3,000.00	3,000	
TOTAL EMERGENCY MANAGEMENT				17,491

Public Works



**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

Public Works

Departments

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



**Town of Colchester
FY 2017 – 2018
Adopted Budget**

Department: Public Works Administration

Mission:

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

Description:

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

Staffing

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

2016 – 2017 Accomplishments

- Consistent review of Town road quality and safety issues on all public right of ways and properties.
- Energy Performance M&V Report data. Year Three of Three.
- Training work force into cross trained staff to address Mission Critical priorities. 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.
- Operate Town wide Building Automation Systems in order to provide maximum savings. Implement contingency project funds for required repairs various town and school buildings.
- Norton Mill Project STEAP Grant Demolition Completed, Obtain \$518,000 Grant for Remediation closing.
- Mold remediation project completion Fire Company One.
- Assist with New Union Contract negotiations.
- Completed and Adjusted 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.
- Continued effective staffing replacement.

2017 – 2018 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PUBLIC WORKS ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	135,070	155,954	138,035	141,232	144,720
Employee Related Insurances	544	434	648	565	652
FICA & Retirement	18,118	21,146	20,604	21,074	21,591
Copier	297	328	440	440	440
Office Supplies	274	119	300	300	300
Safety Equipment	0	0	603	603	605
Professional Memberships	180	70	350	300	400
Postage	0	0	100	100	100
Advertising	233	52	300	300	300
Telephone	1,486	1,472	1,500	1,450	1,500
TOTAL	156,202	179,575	162,880	166,364	170,608

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13200 - PUBLIC WORKS ADMINISTRATION				
40101 - REGULAR PAYROLL				144,720
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water)	1.00	44,260.00	44,260	
Director of Operations	1.00	73,007.00	73,007	
Assistant to Department Head - 8 hrs/day (50% Town & 50% S/W)	1.00	26,978.00	26,978	
Longevity	1.00	475.00	475	
41210 - EMPLOYEE RELATED INS.				652
Life/AD&D Insurance	1.00	333.00	333	
Long Term Disability	1.00	319.00	319	
41230 - FICA & RETIREMENT				21,591
FICA/Medicare	1.00	11,071.00	11,071	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	5,841.00	5,841	
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,656.00	2,656	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5% (50% Town, 50% S&W)	1.00	2,023.00	2,023	
42233 - COPIER				440
Copier - monthly lease payments (shared with Highway)	12.00	20.00	240	
Per copy charges	1.00	200.00	200	
42301 - OFFICE SUPPLIES				300
42323 - PROT CLOTHING& SAFETY EQUIP				605
Personal protective equipment	2.00	200.00	400	
Safety Shoes - PW Director & Director of Operations				
Rain gear -- Director of Operations	1.00	75.00	75	
First aid supplies -- Director of Operations	1.00	20.00	20	
Gloves, 6 pairs - Director of Operations	6.00	5.00	30	
Winter gloves - 2 pair - Director of Operations	2.00	10.00	20	
Eye Protection - Director of Operations	1.00	15.00	15	
Rubber boots - Director of Operations	1.00	45.00	45	
43258 - PROFESSIONAL MEMBERSHIPS				400
American Public Works Association, CT Highway Supervisor Association, Tree Warden Association	1.00	400.00	400	
44217 - POSTAGE				100
44231 - ADVERTISING				300
Advertising for bids	1.00	300.00	300	
45216 - TELEPHONE				1,500
Cell phones - Director of Operations and 50% for Public Works Director	1.00	1,500.00	1,500	
TOTAL PUBLIC WORKS ADMINISTRATION				170,608

**Town of Colchester
FY 2017 – 2018
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

2016 – 2017 Accomplishments

- 2016-present 17 snow -ice storm responses and assist Colchester Water Department on 5 main breaks.
- "Cold in place recycling" for: Clark Road, Balaban Road, Dr. Foote Road
- Shim & Chipseal Surface Treatments: Comstock Road, Waterhole Road, Bridge St.
- Cape Seal – Debi Circle & Diane Dr.
- Mill and Pave –Old Hartford Road –from Rt 149 westerly to Chittenden.
- Road Side Tree Trimming - Town Wide
- 600 feet of Curbing replaced.
- Front Parking area at Public works yard replaced in conjunction with CIP.
- Re-Construct 75 Driveway Aprons in conjunction with Road Improvement or Drainage work.
- Drainage swale cleaning, Williams Road , Prospect Hill Road, Winterberry Road, Miller Road

- Remove Beaver dams interfering with Drainage – Cabin Road, Old Amston Road.
- Repainted 53 miles of collector street centerlines and stop bars.
- Repaired 80 Catch Basins. Replaced 3 2 feet of Deteriorated CMP culverts.
- Completed Town Wide Road Sweeping.
- Replacement of Damaged Guard Rail and Street signs.
- Completed annual catch basin cleaning in 15 days.
- 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.
- Roadside Mowing Completed Town wide twice.
- Contracted Grading Services for Gravel Road Reshaping and road side ditch restoration all gravel roads throughout town.
- Continued Town Owned Bridge repairs per State of Connecticut Inspection reports. Caverly Mill Road Bridge deck repair.

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
% Roads – Grade A:	21%	20%	18%
% Roads – Grade B:	45%	45%	47%
% Roads – Grade C:	32%	31%	32%
% Roads – Grade D:	02%	04%	03%
% Roads – Grade F:	00%	00%	00%

2017 – 2018 Objectives

- Continue to utilize Contracted and rental options, such as paving equipment, road grading, catch basin cleaning in an attempt to operate more efficiently.
- Adjusting baseline needs of the Town-wide road improvement plan dependent upon funding.
- 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.
- Continue to conduct work required under Bridge survey in regard to sediment and safety issues.
- Continue annual base maintenance, Road Sweeping, Roadside Cutting, Catch Basin Cleaning, Guardrail and Sign Replacement.
- Provide CDL incentives – Training for work force development.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HIGHWAY

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	384,957	363,189	408,917	365,781	435,116
Overtime	13,485	12,581	12,500	15,127	12,500
Contractual, Temporary, Occasional Payroll	100	0	500	0	500
Employee Related Insurances	1,576	1,840	1,841	1,841	1,841
FICA & Retirement	45,073	44,481	52,447	47,216	60,064
Copier	0	0	240	240	240
Safety Equipment	5,479	5,453	4,152	4,152	4,176
Other Purchased Supplies	139,677	90,819	137,396	137,226	149,476
Mileage, Training & Meetings	725	1,669	2,800	2,800	2,800
Professional Services	45,521	29,961	35,500	35,500	35,500
Equipment Rental	7,678	4,551	10,350	10,350	10,350
Uniform Rental	5,196	4,089	4,732	4,600	4,600
Traffic Control	65,385	64,983	70,000	69,500	70,000
Equipment Repairs	0	0	200	200	200
Vehicle Maintenance & Fuel	195,751	167,267	147,880	132,800	141,550
Road Improvements	333,974	450,000	500,000	550,000	550,000
TOTAL	1,244,577	1,240,883	1,389,455	1,377,333	1,478,913

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13201 - HIGHWAY				
40101 - REGULAR PAYROLL				435,116
Public Works Supervisor	1.00	61,651.00	61,651	
Maintainer III	1.00	54,455.00	54,455	
Maintainer III	1.00	54,455.00	54,455	
Maintainer III	1.00	54,455.00	54,455	
Maintainer III	1.00	54,455.00	54,455	
Maintainer II	1.00	50,315.00	50,315	
Maintainer II	1.00	50,315.00	50,315	
Maintainer II	1.00	50,315.00	50,315	
Longevity	1.00	4,700.00	4,700	
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.				1,841
Life/AD&D Insurance	1.00	864.00	864	
Long Term Disability	1.00	977.00	977	
41230 - FICA & RETIREMENT				60,064
FICA/Medicare	1.00	34,240.00	34,240	
Defined Contribution 401(a) Plan - Road Crew @ 6% (8 employees)	1.00	25,824.00	25,824	
42233 - COPIER				240
Copier - monthly lease payments (shared with PW Administration)	12.00	20.00	240	
42323 - PROT CLOTHING& SAFETY EQUIP				4,176
Safety Shoes	8.00	200.00	1,600	
Rain gear	8.00	72.00	576	
First aid supplies	8.00	20.00	160	
Gloves, 6 pairs each	48.00	5.00	240	
Forestry hard hat replacement - one per year	1.00	110.00	110	
Winter gloves - 2 pair each	16.00	10.00	160	
Eye Protection	8.00	15.00	120	
Rubber boots	8.00	45.00	360	
Coverall replacements	6.00	100.00	600	
Safety Traffic Vests	1.00	250.00	250	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				149,476
Meals in storms (emergencies)	1.00	150.00	150	
3 pallets CB Block, 1 pallet cement brick for catch basin repairs	1.00	1,000.00	1,000	
Misc. items (bottled gas - propane, rags, car soap, flashlights, batteries), etc.	1.00	1,000.00	1,000	
1,000/tons hot patch (class 2)	1,000.00	72.00	72,000	
40/tons cold patch	40.00	105.00	4,200	
Drain pipe for repairs	1.00	6,000.00	6,000	
Crack filling material - 5 pallets	5.00	2,500.00	12,500	
Hand tools, rakes, shovels, grease guns, wrenches, etc.	1.00	1,500.00	1,500	
52 miles center line paint	52.00	338.00	17,576	
Annual stop bar painting	300.00	14.00	4,200	
SAND, SALT, GRAVEL, CEMENT				
Cement & redimix concrete	1.00	1,200.00	1,200	
Drainage stone & Rip Rap for road drainage repairs - 500 tons	500.00	28.00	14,000	
Topsoil for backup curb repairs - 180 tons	180.00	21.50	3,870	
Ground supplies: Seed, erosion control, hay bales, fertilizers	1.00	1,000.00	1,000	
TRAFFIC CONTROL SIGNS				
Street Signs and traffic warning signs, cones	1.00	7,000.00	7,000	
Catch basin tops, manhole and water valve risers for paving	8.00	285.00	2,280	
43213 - MILEAGE, TRAINING & MEETINGS				2,800
Training seminars & educational programs, mileage reimbursement	1.00	2,800.00	2,800	
44208 - PROFESSIONAL SERVICES				35,500
Tree removal services bucket truck. Blasting & other contracted services	1.00	18,000.00	18,000	
Catch basin Vacuum truck contractor services	12.00	1,275.00	15,300	
PHYSICALS:				
DOT - CDL bi-annual physicals	6.00	105.00	630	
2 staff pulmonary testing (respirator monitoring)	2.00	140.00	280	
CDL random drug tests	6.00	85.00	510	
CDL random alcohol testing	2.00	40.00	80	
Combined drug & alcohol test for post accident/reasonable cause	4.00	100.00	400	
Pre-employment physicals	2.00	150.00	300	
44237 - EQUIPMENT RENTAL				10,350
Equipment rental - mini excavator, bobcat with forestry attachment, pumps, generators, etc.	1.00	7,000.00	7,000	
Brush removal drainage - right of ways (shared cost with Water & Sewer)	1.00	3,350.00	3,350	
44238 - UNIFORM RENTALS				4,600
Uniform rental	1.00	4,600.00	4,600	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45389 - TRAFFIC CONTROL LIGHTS				70,000
Electricity for traffic control lights	1.00	70,000.00	70,000	
46224 - EQUIPMENT REPAIRS				200
Radio repairs and batteries	1.00	200.00	200	
46390 - VEHICLE MAINTENANCE & FUEL				141,550
Unleaded Gas	5,000.00	1.85	9,250	
Diesel gasoline	14,000.00	1.95	27,300	
Vehicle Repair Parts	1.00	105,000.00	105,000	
48439 - ROAD IMPROVEMENT				550,000
Road Improvement/Paving projects and Maintenance	1.00	550,000.00	550,000	
TOTAL HIGHWAY				1,478,913

**Town of Colchester
FY 2017 – 2018
Adopted Budget**

Department: Public Works - Division of Fleet Services

Mission

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

Description

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

Staffing

Fleet Supervisor (full time).

Mechanic III (full time - 2).

Mechanic II (full time).

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

2016 – 2017 Accomplishments

- Continued savings in propane heating costs by use of waste oil furnace.
- Continuation of chemical rust prevention program on new vehicles.
- Continuation of undercarriage washing on senior buses, youth vans and police vehicles.
- Completed 75% of fire apparatus safety inspections within two weeks of due date.
- Completed 75% of police vehicle safety inspections within two weeks of due date.
- Completed 75% of senior bus safety inspections within two weeks of due date.
- Completed 100% of ambulance safety inspections within two weeks of due date.
- 100% of first run snow removal equipment was fully operational by October 15.
- 100% of all snow removal equipment was fully operational by November 15.
- Hired two new mechanics (retirements), and required training.
- Obtained necessary tools & equipment to stay current with new technology.

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Work Orders (Opened)	2321	2354	2122
• Work Orders (Closed)	1247	1645	1633

2017 – 2018 Objectives

- Start on-line training courses for Navistar.
- Continue safe working environment.
- Train staff for direct input of Fleet Maintenance software repair data. Relocate Server for operational efficiency.
- Focus on upgrading maintenance on our fire apparatus.
- Complete 100% of fire apparatus safety inspections within two weeks of due date.
- Complete 100% of police vehicle safety inspections within two weeks of due date.
- Complete 100% of senior bus safety inspections within two weeks of due date.
- Complete 100% of ambulance safety inspections within two weeks of due date.
- Have 100% of first run snow removal equipment fully operational by October 15.
- Have 100% of all snow removal equipment fully operational by November 15.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FLEET SERVICES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	244,377	247,899	244,354	256,700	246,653
Overtime	3,733	1,336	4,000	1,589	4,000
Contractual, Temporary, Occasional Payroll	800	900	900	800	1,800
Employee Related Insurances	909	1,019	1,011	977	1,029
FICA & Retirement	32,782	32,430	33,718	34,487	35,623
Office Supplies	285	442	430	430	930
Safety Equipment	1,682	1,559	1,600	1,600	1,400
Custodial/Maintenance Supplies	999	1,106	1,300	1,300	1,300
Fleet Repair & Maintenance Supplies	25,635	24,963	25,000	25,000	25,000
Mileage, Training & Meetings	375	0	450	450	450
Professional Memberships	200	200	200	200	200
Professional Services	314	325	705	705	455
Service Contracts	11,045	13,297	14,007	12,444	18,906
Uniform Rental	2,686	2,742	3,150	3,150	3,600
Fuel & Heating	3,128	1,886	4,550	4,450	4,538
Electricity	11,191	11,751	11,000	11,000	11,000
Equipment Repairs	3,940	970	2,800	2,800	2,800
Building Repairs	8,616	4,847	5,000	5,000	8,000
Vehicle Maintenance & Fuel	10,133	10,626	8,070	8,070	8,460
Machinery & Equipment	0	0	0	0	7,500
TOTAL	362,830	358,298	362,245	371,152	383,644

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13202 - FLEET SERVICES				
40101 - REGULAR PAYROLL				246,653
Fleet Maintenance Supervisor	1.00	86,083.00	86,083	
Mechanic III	1.00	54,330.00	54,330	
Current vacant position due to retirement in February 2017				
Mechanic III	1.00	55,432.00	55,432	
Mechanic II	1.00	49,608.00	49,608	
Longevity	1.00	1,200.00	1,200	
40103 - OVERTIME				4,000
Overtime	1.00	4,000.00	4,000	
40105 - CONTR TEMP OCCAS				1,800
Tool allowance - 3 employees @ \$50 per month	12.00	150.00	1,800	
41210 - EMPLOYEE RELATED INS.				1,029
Life/AD&D Insurance	1.00	540.00	540	
Long Term Disability Insurance	1.00	489.00	489	
41230 - FICA & RETIREMENT				35,623
FICA/Medicare	1.00	19,174.00	19,174	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	6,887.00	6,887	
Defined Contribution 401(a) Plan - Mechanics @ 6%	1.00	9,562.00	9,562	
42301 - OFFICE SUPPLIES				930
Copy/Printer Paper	1.00	30.00	30	
General Office Supplies	1.00	100.00	100	
Toner & ink cartridges for printers	1.00	300.00	300	
Replace 2 desk chairs	2.00	250.00	500	
42323 - PROT CLOTHING& SAFETY EQUIP				1,400
OSHA required safety shoes	4.00	200.00	800	
Protective equipment for steam cleaning	1.00	200.00	200	
Protective Eyewear for welding, cutting & grinding	1.00	300.00	300	
Rubber & Regular work gloves	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,300
Paper towels, toilet paper, soaps & cleaners	1.00	1,300.00	1,300	
42341 - FLEET REPAIR & MAINT SUPPLIES				25,000
Shop supplies, oils & lubricants, nuts, bolts, welding & grinding material, etc.	1.00	25,000.00	25,000	
43213 - MILEAGE, TRAINING & MEETINGS				450
Overhead hoist training for new staff (OSHA requirement)	3.00	150.00	450	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				200
Motor Transport Association membership, drug and alcohol testing	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				455
OSHA required audiograms	4.00	50.00	200	
Random Drug Testing	2.00	65.00	130	
CDL physicals	1.00	125.00	125	
44223 - SERVICE CONTRACTS				18,906
Monitoring of security system	12.00	15.00	180	
Monitoring of fire alarm	12.00	25.00	300	
Annual service of fire alarm	1.00	150.00	150	
Annual service & repair of four propane units	1.00	500.00	500	
Annual Pressure washer service	1.00	600.00	600	
Annual Overhead hoist inspection & repairs	1.00	2,300.00	2,300	
Scheduled repairs to drive sprockets and brake system this year				
Waste oil furnace repair and maintenance	1.00	1,000.00	1,000	
Annual fire extinguisher inspection - OSHA required	1.00	205.00	205	
Internet	12.00	198.00	2,376	
Upgrade to run RTA software				
Oxygen & acetylene bottle lease	1.00	400.00	400	
Oil filter removal	2.00	120.00	240	
Parts washer service	4.00	445.00	1,780	
Two year boiler inspection due November 2018			0	
Oil & water separator due this year	1.00	2,800.00	2,800	
Service/repair of overhead doors (15)	1.00	2,500.00	2,500	
Annual RTA software maintenance fee	1.00	1,250.00	1,250	
Annual Navistar & Cummins engine software fee	1.00	1,025.00	1,025	
Added Cummins engine diagnostic software				
Fire extinguisher testing/replacement (not inspection)	1.00	300.00	300	
Annual Tire Pressure Monitor System tool update	1.00	200.00	200	
Annual engine diagnostic tool update	1.00	800.00	800	
44238 - UNIFORM RENTALS				3,600
Uniforms and cloth wipers	1.00	3,600.00	3,600	
Increased for damaged garment replacement				
45221 - FUEL/HEATING				4,538
Propane for Town Garage	1,200.00	1.29	1,548	
Propane for Wash Bay	1,000.00	1.29	1,290	
Sludge remover for Waste Oil Burner	1.00	400.00	400	
Hazardous waste test kits for waste oil	1.00	1,300.00	1,300	
45622 - ELECTRIC				11,000
Electricity for Town Garage complex	1.00	11,000.00	11,000	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46224 - EQUIPMENT REPAIRS				2,800
Maintenance and repairs - Gas & Diesel pumps	1.00	1,800.00	1,800	
Pressure test of abandoned pipes	1.00	500.00	500	
Testing of in-ground gas and diesel pumps	1.00	500.00	500	
46226 - BUILDING REPAIRS				8,000
Maintain Interior/Exterior of Town Garage, Wash Bay and Salt Shed to include the coating of the garage roof, and reshingling rear addition Work to be done by Fleet staff	1.00	6,000.00	6,000	
Repairs to the interior of the Wash Bay and exterior of the Salt Shed and replacing damaged insulation in the Wash Bay attic Work to be done by Fleet staff	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				8,460
Unleaded gasoline - Water Department	1,600.00	1.85	2,960	
Unleaded gasoline - Fleet	200.00	1.85	370	
Diesel gasoline - Water Department	100.00	1.95	195	
Diesel gasoline - Fleet	100.00	1.95	195	
Propane for forklift	8.00	30.00	240	
Vehicle & Equipment Repairs for Fleet & Water Department	1.00	4,500.00	4,500	
48404 - MACHINERY & EQUIPMENT				7,500
Replace Wash Bay propane heater	1.00	7,500.00	7,500	
Unit is beyond repair				
TOTAL FLEET SERVICES				383,644

**Town of Colchester
FY 2017 – 2018
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)

2016 – 2017 Accomplishments

- Maintained over 360 acres of town and school grounds
- Over seeded Bacon Baseball field and Cody Camp baseball fields.
- Cross trained with Fleet Maintenance and Highway to provide more efficient services.
- Assist Facilities Manager/ Director to expedite multiple work order completion, Youth Center, Senior Center, furniture acquisitions.
- Developed standard procedures and schedule for the maintenance of all Town facilities
- Followed recommended Turf maintenance program per Henderson report.
- Replaced turf and Regrade R-1 infield for safety concerns. .
- Repaired Irrigation System R-7 Recreation Complex Field.
- Evaluated R-8 aeration equipment demonstration.
- Replace Roof on Recreation Complex Splash Bathroom Building.

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Hours of Mowing	2715	2780	2625
• Hours of Snow Removal	650	630	1025
• Hours of Field Maintenance/Prep	1270	1260	1235
• Hours of Trash Removal	570	575	560

2017– 2018 Objectives

- Continue cross training within the Department in order to provide a more Mission Critical workforce.
- Continue to provide for public accessible and well maintained public spaces.
- Continue implementing Turf Maintenance recommendations included within the Henderson Report.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

GROUNDS MAINTENANCE

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	197,945	246,862	262,457	258,565	273,673
Overtime	4,084	5,998	8,600	5,023	8,600
Contractual, Temporary, Occasional Payroll	5,550	0	0	0	0
Employee Related Insurances	1,020	1,327	1,353	1,196	1,368
FICA & Retirement	24,680	30,597	33,744	32,304	37,913
Safety Equipment	1,885	2,332	2,200	2,200	2,200
Custodial/Maintenance Supplies	2,070	2,937	3,000	3,000	3,000
Grounds Maintenance Supplies	14,217	13,952	28,000	28,000	28,000
Other Purchased Supplies	5,202	5,249	5,000	5,000	5,000
Mileage, Training & Meetings	326	599	450	450	450
Professional Services	6,492	8,264	5,400	5,400	5,400
Service Contracts	3,044	2,970	5,670	5,792	5,790
Advertising	76	0	200	200	200
Equipment Rental	35	0	500	500	500
Uniform Rental	2,872	2,957	2,800	2,800	2,800
Telephone	591	650	660	660	660
Fuel & Heating	1,228	807	1,800	1,800	1,858
Electricity	23,490	27,759	26,000	26,500	27,000
Equipment Repairs	299	1,305	1,000	1,000	1,000
Building Repairs	1,405	2,345	1,800	1,800	1,800
Other Repairs	1,813	2,645	2,000	2,000	2,000
Vehicle Maintenance & Fuel	52,066	38,260	32,848	34,048	36,590
Building & Grounds Improvements	3,267	0	0	0	0
TOTAL	353,657	397,815	425,482	418,238	445,802

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13203 - GROUNDS MAINTENANCE				
40101 - REGULAR PAYROLL				273,673
Public Works Supervisor	1.00	61,651.00	61,651	
Maintainer II	1.00	47,466.00	47,466	
Maintainer I	1.00	43,535.00	43,535	
Maintainer I	1.00	37,918.00	37,918	
Maintainer I	1.00	37,918.00	37,918	
Maintainer I	1.00	43,535.00	43,535	
Longevity	1.00	1,650.00	1,650	
40103 - OVERTIME				8,600
Overtime	1.00	8,600.00	8,600	
41210 - EMPLOYEE RELATED INS.				1,368
Life/AD&D insurance.	1.00	648.00	648	
Long Term Disability insurance.	1.00	720.00	720	
41230 - FICA & RETIREMENT				37,913
FICA/Medicare	1.00	21,592.00	21,592	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 6%	1.00	16,321.00	16,321	
42323 - PROT CLOTHING& SAFETY EQUIP				2,200
Safety shoes	6.00	200.00	1,200	
Gloves - work, latex & winter, eye protection, hardhats, etc.	1.00	600.00	600	
Replace chaps - 2 per year	2.00	200.00	400	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				3,000
Custodial supplies for restrooms at Park & Garage	1.00	3,000.00	3,000	
42334 - GROUNDS MAINTENANCE SUPPLIES				28,000
Infield clay mix, turface, topsoil, fertilizer, bark mulch	1.00	16,000.00	16,000	
Park & Town Facilities				
RecPlex annual overseeding program	1.00	12,000.00	12,000	
42340 - OTHER PURCHASED SUPPLIES				5,000
Motor oil and lubricants, trimmer string, tape, paint & supplies, hand tools, portable generator, small power tools	1.00	5,000.00	5,000	
43213 - MILEAGE, TRAINING & MEETINGS				450
Grounds maintenance crew training	1.00	450.00	450	
44208 - PROFESSIONAL SERVICES				5,400
Electrical services - repairs for lights, gazebo, etc.	1.00	800.00	800	
Locksmith services	1.00	250.00	250	
Fence repairs - annual maintenance	1.00	600.00	600	
Existing Irrigation system repairs and winterization	1.00	800.00	800	
Tree services - one day bucket truck and crew	1.00	1,100.00	1,100	
CDL drug/alcohol testing, pre-employment physicals	1.00	500.00	500	
Aerial lift for sports lighting bult replacement	1.00	1,350.00	1,350	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				5,790
Fire extinguisher service	1.00	260.00	260	
Parks garage security monitoring	12.00	45.00	540	
Heater/Boiler inspection - Parks Garage	1.00	240.00	240	
Skylogix annual service agreement - sports lighting	1.00	1,750.00	1,750	
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
Rental of generators, sod cutter, miscellaneous equipment	1.00	500.00	500	
44238 - UNIFORM RENTALS				2,800
Grounds Maintenance Crew uniforms.	1.00	2,800.00	2,800	
45216 - TELEPHONE				660
Cell Phone - PW Supervisor - monthly charges	12.00	55.00	660	
45221 - FUEL/HEATING				1,858
Parks Garage - Propane	1,440.00	1.29	1,858	
45622 - ELECTRIC				27,000
RecPlex sports lighting, Town Green, Grounds Garage, Concession Stand	1.00	27,000.00	27,000	
46224 - EQUIPMENT REPAIRS				1,000
General repairs on Parks equipment.	1.00	1,000.00	1,000	
46226 - BUILDING REPAIRS				1,800
General Building repairs, Storage areas, dugouts, bathrooms, pavilion roof	1.00	1,800.00	1,800	
46229 - OTHER REPAIR SERVICES				2,000
Repairs for picnic tables, bleachers, batting cages, equipment, scoreboards, fountains, etc. (Not for buildings)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				36,590
Vehicle and large equipment repairs	1.00	25,000.00	25,000	
Diesel gasoline	1,200.00	1.95	2,340	
Unleaded gasoline for vehicles and equipment	5,000.00	1.85	9,250	
TOTAL GROUNDS MAINTENANCE				445,802



**Town of Colchester
FY 2017 – 2018
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 with private contractors conduct Snow Removal and De-icing of 107.12 miles of paved roads and 8.75 miles of unpaved roads, all town facilities parking areas and sidewalks, all school parking areas and sidewalks, and all sidewalks that are adjacent to town owned properties throughout Colchester. This past year, the snow fall amount would be considered a “below average” season to date. Climatic models indicated a “strong El-Nino” effect with other factors extending into the winter season. Average historic snowfall for the area is 42 inches.

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.

2016 – 2017 Accomplishments

- Responded to 18 Snow-Icing Events (through 3/1/2017)
- Trained staff for additional road routes.
- Continued tuning of Snow Plow routes for efficiency and inclusion of smaller trucks on Town roads.
- Coordinated one source De-Icing Material between BOE and Town Facilities.
- Transferred first savings year unexpended funds into newly created Snow Reserve Fund.
- Reduced cost of treated salt by 8.6% per ton for three year fixed price with delivery through more local port.

Measures (October 15 – April 16)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Storm Events	18 to date	19	41*(1)
• Mailbox Replacements	25 to date	20	49

2017 – 2018 Objectives

- Continue to identify route specific issues that enhance public satisfaction level.
- Identify and obtain mission critical equipment that will improve efficiency and operations.
- Re-issue 3 year Contracted Snow Plowing contracts School Lots and Town Roads.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SNOW REMOVAL

<u>ACCOUNT</u>	FY 2014-2015 ACTUAL <u>EXPENDITURES</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	FY 2016-2017 PROJECTED <u>ACTUALS</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>
Overtime	214,344	84,295	110,000	110,000	110,000
FICA	15,867	6,102	8,415	8,415	8,415
Sand & Salt Supplies	303,862	147,657	183,200	166,800	166,800
Other Purchased Supplies	16,210	17,018	25,050	25,050	25,050
Professional Services	322,357	162,656	175,260	174,060	178,900
TOTAL	872,640	417,728	501,925	484,325	489,165

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13204 - SNOW REMOVAL				
40103 - OVERTIME				110,000
Town Crew - snow removal	1.00	110,000.00	110,000	
41230 - FICA				8,415
FICA/Medicare	1.00	8,415.00	8,415	
42333 - SAND SALT GRAVEL				166,800
300 tons sand @ \$22/ton	300.00	22.00	6,600	
1800 tons treated salt @ \$85/ton	1,800.00	85.00	153,000	
Icemelt for sidewalks - 4 pallets	4.00	1,800.00	7,200	
42340 - OTHER PURCHASED SUPPLIES				25,050
Mail boxes and posts	50.00	45.00	2,250	
Snow Plow cutting edges/blades	1.00	12,000.00	12,000	
Meals for town crew during snow storms	1.00	10,600.00	10,600	
Tools for grounds crew - shovels and spreaders	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				178,900
Contracted truck routes, emergency loaders, sanders and drivers	1.00	80,000.00	80,000	
Diesel fuel for contractors	2,000.00	1.95	3,900	
School parking lots - fixed price (estimated - contract to be bid Fall 2017)	1.00	95,000.00	95,000	
TOTAL SNOW REMOVAL				489,165

**Town of Colchester
FY 2017 – 2018
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 a competitive bidding process to provide materials and services to meet State and local safety requirements and specific maintenance services; perform general maintenance activities; select energy suppliers through a bidding process; and advise the First Selectman of facility needs as appropriate.

Staffing

Custodians (full time - 1)

Custodian (part time) - Senior Center and Youth Center

2016-2017 Accomplishments

- Exit Door repairs Town Hall Meeting rooms.
- Conduct deferred maintenance that has previously resulted in equipment failure in mechanical and HVAC systems Town wide, utilizing Energy Management System data, oversee annual maintenance.
- Continue to replace 25 year old miscellaneous items throughout Town Hall, Door Hardware, Switches, Meeting room blinds, etc.
- Reissue new 3 year facilities contracts.
- Various repair maintenance projects, Reconfigure Registrar of Voters/Town Clerk Office, Recreation Complex Bathroom Roof Repair.

Measures (January 1 – December 31)	<u>2015</u>	<u>2014</u>	<u>2013</u>
Electricity Used (kW)	1,182,089*
Oil Purchased (gal.)	19,226	19,537	19,284
Propane Purchased (gal.)	3831*
Work Orders	268

*Water and Sewer Electricity/Propane Removed from Total.

2017 -2018 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FACILITIES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	46,982	44,655	53,894	27,738	15,847
Overtime	800	607	0	0	0
Employee Related Insurances	0	0	278	0	0
FICA & Retirement	4,991	5,099	6,757	2,122	1,212
Safety Equipment	248	241	400	400	100
Custodial/Maintenance Supplies	4,743	5,161	5,300	5,690	5,300
Paint & Paint Supplies	483	230	1,000	1,000	1,000
Mileage, Training & Meetings	0	0	150	0	0
Professional Services	5,775	0	0	0	0
Service Contracts	23,146	34,113	28,401	25,075	16,829
Advertising	0	41	200	200	200
Telephone	10,299	11,447	11,365	10,765	11,131
Fuel & Heating	7,089	6,390	5,920	5,920	7,800
Electricity	45,792	44,620	40,000	44,500	45,000
Building Repairs	6,258	5,903	8,000	8,000	40,000
Vehicle Maintenance & Fuel	1,469	1,791	1,504	0	0
TOTAL	158,075	160,298	163,169	131,410	144,419

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13205 - FACILITIES				
40101 - REGULAR PAYROLL				15,847
Part-time Custodian - Senior Ctr & Youth Services Ctr (25.5 hrs/week)	1.00	13,698.00	13,698	
Part-time Custodian - Fire Department - 4 hrs/week	1.00	2,149.00	2,149	
Part-time Facilities Manager - current vacant position due to resignation				
Eliminate positon and reallocate to contracted services				
41230 - FICA & RETIREMENT				1,212
FICA/Medicare	1.00	1,212.00	1,212	
42323 - PROTECTIVE CLOTHING & SAFETY EQUIPMENT				100
Gloves, eye protection, personal protective equipment	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				5,300
Paper goods and general cleaning supplies for Town Hall	1.00	5,300.00	5,300	
42332 - PAINT & PAINT SUPPLIES				1,000
Supplies to paint offices as needed	1.00	1,000.00	1,000	
44223 - SERVICE CONTRACTS				16,829
Security System Service and Monitoring - Town Hall	12.00	40.00	480	
Elevator inspection and service - Town Hall	4.00	250.00	1,000	
Emergency Generator service and repair - Town Hall	1.00	650.00	650	
Heating/cooling system maintenance - Town Hall	1.00	2,400.00	2,400	
Sprinkler system inspection and service - Town Hall	1.00	300.00	300	
PA system maintenance and repair (meeting room) - Town Hall	1.00	500.00	500	
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	125.00	125	
Estimate of additional calls at contract rates	1.00	10,000.00	10,000	
44231 - ADVERTISING				200
Advertising for annual bidding of supplies & services	1.00	200.00	200	
45216 - TELEPHONE				11,131
Emergency phone - Elevator	12.00	38.00	456	
Telephone maintenance & change fees	1.00	475.00	475	
VOIP - monthly charges	12.00	850.00	10,200	
45221 - FUEL/HEATING				7,800
Heating oil - Town Hall	4,000.00	1.95	7,800	
45622 - ELECTRICITY				45,000
Electricity - Town Hall	1.00	45,000.00	45,000	
46226 - BUILDING REPAIRS				40,000
General unanticipated building repairs - contract services - Town Hall	1.00	40,000.00	40,000	
TOTAL FACILITIES				144,419

**Town of Colchester
FY 2017 - 2018
Adopted Budget**

Department: Public Works – Division of Engineering

Mission

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

Description

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

Staffing

Town Engineer (full time)

Land Use Assistant (for Planning & Code Administration department)

2016 - 2017 Accomplishments

- Coordinated/supervised the 2016 household hazardous waste collection.
- Updated both Mail-a-Map and TAR town road maps.
- Investigated embankment scour on Hickory Road and inadequate performance of detention basin outlet structure on Upton Road and recommended repairs to Colchester PWD.
- Performed a pavement evaluation and assessment report for Colchester Housing Authority's Dublin Village at 300 Lebanon Avenue to assist the agency with a CDBG grant application.
- Compiled a listing of all town roads and culverts constructed after the last (1991) DOT inspection of bridges less than 20 feet in length to assist DOT's consultant with upcoming inspections.
- Performed construction inspections/administration on Goldi-locks mini storage expansion on Rte.16/Lebanon Ave., St. Andrews Church parking lot reconstruction on Norwich Ave. and Meineke site development on 127 Old Hartford Road.
- Issued 3 roadwork permits and 38 driveway permits in 2016.
- Performed construction inspection for new residential subdivision road "Nature Avenue" located off Old Hebron Road adjacent to the town's recreation complex.
- Prepared a plan and CT DOT encroachment permit application for installation of Universal Library signs to be installed within the State's right of way for Linwood Ave./Rte. 16 and Broadway/Rte. 85 as requested by Cragin Library Director. Also prepared CT DOT encroachment permit application for town to place "Yield to Pedestrian" signs at various locations during special events as requested by Selectmen.
- Worked with Town's consultant to explore and pursue new grant funding under the Connecticut Local Bridge Program to rehabilitate Paper Mill Road Bridge (50% of \$300,000 cost estimate).

- Worked with State DOT and its consultant to finalize the town's participation in State DOT's "curve safety program" to have warning signs, pavement markings and line striping installed on several town roads at no cost to town.
- Secured warranty work to replace and repair one damaged and two defective town owned solar street lights along Linwood Avenue and Lebanon Avenue.
- Collaborated with CT DOT, DOT's Consultant, town staff and SCCOG staff to conduct a Road Safety Audit (RSA) for Halls Hill Road through DOT's Community Connectivity Program. The RSA was also used to enhance the town's LOTCIP grant application for Halls Hill Road Reconstruction.
- Collaborated with PWD and Wetlands Agent to revise and resubmit preliminary plans and construction cost estimates for reconstruction of Halls Hill Road pavement and pedestrian/cyclist accessibility improvements and presented plans to SCCOG for possible 2016 LOTCIP grant funding (\$594,355)
- Worked with Senior Center Subcommittee and other town staff to explore potential sites for future senior center and prepared preliminary assessment and report for top three sites.
- Collaborated with P&Z Department and town's Architect to prepare a STEAP grant application for a third phase of Streetscape Improvements proposed for Lebanon Avenue from the Rail Trail Spur to the Sunset Vista/Northwoods housing developments.

2017 - 2018 Objectives

- Update State TAR map and town's Mail-A-Map.
- Coordinate and supervise the 2017 household hazardous waste collection.
- Perform construction inspection for Alpha Q site expansion -Upton Road, White Oak Farm Subdivision – Broad Meadow Rd, and Dunkin Donuts site at intersection of Rte 16 and Rte 149.
- Follow-up with Local Traffic Authority traffic safety requests to State Traffic Commission including: Recommendations made in the Halls Hill Road RSA for a dedicated left turn lane from Rte. 85 onto Halls Hill Road; Proposed crosswalk on Lebanon Ave at Hammond Ct. and traffic signal improvements at Route 16/Route 85 intersection (request to install "green arrow" for eastbound Route 16 to make right turn onto Route 85 during portion of signal phase to alleviate backup on Route 16).
- Assist Planning Dept. with final construction plans/bid specifications and construction administration if town receives grant for proposed Lebanon Ave. Streetscape Improvements in area between the Rail Trail Spur to Sunset Vista/Northwoods Housing developments.
- Work with town's consultants to develop reconstruction plans and specifications for Paper Mill Road Bridge over Jeremy River in accordance with the State's Local Bridge Program grant application guidelines.
- Follow up with SCCOG and DOT to fulfill LOTCIP grant requirements for Halls Hill Rd. Recon. If awarded grant, submit and present plans to Colchester CCC and P&Z for local reviews/permits.
- Perform construction inspection for William J. Johnston School site expansion.
- Perform plan reviews for new development proposals as they are submitted.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ENGINEERING

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	90,112	92,123	93,951	93,951	96,048
Employee Related Insurances	290	338	339	339	339
FICA & Retirement	13,702	13,858	14,643	14,643	14,971
Copier	792	792	792	792	792
Office Supplies	439	444	445	445	445
Mileage, Training & Meetings	429	154	500	485	500
Professional Memberships	590	597	600	615	650
TOTAL	106,354	108,306	111,270	111,270	113,745

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13301 - ENGINEERING				
40101 - REGULAR PAYROLL				96,048
Town Engineer	1.00	95,298.00	95,298	
Longevity	1.00	750.00	750	
41210 - EMPLOYEE RELATED INS.				339
Life/AD&D Insurance	1.00	216.00	216	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				14,971
FICA/Medicare	1.00	7,347.00	7,347	
Defined Contribution 401(a) Plan @ 8%	1.00	7,624.00	7,624	
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				650
Membership dues - CASHO	1.00	65.00	65	
Membership dues - ASCE	1.00	280.00	280	
State of CT license fees - Professional Engineer	1.00	305.00	305	
TOTAL ENGINEERING				113,745

**Town of Colchester
FY 2017 – 2018
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 in the curbside services. The Transfer station also acts as the first Debris stockpile/disposal site for the Town and residents following extreme weather events.

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

Staff:

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

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

2016 - 2017 Accomplishments

- ✓ Replace Deere 710 Backhoe as called for in Equipment Replacement Plan
- ✓ Replaced Waste Oil Container – PCB Testing requirement implemented.
- ✓ 265 households served at the Colchester Household Hazardous Waste Collection event.

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
✓ Waste Handled (tons):	1452.96	1211.46	1451.1

2017 – 2018 Objectives

- ✓ Rebid Transportation Services.
- ✓ Continue to market materials to the most advantageous financial provider/vendor

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFER STATION

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	75,056	86,135	86,601	86,058	94,762
Overtime	7,508	4,107	6,000	9,344	6,000
Employee Related Insurances	366	454	460	397	461
FICA & Retirement	8,819	10,692	11,392	9,500	13,348
Office Supplies	115	229	250	250	250
Safety Equipment	400	296	600	600	600
Other Purchased Supplies	387	1,125	1,196	1,196	1,196
Transportation	92,374	109,235	97,000	120,000	120,000
Mileage, Training & Meetings	395	472	690	690	690
Professional Services	28,648	21,113	29,515	29,015	29,065
Service Contracts	669	665	786	785	786
Uniform Rental	680	605	884	884	884
Landfill Operation	800	3,752	1,000	1,000	1,000
Telephone	410	416	420	450	480
Electricity	1,836	1,844	1,800	1,800	1,800
Building Repairs	504	747	1,000	1,000	1,000
Household Hazardous Waste Disposal	14,207	12,734	17,000	15,000	15,000
Vehicle Maintenance & Fuel	3,735	10,334	4,918	6,920	5,170
TOTAL	236,909	264,955	261,512	284,889	292,492

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13601- TRANSFER STATION				
40101 - REGULAR PAYROLL				94,762
Transfer Station Operator	1.00	43,847.00	43,847	
Equipment Operator	1.00	50,315.00	50,315	
Longevity	1.00	600.00	600	
40103 - OVERTIME				6,000
Overtime (not Saturday)	1.00	6,000.00	6,000	
41210 - EMPLOYEE RELATED INS.				461
Life/AD&D Insurance	1.00	216.00	216	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				13,348
FICA/Medicare	1.00	7,708.00	7,708	
Defined Contribution 401(a) Plan @ 6%	1.00	5,640.00	5,640	
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				1,196
Ladders, poles, covers, signage	1.00	300.00	300	
Hand tools - day to day maintenance	1.00	200.00	200	
Paint & paint supplies	1.00	100.00	100	
Sand, speed dry, cements for roads and tipping pad	1.00	250.00	250	
Ground supplies - seed, fertilizer, erosion control mats, hay bales, etc.	1.00	250.00	250	
Bottled water	12.00	8.00	96	
43212 - TRANSPORTATION				120,000
Monthly fee - Town Facilities - disposal and haul municipal solid waste (MSW), recycling, bulky, C&D, tires, waste oil & PCB test	1.00	120,000.00	120,000	
43213 - MILEAGE, TRAINING & MEETINGS				690
2 training courses @ \$75 per course	2.00	75.00	150	
Mileage	12.00	45.00	540	
44208 - PROFESSIONAL SERVICES				29,065
Quarterly ground water monitoring	4.00	3,025.00	12,100	
Annual report/hydrogeologic study	1.00	2,000.00	2,000	
Contracted grinding services	1.00	11,000.00	11,000	
Staff physicals	2.00	65.00	130	
Drug/alcohol random testing	1.00	35.00	35	
General discharge permit - water quality monitoring	1.00	2,000.00	2,000	
Landfill contracted hillside mowing	1.00	1,800.00	1,800	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				786
Portable restroom	12.00	58.00	696	
Annual fire extinguisher services	1.00	90.00	90	
44238 - UNIFORM RENTALS				884
2 employees, 52 weeks	52.00	17.00	884	
44259 - LANDFILL OPERATION				1,000
DEEP Transfer Station Operation	1.00	850.00	850	
Incidental operating expenses	1.00	150.00	150	
45216 - TELEPHONE				480
Monthly charges	12.00	40.00	480	
45622 - ELECTRIC				1,800
Electricity	12.00	150.00	1,800	
46226 - BUILDING REPAIRS				1,000
Repairs to tipping pad railings and posts, gatehouse, garage, storage areas, etc.	1.00	1,000.00	1,000	
46228 - HOUSEHOLD HAZARD DISPOSAL				15,000
Household Hazardous Waste collectionn program	1.00	15,000.00	15,000	
46390 - VEHICLE MAINTENANCE & FUEL				5,170
Diesel gasoline	600.00	1.95	1,170	
Equipment Repairs	1.00	4,000.00	4,000	
TOTAL TRANSFER STATION				292,492



Community & Human Services



TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

Community & Human Services

Departments

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



**Town of Colchester
FY 2017 – 2018
Adopted Budget**

Department: Youth & Social Services

Mission

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

Description

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

Our Social Service programs 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 (5 - part time)

2016 – 2017 Accomplishments

- ✓ Offered 4 “Community Conversations” to youth and families:
 - Oct 11, 2016: “DIRT” A one man show about substance abuse and choices*
 - Jan 12, 2017: Parenting the Snapchat Generation*
 - Feb 8, 2017: “Table Talk” family dinner project*
 - April 4, 2017: “High in Plain Sight”*
- ✓ Approximately 250 (unduplicated) families utilized the food bank in the past year.
- ✓ More than 200 middle school students have participated in the drop-in youth center program.
- ✓ Resource Development: \$5,000 in fundraising and donations to Youth Services and \$35,715.40 in grant funding
- ✓ Operating School based food pantries in all 4 schools and Alternative Ed School

Measures (January 1 – December 31, 2016) *duplicated

	<u>2016</u>	<u>2015</u>	<u>2014</u>
✓ Families Served by Food Bank*	1,859	1,719	2,013
✓ Pounds of food distributed	81,342	66,062	68,163
✓ Families served by Mobile Food Truck*	931	856	n/a
✓ Households Served by Fuel Bank	69	75	60
✓ Energy Assistance Applications (all sources)	310	383	370
✓ Number of Programs	302	362	298
✓ Program Participants*	7,429	7,041	7,973
✓ Volunteer Hours	1,762	1,570	1,448

2017 – 2018 Objectives

- ✓ Keep abreast of issues and trends impacting adolescents through professional development opportunities.
- ✓ Develop partnership with Nutmeg Big Brothers/Big Sisters to cultivate potential mentors and mentees.
- ✓ Increase access to adolescent substance abuse counseling.
- ✓ Embark on a community wide campaign aimed at educating and supporting families, educators and youth serving professionals on the impact adverse childhood experiences (ACES).

**TOWN OF COLCHESTER
ADOPTED BUDGET**

YOUTH & SOCIAL SERVICES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	232,751	246,024	254,443	252,421	259,471
Contractual, Temporary, Occasional Payroll	9,614	9,270	9,902	9,656	12,164
Employee Related Insurances	942	1,051	1,094	1,094	1,094
FICA & Retirement	31,513	33,948	36,969	36,795	37,861
Copier	2,282	1,971	1,920	1,920	1,920
Office Supplies	1,729	1,659	1,800	1,800	1,800
Custodial/Maintenance Supplies	1,499	1,569	750	750	750
Mileage, Training & Meetings	2,036	1,998	2,000	2,000	2,000
Professional Memberships	565	602	675	603	625
Professional Services	5,806	9,865	11,500	11,500	20,460
Postage	656	791	800	800	800
Service Contracts	553	699	876	875	1,321
Printing & Publications	356	400	400	400	400
Telephone	1,109	1,887	2,040	2,040	2,040
Fuel & Heating	5,155	3,241	1,924	1,924	2,535
Electricity	1,672	1,719	2,160	3,150	2,400
Building Repairs	2,053	517	2,000	2,000	2,000
Vehicle Maintenance & Fuel	3,138	2,666	3,680	2,800	3,850
Programs	13,984	10,564	14,000	14,000	14,000
Building & Grounds Improvements	0	0	1,000	0	0
TOTAL	317,413	330,441	349,933	346,528	367,491

Funding for the Colchester C3 program has been reallocated to Community Agencies

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14102 - YOUTH & SOCIAL SERVICES				
40101 - REGULAR PAYROLL				259,471
Youth & Social Services Director	1.00	79,037.00	79,037	
Program Coordinator II (7 hrs/day)	1.00	51,779.00	51,779	
Program Coordinator I (7 hrs/day)	1.00	47,338.00	47,338	
Administrative Assistant & Program Coordinator (7 hrs/day)	1.00	44,354.00	44,354	
Social Services Coordinator - (28 hrs/week)	1.00	34,041.00	34,041	
Social Services Coordinator - Seasonal Part-time (7 hrs/week for 14 weeks)	1.00	2,172.00	2,172	
Longevity	1.00	750.00	750	
40105 - CONTR TEMP OCCAS				12,164
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	1,778.00	1,778	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,186.00	2,186	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,187.00	2,187	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	3,973.00	3,973	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,040.00	2,040	
New position request				
41210 - EMPLOYEE RELATED INS.				1,094
Life/AD&D insurance	1.00	605.00	605	
Long Term Disability insurance	1.00	489.00	489	
41230 - FICA & RETIREMENT				37,861
FICA/Medicare	1.00	20,622.00	20,622	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	6,323.00	6,323	
Defined Contribution 401(a) Plan - Program Coordinators and	1.00	10,760.00	10,760	
Administrative Assistant @ 7.5%				
FICA/Medicare - Additional YSB Center Supervisor	1.00	156.00	156	
New position request				
42233 - COPIER				1,920
Copier lease - monthly payments	12.00	95.00	1,140	
Per copy charges	1.00	780.00	780	
42301 - OFFICE SUPPLIES				1,800
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				750
Custodial/maintenance supplies for the Youth Center	1.00	750.00	750	
43213 - MILEAGE, TRAINING & MEETINGS				2,000
Registration fees - training & professional development - all staff	1.00	1,200.00	1,200	
Mileage reimbursement - all staff	1.00	800.00	800	
43258 - PROFESSIONAL MEMBERSHIPS				625
CYSA Membership	1.00	525.00	525	
CT Clearinghouse	1.00	20.00	20	
CT Local Administrators of Social Services	1.00	80.00	80	

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				20,460
Fees For Public Passenger Endorsement (physicals, DMV, fingerprints)	1.00	300.00	300	
Substance Abuse counseling program	1.00	11,200.00	11,200	
Substance Abuse counseling program - increase hours to 18 hrs/week for 35 weeks	1.00	8,960.00	8,960	
44217 - POSTAGE				800
44223 - SERVICE CONTRACTS				1,321
Fire alarm testing - Youth Center	1.00	125.00	125	
Fire alarm monitoring - Youth Center	12.00	20.00	240	
Boiler inspection and maintenance - Youth Center	1.00	360.00	360	
Water cooler rental - Youth Center	12.00	8.00	96	
Fire extinguisher inspection	1.00	20.00	20	
On-line registration/credit card payment processing	12.00	40.00	480	
44232 - PRINTING & PUBLICATIONS				400
Printing (projects that can't be printed in-house)	1.00	400.00	400	
45216 - TELEPHONE				2,040
Youth Center phone line for alarm monitoring	12.00	30.00	360	
Youth Center phone & internet	12.00	140.00	1,680	
45221 - FUEL/HEATING				2,535
Heating oil - Youth Center	1,300.00	1.95	2,535	
45622 - ELECTRIC				2,400
Electricity - Youth Center	1.00	2,400.00	2,400	
46226 - BUILDING REPAIRS				2,000
Youth Center - plumbing, HVAC, general repairs	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				3,850
Repairs and maintenance	1.00	2,000.00	2,000	
Unleaded gasoline	1,000.00	1.85	1,850	
47282 - PROGRAMS				14,000
Program supplies (speakers, curriculums, materials, refreshments, etc)	1.00	14,000.00	14,000	
TOTAL YOUTH & SOCIAL SERVICES				367,491



**Town of Colchester
FY 2017 – 2018
Adopted Budget**

Department: Health

Description

Colchester is a member of the Chatham Health District.

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

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HEALTH

<u>ACCOUNT</u>	FY 2014-2015 ACTUAL <u>EXPENDITURES</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	FY 2016-2017 PROJECTED <u>ACTUALS</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>
Chatham Health District	144,874	152,333	166,778	166,778	173,721
TOTAL	144,874	152,333	166,778	166,778	173,721

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14201 - HEALTH				
47260 - CHATHAM HEALTH DISTRICT				
Per capita fees	1.00	173,721.00	173,721	173,721
Based on Department of Public Health 2015 population estimate of 16,130				
TOTAL HEALTH				173,721



**Town of Colchester
FY 2017 - 2018
Adopted Budget**

Community Agencies

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

COMMUNITY AGENCIES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Colchester Collaborative for Children (C3)	5,000	7,500	25,000	25,000	25,000
TOTAL	5,000	7,500	25,000	25,000	25,000

Prior to FY 2016-2017, funding for the Colchester C3 program was accounted for within the Youth & Social Services budget

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

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



**Town of Colchester
FY 2017-2018
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 49 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 & Young Adult Services Librarian
Adult Services Librarian
Library Programming Assistant (part time)
Cataloger
Circulation Supervisor
Assistant to Children's Librarian
Library Assistants (part-time - 4)
Shelver (part-time – 3)

2016-2017 Accomplishments

- Restored Saturday hours
- Launched Colchester Community StoryWalk™ at Cohen Woodlands
- Regular programming for teens (grades 6-8) introduced
- Outreach visits to Teen Center and William J. Johnston Middle School
- Received Fiber to the Library Grant to upgrade Library's Internet connection
- Phase I to virtualize library computer network to be implemented
- Created Graphic Novel collections for all ages
- Created "Tween" collection for 4th-6th grade readers in Teen Room
- Created Teen DVD collection

Measures (January 1 – December 31)

	<u>2016</u>	<u>2015</u>	<u>2014</u>
Circulation (Total Items Borrowed):	111,793	124,714	139,382
Inter-Library Loan Items Borrowed:	6,024	8,942	7,292
Inter-Library Loan Items Loaned:	5,499	6,734	4,639
Computer Uses:	12,425	14,554	15,382
Reference Questions:	7,697	7,271	8,338
Total Programs:	498	466	458
Total Program Attendance:	8,663	9,844	8,398
Meeting Room Uses:	577	528	536
Meeting Room Attendance:	5,589	4,678	4,215

2017-2018 Objectives

- Implement new Fiber Optic cable connection to the Internet.
- Phase II of virtualization project to update library computers.
- Introduce new MakerSpace at Cragin, recruit volunteers to teach adults, teens, and children to use 3-D printers and other equipment. (Dependent on virtualization project.)

**TOWN OF COLCHESTER
ADOPTED BUDGET**

CRAGIN MEMORIAL LIBRARY

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	330,230	341,526	358,577	353,390	368,840
Employee Related Insurances	1,235	1,296	1,444	1,444	1,458
FICA & Retirement	41,394	42,537	47,068	44,919	48,534
Copier	4,683	2,972	3,033	2,989	3,038
Office Supplies	3,565	4,530	3,900	3,878	3,900
Custodial/Maintenance Supplies	2,806	3,572	3,500	4,150	4,000
Books, Magazines, & Periodicals	48,493	48,932	50,000	50,000	52,500
Library Media Supplies	4,035	3,227	4,000	4,435	4,000
Mileage, Training & Meetings	998	530	1,000	989	1,000
Professional Memberships	1,095	1,284	1,514	1,532	1,515
Data Processing	31,740	31,740	31,987	31,987	32,056
Postage	101	70	300	150	250
Service Contracts	6,120	11,432	8,445	6,687	8,515
Printing & Publications	610	868	1,200	840	1,000
Telephone	2,739	2,820	3,000	3,190	3,600
Fuel & Heating	15,355	9,008	5,920	5,920	7,800
Water & Sewer	3,026	3,103	2,944	2,944	3,010
Electricity	25,610	27,675	28,565	30,000	28,600
Equipment Repairs	858	176	200	200	600
Building Repairs	1,037	874	1,500	1,450	1,800
Programs	383	545	500	500	750
TOTAL	526,113	538,717	558,597	551,594	576,766

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15101 - CRAGIN MEMORIAL LIBRARY				
40101 - REGULAR PAYROLL				368,840
Director	1.00	87,761.00	87,761	
Adult Services Librarian (7 hrs/day)	1.00	55,456.00	55,456	
Children's Librarian (7 hrs/day)	1.00	56,420.00	56,420	
Cataloger (7 hrs/day)	1.00	39,531.00	39,531	
Circulation Supervisor (7 hrs/day)	1.00	38,639.00	38,639	
Assistant to Children's Librarian (7 hrs/day)	1.00	31,614.00	31,614	
Programming Assistant (13 hrs/week) - includes Saturday hours	1.00	13,480.00	13,480	
Part-time Library Assistant (17.25 hrs/week) - includes Saturday hours	1.00	12,980.00	12,980	
Part-time Library Assistant (11 hrs/week) - includes Saturday hours	1.00	7,356.00	7,356	
Part-time Library Assistant (11 hrs/week) - includes Saturday hours	1.00	7,019.00	7,019	
Part-time Library Assistant (6.5 hrs/week) - includes Saturday hours	1.00	4,347.00	4,347	
Part-time Shelver (1.5 hrs/day)	1.00	4,029.00	4,029	
Part-time Shelver (1.5 hrs/day)	1.00	4,029.00	4,029	
Part-time Shelver (1.5 hrs/day)	1.00	4,029.00	4,029	
Longevity	1.00	2,150.00	2,150	
41210 - EMPLOYEE RELATED INS.				1,458
Life/AD&D insurance.	1.00	756.00	756	
Long Term Disability insurance.	1.00	702.00	702	
41230 - FICA & RETIREMENT				48,534
FICA/Medicare	1.00	28,214.00	28,214	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	7,021.00	7,021	
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	13,299.00	13,299	
42233 - COPIER				3,038
Annual lease payments - public copier/printer	1.00	2,128.00	2,128	
Property taxes - copier lease	1.00	210.00	210	
Per copy charges	1.00	700.00	700	
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				4,000
Custodial & building maintenance supplies: cleaners, carpet shampoo, toilet paper, paper towels	1.00	4,000.00	4,000	
42342 - BOOKS, MAGAZINES & PERIODICALS				52,500
Books, magazines, DVDs, music, audiobooks, ebooks and databases for all ages. (\$3.25 per capita)	1.00	50,000.00	50,000	
Increase funding for materials	1.00	2,500.00	2,500	
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 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43213 - MILEAGE, TRAINING & MEETINGS				1,000
Mileage & fees - workshops, continuing education, conferences	1.00	1,000.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				1,515
American Library Association (ALA) - Professional journal, continuing education, and discounted purchases	1.00	137.00	137	
Connecticut Library Consortium (CLC)	1.00	850.00	850	
Statewide Library discount program & continuing education				
Connecticut Library Association (CLA)	1.00	250.00	250	
Continuing Education and discounts.				
Public Library Association (PLA) - Professional journal, continuing education, and discounted purchases	1.00	73.00	73	
Colchester Business Association	1.00	90.00	90	
Friends of Connecticut Libraries - newsletter & volunteer development	1.00	15.00	15	
Association of CT Library Boards - continuing education and governance support	1.00	100.00	100	
44205 - DATA PROCESSING				32,056
Library Connection Inc. (LCI) - consortium membership	1.00	32,056.00	32,056	
Regionalization, resource sharing, & integrated library software system				
44217 - POSTAGE				250
Business correspondence, out-of-State inter-library loans, overdue notices	1.00	250.00	250	
44223 - SERVICE CONTRACTS				8,515
HVAC system service & repair	1.00	1,450.00	1,450	
Elevator service	1.00	100.00	100	
Elevator inspections	4.00	175.00	700	
Sprinkler system	1.00	300.00	300	
Fire alarm service & repair	1.00	100.00	100	
Fire alarm monitoring	1.00	125.00	125	
Security system service & repair	1.00	100.00	100	
Security system monitoring	12.00	40.00	480	
Fire extinguisher service	1.00	600.00	600	
Call backs for repairs & service and electrician	1.00	200.00	200	
Annual Cataloging Fee	1.00	425.00	425	
CT State Library - annual ResearchIT participation fee	1.00	450.00	450	
Movie licensing fees (MPLC & MLUSA)	1.00	410.00	410	
Historical Hartford Courant	1.00	400.00	400	
Software contracts - desktop & workstation security, public computer session & print management	1.00	875.00	875	
CEN Fiber internet connection - annual maintenance & monitoring	1.00	1,800.00	1,800	
44232 - PRINTING & PUBLICATIONS				1,000
Library share of distribution costs of Colchester Connection	1.00	1,000.00	1,000	
45216 - TELEPHONE				3,600
Monthly telephone charges	12.00	65.00	780	
Monthly VOIP service	12.00	235.00	2,820	

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				7,800
Heating oil - Library	4,000.00	1.95	7,800	
45222 - WATER & SEWER				3,010
Water - quarterly billing	4.00	175.00	700	
Sewer - quarterly billing	4.00	140.00	560	
Fire protection - quarterly billing	4.00	390.00	1,560	
Backflow inspection	1.00	80.00	80	
Backflow test	1.00	110.00	110	
45622 - ELECTRIC				28,600
Cragin Library	1.00	28,600.00	28,600	
46224 - EQUIPMENT REPAIRS				600
Minor office equipment and furnishing repairs	1.00	600.00	600	
46226 - BUILDING REPAIRS				1,800
Painting; minor plumbing, electrical & heat repairs	1.00	1,800.00	1,800	
47282 - PROGRAMS				750
Supplies for library programs for all ages	1.00	500.00	500	
Increase funding for library programs	1.00	250.00	250	
TOTAL CRAGIN MEMORIAL LIBRARY				576,766

**Town of Colchester
FY 2017 - 2018
Adopted Budget**

Department: Recreation

Mission

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

Description

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

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

Staffing

Recreation Manager (full time)

Recreation Supervisor (full time)

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

Administrative Assistant (part-time)

2016 - 2017 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, Food Fest which serve over 11,000 participants
- Saw another year of positive profit in the Program Fund
- Continue to improve our online registration and facility reservation process for customers, sport leagues and the BOE
- Coordinated, distributed and improved the town-wide Colchester Connections
- Collaborated with other towns on the Ghost Run, National Trails Day and partnered more closely with local businesses
- Introduced the use of coupons, discounts and gift cards as a way to increase participation in programs as well as encourage early registrations.
- Attended several new parent orientations to showcase our programs at JJIS, WJJMS & BA.
- Increased Camp enrollments and had over 1,000 campers
- Introduced several new successful programs: morning fitness classes, sports and fashion camps, expanded ages for April Vacation Camp
- Improved the Food Festival and increased Food Vendors for by 43%
- Added a Kids Fest program as a fundraiser for Day Camp
- Increased the value of sponsorships by adding more incentives and opportunities for businesses
- 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. 700 people attended their performances.
 - 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 7 committee members and volunteers. Seven fundraisers were held by the dog park generating \$4200 worth of revenue. Many improvements were made: watering station, stairs, and agility jumps.
 - Endorsed Youth Sport Leagues: consist of 7 leagues that serve over 6000 of Colchester youth.
 - Endorsed Adult Sport leagues: consist of 5 leagues that schedule fields and gyms throughout the year. Serve over 500 adults.

Measures (January 1 – December 31)	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Programs:	1249	1258	1060
• Participants:	18,137	14,544	16,195
• Large Events:	28	28	30

2017 - 2018 Objectives

- Increase enrollment by 5% in adult fitness & summer camp through increased marketing
- Add additional marketing material for programs through the Recreation Specialist position
- Increase sponsorship opportunities and donations for programs by 10%
- Continue to garner a positive fund balance in the Recreation Program Fund
- Add 3 - 5 new programs per season by attending professional development opportunities and networking

**TOWN OF COLCHESTER
ADOPTED BUDGET**

RECREATION

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	122,676	129,788	134,624	133,541	140,499
Overtime	255	502	1,371	1,268	1,401
Contractual, Temporary, Occasional Payroll	6,637	5,038	6,000	4,470	0
Employee Related Insurances	446	503	505	505	505
FICA & Retirement	16,732	17,720	18,844	18,635	19,200
Copier	2,941	2,531	2,730	2,730	2,730
Office Supplies	1,786	2,198	1,900	1,900	1,900
Other Purchased Supplies	0	404	0	500	0
Mileage, Training & Meetings	4,676	3,938	3,800	3,500	4,500
Professional Memberships	829	1,035	1,190	1,190	1,190
Professional Services	475	300	350	350	350
Postage	1,215	556	1,400	1,400	1,400
Service Contracts	3,500	3,770	5,500	5,500	0
Advertising	336	657	0	0	0
Printing & Publications	674	1,990	2,200	2,200	0
Equipment Rental	1,567	199	2,000	1,500	0
Uniforms	450	455	500	500	0
Telephone	2,581	2,853	2,880	2,880	2,280
TOTAL	167,776	174,437	185,794	182,569	175,955

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15201 - RECREATION				
40101 - REGULAR PAYROLL				140,499
Recreation Manager	1.00	67,876.00	67,876	
Administrative Assistant - Part-time (5 hrs/day)	1.00	14,625.00	14,625	
Recreation Supervisor	1.00	56,948.00	56,948	
Longevity	1.00	1,050.00	1,050	
40103 - OVERTIME				1,401
Meeting Clerk - Parks & Recreation Commission	1.00	1,401.00	1,401	
41210 - EMPLOYEE RELATED INS.				505
Life/AD&D insurance.	1.00	260.00	260	
Long Term Disability insurance.	1.00	245.00	245	
41230 - FICA & RETIREMENT				19,200
FICA/Medicare	1.00	10,856.00	10,856	
Defined Contribution 401(a) Plan - Recreation Manager @ 6%	1.00	4,073.00	4,073	
Defined Contribution 401(a) Plan - Recreation Supervisor @ 7.5%	1.00	4,271.00	4,271	
42233 - COPIER				2,730
Monthly lease payments	12.00	120.50	1,446	
Copier paper - 12 cases	12.00	22.00	264	
Property taxes - copier lease	1.00	300.00	300	
Per copy charges	1.00	720.00	720	
42301 - OFFICE SUPPLIES				1,900
43213 - MILEAGE, TRAINING & MEETINGS				4,500
Mileage	1.00	2,000.00	2,000	
CRPA, CPA, ACA & other training	1.00	2,500.00	2,500	
43258 - PROFESSIONAL MEMBERSHIPS				1,190
Professional certification renewal & test fee (CPRP, CEUs)	1.00	255.00	255	
National Recreation & Parks Association	1.00	390.00	390	
New England Parks Association, AMC, CT Camps	1.00	285.00	285	
CT Recreation & Parks Association	1.00	260.00	260	
44208 - PROFESSIONAL SERVICES				350
Music and/or video licensing fees	1.00	350.00	350	
44217 - POSTAGE				1,400
45216 - TELEPHONE				2,280
On-line faxes (within computer) - annual charge	1.00	120.00	120	
Cell phone - Recreation Manager, Recreation Supervisor	12.00	100.00	1,200	
Land Line Phone & internet at Rec. Plex	12.00	80.00	960	
TOTAL RECREATION				175,955

**Town of Colchester
FY 2017-2018
Adopted Budget**

Department: Senior Services

Mission Statement

It is the mission of the Colchester Senior Services Department to support older adults (ages 55 and over) by providing programs and services designed to promote their independence, health, wellness and overall quality of life.

Description

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

Staffing

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

2016-2017 Accomplishments

- Received a Program of Excellence Award from the National Council on Aging, February, 2016, for program designed to engage seniors during National Senior Center Month.
- Realized increase in new members and membership participation rates, especially within the “Baby Boomer” demographic.
- Town acquired Senior Center building at 95 Norwich Avenue, September, 2016.
- Hired and trained a new full time Driver, after the retirement of a long-time staff member.
- Hired new Making Memories Program Coordinator, December, 2016.
- Delivery of a new 14 passenger, wheelchair lift-equipped mini-bus, through Section 5310A Grant from the State Department of Transportation in August, 2016.
- Acquisition of a new Ford minivan for use with out of town medical appointments.
- Use of electronic surveys to solicit membership input for future trip and program planning, with good response rates.
- Increased Technology Education classes for seniors.
- Diversified fitness classes, introduced evidence-based programs.
- Offered Dementia Education and support, hosted the *Virtual Dementia Tour*.
- Increased attendance rates for the grant-funded Making Memories Program for individuals struggling with mild dementia and those at risk for social isolation.
- Increased efficiency by transitioning transportation data-tracking to *My Senior Center*.

- Launched new membership renewal procedures.
- Secured grant awards totaling \$49,085.00
- Fundraising efforts totaling \$18,641.33: Paint Nite, 3rd Annual Golf Tournament, Sweet Frog Fundraiser (Making Memories Program), Military Whist and Holiday Fair.
- Recruited and supervised a Senior Center Intern from Goodwin College for 180 hour internship.
- Acquired a new flat screen television, purchased with fundraising revenues.
- Completion of B. Legato's Eagle Scout project to update the senior center's main office.
- Recertification of Director as a CHOICES Counselor for Medicare.
- Director trained to administer Benefits Check Up program through NCOA.
- Director attended monthly Commission on Aging committee meetings.
- Director served as staff liaison to the Senior Center Subcommittee, evaluating potential sites for a new senior center.
- Director served as Chair of the Strategic Planning Team, conducting 9 site visits to provide recommendations for physical requirements of new senior center facility.
- Director served as Chair of the TRIAD Committee, promoting senior safety awareness and providing 2 safety events: Spring Health Fair and Sloppy Slipper Swap.
- Director actively participated in CASC, CAMAE and SECT organizations.

Measures (January 1 – December 31)

	<u>2016</u>	<u>2015</u>	<u>2014</u>
• Active Membership	979	894	766
• Total Visits to the Senior Center (unduplicated)	14,492	13,658	11,090
• Total Clients Served (duplicated)	17,465	16,568	13,671
• Total Programs Sessions Offered	1,939	1,994	1,833
• Transportation, non-medical (total # of rides)	9,025	9,369	10,361
• Transportation, medical (total # of rides)	1,780	2,450	2,376
• Information and Referrals	3,407	9,369	5,098
• Social Service Clients (total served)	267	331	338
• Memories Program (total units of service)	4,345.5	3,331	3,987.5
• Volunteer Hours (total hours)	5,775.75	5,269.25	5,070
• Senior Center sponsored Travel Attendees	428	461	371
• Meals On Wheels Deliveries	7,468	5,603	4,493
• Meals Served Onsite (Community Café/Bistro & Special Meals)	2,667	2,687	2,644

2017-2018 Objectives

- Continue to meet the needs of the growing senior population through innovative programs and services.
- Complete Strategic Plan (2017-2021) for the Department of Senior Services, with a target completion date of May, 2017.
- Apply for Section 5310 (A) grant funding through the State of CT Department of Transportation to purchase a new 18 passenger bus with wheel chair lift.
- Reorganize Senior Nutrition Program, in collaboration with TVCCA.
- With the elimination of the Site Server position by TVCCA on June 30, 2017; create part-time position for QFO to serve meals and coordinate Meals on Wheels deliveries.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SENIOR SERVICES

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Regular Payroll	181,988	188,621	191,062	191,021	194,051
Contractual, Temporary, Occasional Payroll	3,055	4,175	4,500	3,148	4,500
Employee Related Insurances	800	1,052	1,059	1,030	1,060
FICA & Retirement	24,349	25,881	27,014	26,889	27,484
Copier	1,488	1,506	2,788	2,788	2,788
Office Supplies	353	1,155	1,000	1,000	1,000
Custodial/Maintenance Supplies	1,344	1,345	1,350	1,463	1,500
Mileage, Training & Meetings	269	215	250	250	250
Professional Memberships	150	150	295	295	295
Professional Services	449	314	960	677	18,440
Building Rental	16,000	16,000	16,000	4,000	0
Postage	294	296	400	400	450
Service Contracts	1,789	3,443	3,364	3,364	3,297
Printing & Publications	286	501	750	750	800
Telephone	3,383	3,443	3,300	3,735	3,840
Fuel & Heating	13,006	6,643	5,180	5,180	6,825
Electricity	5,988	5,617	6,500	6,000	6,500
Equipment Repairs	346	448	500	500	500
Building Repairs	1,486	1,020	1,500	1,500	1,500
Vehicle Maintenance & Fuel	16,100	15,649	12,560	12,560	13,325
TOTAL	272,923	277,474	280,332	266,550	288,405

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15401 - SENIOR SERVICES				
40101 - REGULAR PAYROLL				194,051
Director	1.00	58,118.00	58,118	
Program Coordinator (7.5 hrs/day)	1.00	42,866.00	42,866	
Administrative Assistant (7.5 hrs/day)	1.00	44,363.00	44,363	
Bus Driver (7 hrs/day)	1.00	29,120.00	29,120	
Part-time bus driver (5 hrs/day)	1.00	19,084.00	19,084	
Longevity	1.00	500.00	500	
40105 - CONTR TEMP OCCAS				4,500
Substitute drivers to cover vacations, etc. - part-time bus driver hourly rate	1.00	4,500.00	4,500	
41210 - EMPLOYEE RELATED INS.				1,060
Life/AD&D Insurance.	1.00	605.00	605	
Long Term Disability insurance.	1.00	455.00	455	
41230 - FICA & RETIREMENT				27,484
FICA/Medicare	1.00	15,189.00	15,189	
Defined Contribution 401(a) Plan - Senior Citizens Director @ 8%	1.00	4,649.00	4,649	
Defined Contribution 401(a) Plan - Program Coordinator & FT Bus driver @ 6%	1.00	4,319.00	4,319	
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	3,327.00	3,327	
42233 - COPIER				2,788
Monthly lease payments	12.00	124.00	1,488	
Per copy charges	1.00	1,300.00	1,300	
42301 - OFFICE SUPPLIES				1,000
Folders, paper, binders, miscellaneous	1.00	1,000.00	1,000	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,500
Kitchen and bath paper goods, soap and misc. disposable goods	1.00	1,500.00	1,500	
43213 - MILEAGE, TRAINING & MEETINGS				250
Mileage for home visits, meetings, training and conferences	1.00	100.00	100	
Local CASC & CAMAE conferences, training for local and state programs	1.00	150.00	150	
43258 - PROFESSIONAL MEMBERSHIPS				295
National Institute of Senior Centers (NISC)	1.00	145.00	145	
Connecticut Association of Senior Center Personnel (CASC)	2.00	50.00	100	
Connecticut Association of Municipal Agents for the Elderly	1.00	50.00	50	

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				18,440
Medical physicals for drivers to ensure health/fitness to drive	2.00	125.00	250	
Random drug/alcohol testing for drivers	3.00	50.00	150	
Licenses for drivers	1.00	125.00	125	
Copyright license to show movies on site	1.00	225.00	225	
QFO Certification course for Director or designee	1.00	150.00	150	
TVCCA - Nutrition Site Supervisor	1.00	17,540.00	17,540	
Coordinate Senior nutrition program and Meals on Wheels deliveries				
44217 - POSTAGE				450
Mailings to clients, agencies, service providers, and funders	1.00	450.00	450	
44223 - SERVICE CONTRACTS				3,297
Annual inspection of fire equipment	1.00	125.00	125	
Pest control services	12.00	75.00	900	
Furnace/Water heater service contract	1.00	700.00	700	
Alarm service - monthly inspections	12.00	31.00	372	
MySeniorCenter data tracking system	1.00	1,200.00	1,200	
44232 - PRINTING & PUBLICATIONS				800
Quarterly costs of printing Colchester Connections publication	4.00	150.00	600	
Outreach information, marketing materials & business cards	1.00	200.00	200	
45216 - TELEPHONE				3,840
Monthly VOIP phone service	12.00	190.00	2,280	
Monthly cell phone service for senior transportation drivers	12.00	130.00	1,560	
45221 - FUEL/HEATING				6,825
Heating oil	3,500.00	1.95	6,825	
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				13,325
Equipment repairs/parts	1.00	5,000.00	5,000	
Unleaded gasoline - Senior Center fleet	4,500.00	1.85	8,325	
TOTAL SENIOR SERVICES				288,405



Debt Service



**TOWN OF COLCHESTER
ADOPTED BUDGET**

DEBT SERVICE

<u>ACCOUNT</u>	FY 2014-2015 ACTUAL <u>EXPENDITURES</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ADOPTED <u>BUDGET</u>	FY 2016-2017 PROJECTED <u>ACTUALS</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>
Bond Principal	1,550,000	1,530,000	1,515,000	1,515,000	1,525,000
Bond Interest	422,865	371,465	327,266	327,266	266,666
TOTAL	1,972,865	1,901,465	1,842,266	1,842,266	1,791,666

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18101 - DEBT SERVICE				
49245 - BOND PRINCIPAL				1,525,000
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	395,000.00	395,000	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	850,000.00	850,000	
49246 - BOND INTEREST				266,666
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	39,200.00	39,200	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	67,201.00	67,201	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	160,265.00	160,265	
TOTAL DEBT SERVICE				1,791,666

Transfers & Capital



**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFERS & CAPITAL

<u>ACCOUNT</u>	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
Transfer to Capital Reserve	223,000	279,350	313,750	313,750	366,100
Transfer to Snow Reserve	0	85,215	0	0	0
Transfer to Animal Control Fund	29,685	30,975	30,926	30,926	30,223
Transfer to Capital Improvement Fund	339,000	383,700	611,675	984,915	599,317
Transfer to Debt Service Fund	166,768	239,240	262,705	262,705	362,230
Transfer to BOE Capital Reserve	0	67,500	0	117,960	0
TOTAL	758,453	1,085,980	1,219,056	1,710,256	1,357,870

TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18501 - TRANSFERS				
50474 - TRANSFER TO CAPITAL RESERVE				366,100
Contribution to Equipment Reserve	1.00	50,000	50,000	
Contribution to Vehicle Replacement Reserve	1.00	246,100	246,100	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	70,000	70,000	
50496 - ACO - TOWN FUNDING				30,223
General Fund contribution to support Animal Control Fund	1.00	30,223	30,223	
50500 - TRANSFER TO CAPITAL				599,317
Town Wide Revaluation	1.00	26,000	26,000	
Open Space	1.00	5,000	5,000	
Police cruiser	1.00	55,000	55,000	
Per vehicle replacement plan				
Information Technology - equipment replacement	1.00	25,000	25,000	
GIS - Map corrections, GPS location	1.00	10,000	10,000	
Fleet/Highway Garage - parking lot paving & drainage	1.00	50,000	50,000	
Fire - Replace SCBA units, masks, bottles (6 year funding plan)	1.00	54,200	54,200	
Town Hall - cooling tower replacement	1.00	14,000	14,000	
Town Hall - oil tank replacement	1.00	21,250	21,250	
Town Hall - replace rugs, shades, dividers	1.00	15,000	15,000	
Cragin Library - pavement overlay	1.00	4,000	4,000	
Parks & Grounds - pavement overlay & striping	1.00	16,000	16,000	
Parks & Grounds - resurface tennis courts	1.00	11,000	11,000	
Fleet/Highway Garage - Gas/Diesel tank and fuel station replacement	1.00	95,000	95,000	
Fleet/Highway Garage - structural study, moisture intrusion repairs	1.00	30,000	30,000	
Fire - Thermal imaging cameras (4) - 4 year funding plan	1.00	10,000	10,000	
Fire - Fire hose/equipment/gear dryer - 2 year funding plan	1.00	3,117	3,117	
Fire - Flashover simulator - 2 year funding plan	1.00	27,500	27,500	
Fire - Service 328 replacement - 3 year funding plan	1.00	30,000	30,000	
Paper Mill Bridge - Town matching funds	1.00	75,000	75,000	
Town Hall - repair sidewalks - 5 year funding plan	1.00	5,000	5,000	
Town Hall - replacement of 3 AHUs - 3 year funding plan	1.00	8,750	8,750	
Fire/IT - Radio Tower Equipment	1.00	8,500	8,500	
50700 - TRANSFER TO DEBT SERVICE FUND				362,230
Heavy Rescue lease purchase dated 1/20/14 - payments due 4/27/18, 7/27/18, 10/27/18 and 1/27/19	1.00	51,598	51,598	
Energy Project lease payment due 1/5/18 (Town share)	1.00	82,712	82,712	
Funding for future bond principal & interest payments	1.00	181,200	181,200	
Proposed lease financing to replace Ambulance 628 - 5 year lease	1.00	46,720	46,720	
TOTAL TRANSFERS				1,357,870

Animal Control Fund



**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

ANIMAL CONTROL FUND

	<u>FY 2014-2015 ACTUAL EXPENDITURES</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
EXPENDITURES:					
REGULAR PAYROLL	30,078	33,320	34,051	4,867	0
OVERTIME	0	2,371	0	0	0
FICA	2,304	2,739	2,605	373	0
OFFICE SUPPLIES	0	0	50	0	0
OTHER PURCHASED SUPPLIES	3,116	290	3,000	300	300
TRAVEL, TRAINING & MEETINGS	9,516	788	9,075	75	0
PROFESSIONAL SERVICES	3,697	14,321	4,500	4,723	0
DUE TO STATE OF CT	7,887	7,570	7,600	6,878	6,900
POSTAGE	0	0	50	0	0
ADVERTISING	192	184	200	53	0
PRINTING	143	117	150	100	100
TELEPHONE	437	403	420	240	0
FUEL/HEATING	1,044	577	1,125	1,095	903
ELECTRICITY	941	619	940	750	750
BUILDING REPAIRS	300	0	300	200	300
REGIONAL ANIMAL CONTROL DISTRICT	0	0	0	25,583	50,810
TOTAL EXPENDITURES	59,655	63,299	64,066	45,237	60,063

	<u>FY 2014-2015 ACTUAL REVENUES</u>	<u>FY 2015-2016 ACTUAL REVENUES</u>	<u>FY 2016-2017 ADOPTED BUDGET</u>	<u>FY 2016-2017 PROJECTED ACTUALS</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
REVENUES:					
TOWN CLERK DOG LICENSES	13,023	12,149	13,000	12,500	12,500
ANIMAL CONTROL OFFICER FEES	2,835	1,826	2,800	75	0
RENT & ASSISTANT ACO	2,641	2,340	2,340	5,340	2,340
TRANSFER FROM GENERAL FUND	29,685	30,975	30,926	30,926	30,223
USE OF FUND BALANCE	15,000	15,000	15,000	15,000	15,000
TOTAL REVENUES	63,184	62,290	64,066	63,841	60,063

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

Animal Control Fund - Detail Budget

<u>EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>
OTHER PURCHASED SUPPLIES Cleaning supplies for Dog Pound	300
DUE TO STATE OF CONNECTICUT State share of license revenue	6,900
PRINTING & PUBLICATIONS License tags	100
FUEL/HEATING	903
ELECTRICITY	750
BUILDING REPAIRS Minor repairs to the dog pound	300
REGIONAL ANIMAL CONTROL DISTRICT Per capita fees	50,810
TOTAL EXPENDITURES	60,063

SECTION FIVE

Capital Improvement Plan





Section Five – Capital Improvement Plan

Item

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



TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22
Facilities & Grounds							
	Repair Sidewalks - Town Hall	Facilities	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Cooling Tower Replacement - Town Hall	Facilities	\$ 14,000	\$ 14,000			
	Oil Tank Replacement - Town Hall	Facilities	\$ 21,250	\$ 21,250	\$ 21,250		
	Replacement of 3 AHUs Town Hall	Facilities	\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750
	Rugs, Shades, Dividers - Town Hall	Facilities	\$ 15,000	\$ 23,000	\$ 28,000		
	Re-shingle Main Building Roof - Town Hall				\$ 75,000		
	Pavement Overlay - Cragin Library	Facilities	\$ 4,000	\$ 5,000			
	HVAC Replacement - Cragin Library	Facilities		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Boiler Replacement - Cragin Library	Facilities		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	Roof Repair/Replacement - Cragin Library	Facilities		\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	Electrical Upgrade - Youth Center	Facilities			\$ 10,000		
	Boiler Room Roof Repair - Youth Center	Facilities			\$ 10,000		
	Oil Tank Replacement - Senior Center	Facilities				\$ 40,000	
	Window Replacement - Senior Center	Facilities		\$ 115,000			
	Resurface Tennis Court	Grounds Maintenance	\$ 11,000	\$ 11,000			
	Basketball Courts (Parks Donations)	Grounds Maintenance	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,000
	Concession Stand-Pre-cast (Parks Donations)	Grounds Maintenance				\$ 35,000	
	Pavement Overlay & Striping	Grounds Maintenance	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	
	Replace Gas/Diesel Tanks , Fuel Station	Fleet	\$ 95,000				
	Replacement RTUs	Fleet		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Structural Study/Moisture Intrusion	Fleet	\$ 30,000	\$ 30,000			
	Drainage & Pave Parking Lot	Fleet	\$ 50,000				
	Vehicle Coverage	Fleet			\$ 90,000	\$ 90,000	\$ 90,000
	Co. 2 Parking Lot	Fire Department		\$ 40,000			
	Paper Mill Road Bridge - Grant Match	Highway	\$ 75,000	\$ 75,000			
	Road Improvements	Public Works	\$ 550,000	\$ 600,000	\$ 650,000	\$ 700,000	\$ 600,000
	Road Improvements - TAR	Public Works					\$ 200,000
		ANNUAL TOTAL	\$ 895,000	\$ 988,000	\$ 938,000	\$ 918,750	\$ 929,750

Equipment							
	Equipment Replacement	Information Technology	\$ 25,000	\$ 42,000	\$ 50,000		
	GIS Improvements	Information Technology	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
	System Virtualization Project	Information Technology	\$ -	\$ 35,000	\$ 30,000		
	Consolidation of VOIP Servers	Information Technology		\$ 15,000	\$ 15,000		
	Records Management System	Town Clerk/IT		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	SCBA Units/Masks/Bottles	Fire Department	\$ 54,200	\$ 54,200	\$ 54,200	\$ 54,000	\$ 27,000
	Thermal Imaging Cameras	Fire Department	\$ 10,000	\$ 10,000	\$ 10,000		
	Radio Tower Equipment	Fire Department	\$ 8,500	\$ 8,500			
	Fire Hose/Equipment/Gear Dryer	Fire Department	\$ 3,117				
	Flashover Simulator	Fire Department	\$ 27,500				
		ANNUAL TOTAL	\$ 138,317	\$ 224,700	\$ 219,200	\$ 114,000	\$ 77,000

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22
Vehicles							
	F-150 4x4 Pickup	Code Enforcement		\$ 35,000			
	F-150 4x4 Pickup	Code Enforcement			\$ 35,000		
	Sedan - 4 door	Code Enforcement				\$ 15,000	
	F-250 4x4 Pickup	Emergency Management				\$ 35,000	
	Cruiser	Police Department	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
	Pickup Truck	Police Department		\$ 30,000			
	Plow Truck (Town Aid Road Grant)	Public Works	\$ 152,500	\$ 155,000	\$ 155,000	\$ 160,000	
	Service 328 (Fire Police/Traffic Control)	Fire Department	\$ 30,000	\$ 30,000			
	Service 128 (Forestry)	Fire Department			\$ 45,000		
	Utility 128	Fire Department				\$ 80,000	
	Backhoe (Town Aid Road Grant)	Public Works			\$ 96,000		
	Backhoe (Town Aid Road Grant)	Public Works					\$ 100,000
	Roller (Town Aid Road Grant)	Public Works				\$ 30,000	
	Rail Mower (Town Aid Road Grant)	Public Works		\$ 120,000			
	Scag Mower (Equipment Reserve)	Grounds Maintenance			\$ 10,000		
	Scag Mower (Equipment Reserve)	Grounds Maintenance				\$ 10,000	
	Skidsteer	Grounds Maintenance			\$ 30,000		
	Mower Attachment - Compact Tractor	Grounds Maintenance				\$ 14,000	
	Passenger Van	Recreation		\$ 28,000			
		ANNUAL TOTAL	\$ 237,500	\$ 453,000	\$ 426,000	\$ 399,000	\$ 155,000

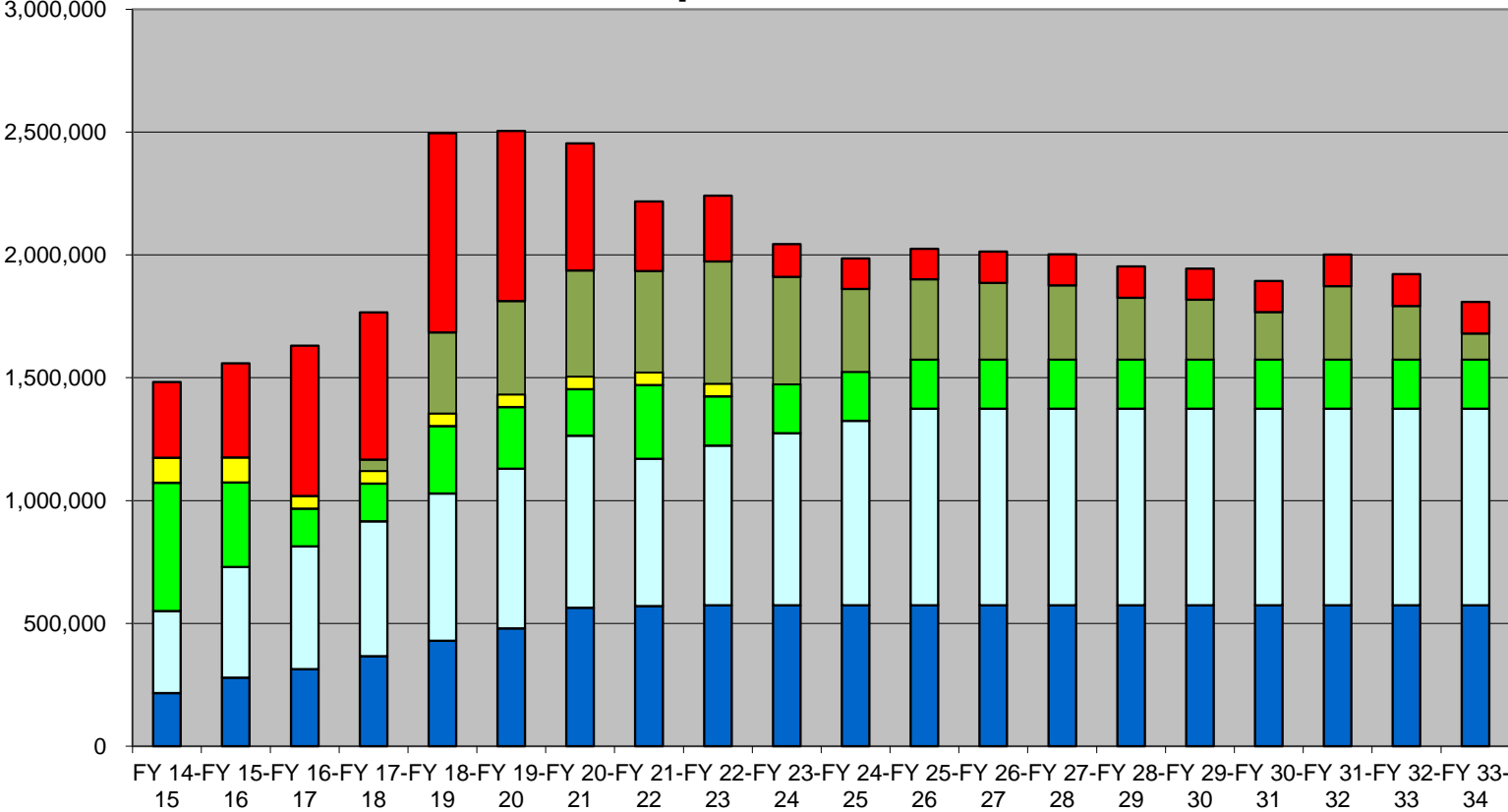
Lease Financing							
	Heavy Rescue 128 lease (January 2014)	Fire Department	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598
	Engine Tank 328	Fire Department		\$ 71,000	\$ 69,200	\$ 67,400	\$ 65,600
	Tanker - Replace Hose Tender 128	Fire Department		\$ 54,600	\$ 53,000	\$ 51,400	\$ 44,800
	Ladder 128	Fire Department		\$ 110,000	\$ 107,200	\$ 104,400	\$ 101,600
	Ambulance 528	Fire Department				\$ 41,600	\$ 40,400
	Ambulance 628	Fire Department	\$ 46,720	\$ 45,260	\$ 43,800	\$ 42,340	\$ 40,880
	Service 228 (Forestry)	Fire Department		\$ 48,000	\$ 46,400	\$ 44,800	\$ 43,200
	Payloader	Public Works				\$ 20,800	\$ 20,200
	Street Sweeper	Public Works			\$ 60,000	\$ 58,000	\$ 56,000
		ANNUAL TOTAL	\$ 98,318	\$ 380,458	\$ 431,198	\$ 482,338	\$ 464,278

Reserves							
	Revaluation	Assessor (annual funding)	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$ 28,500
	Open Space	Planning & Zoning	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Building & Grounds Maintenance	Facilities	\$ 70,000	\$ 80,000	\$ 90,000	\$ 100,000	\$ 100,000
	Equipment	Various	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Fire Vehicles (excluding large apparatus)	Fire Department	\$ 28,050	\$ 42,550	\$ 47,050	\$ 81,050	\$ 81,050
	Pick-Up Truck	Police Department		\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	Pick-Up Trucks	Public Works & Grounds	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000
	Plow Trucks	Public Works	\$ 106,500	\$ 120,600	\$ 134,000	\$ 147,400	\$ 147,400
	Specialized Vehicles	Public Works & Grounds	\$ 41,250	\$ 55,925	\$ 75,625	\$ 98,625	\$ 105,025
	Town Hall/Community Service Vehicles	Various	\$ 27,300	\$ 33,600	\$ 37,100	\$ 40,600	\$ 40,600
		ANNUAL TOTAL	\$ 397,100	\$ 459,675	\$ 510,775	\$ 594,675	\$ 603,575

GRAND TOTAL	\$ 1,766,235	\$ 2,505,833	\$ 2,525,173	\$ 2,508,763	\$ 2,229,603
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Note: Funding for the Capital Improvement Plan for all years presented, including any lease financing is subject to funding authorizations.

Capital Plan



■ Town Budget - Reserve Fund Contributions ■ Town Budget - Road Improvements ■ Town Aid Road ■ Lease - approved ■ Lease - proposed ■ Town Budget - Capital



SECTION SIX

Debt





TOWN OF COLCHESTER
FY 2017 – 2018 ADOPTED BUDGET

Section Six – Debt

Item

- Debt Summary
- Chart – Debt Payment Schedule



**TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET**

**Debt Summary
As of June 30, 2017**

Outstanding Short-term Debt

As of June 30, 2017, the Town has outstanding bond anticipation notes for the William J. Johnston School Project in the amount of \$9,550,000.

Outstanding Bonded Debt¹

<u>Dated Date</u>	<u>Final Maturity</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>Original Issue</u>	<u>Amount Outstanding</u>
06/03/10	06/01/21	Various purpose	2.25-5.00	2,525,000	840,000
06/03/10	06/01/21	Refunding	2.25-5.00	4,070,000	1,565,000
03/01/12	06/15/25	Refunding	2.00-4.00	8,400,000	5,755,000
07/31/09	07/31/28	Drinking Water Fund	2.12	2,496,990	<u>1,498,096</u>
Total					<u>\$9,658,096</u>

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.

**TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET**

**Bonded Debt Maturity Schedule¹
As of June 30, 2017**

<u>Fiscal Year Ending</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Payments</u>	<u>Cumulative Percent of Principal Retired</u>
2018	1,646,200	297,251	1,943,451	17.04
2019	1,618,795	243,407	1,862,202	33.81
2020	1,616,445	182,507	1,798,952	50.54
2021	1,329,151	121,700	1,450,851	64.30
2022	931,916	80,985	1,012,901	73.96
2023	694,740	54,161	748,901	81.15
2024	687,625	38,957	726,582	88.27
2025	680,571	23,636	704,207	95.31
2026	143,580	8,206	151,786	96.80
2027	146,654	5,133	151,787	98.32
2028	149,793	1,993	151,786	99.87
2029	<u>12,626</u>	<u>22</u>	<u>12,648</u>	100.00
Total	\$9,658,096	\$1,057,958	\$10,716,054	

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, 2017**

Population, 2015 ¹	16,142
Per capita income (2015) ¹	\$38,599
Net taxable grand list, 10/1/16	\$1,201,704,429
Estimated full value @ 70%	\$1,716,720,613
Equalized net grand list (10/1/14) ²	\$1,686,095,860

	<u>Total Long Term Debt \$9,658,096</u>	<u>Overall Debt \$19,208,096</u>	<u>Overall Net Debt \$19,208,096</u>
Per capita	\$598.32	\$1,189.95	\$1,189.95
To net taxable grand list	0.80%	1.60%	1.60%
To estimated full value	0.56%	1.12%	1.12%
To equalized net grand list	0.57%	1.14%	1.14%
Ratio of debt per capita to per capita income	1.55%	3.08%	3.08%

¹ Source: U.S. Census Bureau 2011-2015 American Community Survey 5 year estimates.

² State of Connecticut, Office of Policy and Management.

**TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET**

**Statement of Statutory Debt Limitation
As of June 30, 2017**

Debt Limitation Base

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2017	\$38,458,255
Reimbursement for elderly homeowners tax relief	<u>41,718</u>
Debt Limitation Base	\$38,499,973

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	\$86,624,939				
4.50 x base	—	\$173,249,879			
3.75 x base	—	—	\$144,374,899		
3.25 x base	—	—	—	\$125,124,912	
3.00 x base	—	—	—	—	<u>\$115,499,919</u>
Total debt limitation	<u>86,624,939</u>	<u>173,249,879</u>	<u>144,374,899</u>	<u>125,124,912</u>	<u>115,499,919</u>
Less indebtedness: ¹					
Bonds payable	1,238,500 ²	6,921,500	—	—	—
Bonds anticipation notes.....	—	9,550,000	—	—	—
Bonds authorized but unissued	<u>—</u>	<u>34,821,418³</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total overall debt	<u>1,238,500</u>	<u>51,292,918</u>	<u>—</u>	<u>—</u>	<u>—</u>
Less estimated school construction grant progress payments	<u>—</u>	<u>24,876,143⁴</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total overall net debt	<u>1,238,500</u>	<u>26,416,775</u>	<u>—</u>	<u>—</u>	<u>—</u>
Debt limitation in excess of outstanding and authorized debt	\$85,386,439	\$146,833,104	\$144,374,899	\$125,124,912	\$115,499,919

¹ Does not include the Refunded Bonds.

² \$1,498,096 water bonds excluded by statute.

³ Includes \$48,860,000 authorization for Middle School Project approved on June 16, 2015 less school construction progress payments received as of 6/30/17.

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

The General Statutes require that in no event shall the total debt for the Town of Colchester exceed seven (7) times the annual receipts from taxation. Maximum debt for the Town of Colchester under this formula is \$269,499,811.

**TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET**

Five-year Debt Statement Summary

	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>
Population ¹	16,142	16,143	16,119	16,068	16,068
Net taxable grand list	\$1,201,704,429	\$1,216,010,210	\$1,201,873,865	\$1,191,172,264	\$1,176,520,440
Estimated full value	\$1,716,720,613	\$1,737,157,443	\$1,716,962,664	\$1,701,674,663	\$1,680,743,486
Equalized net taxable					
grand list ²	\$1,686,095,860	\$1,683,452,351	\$1,683,452,351	\$1,713,186,821	\$1,681,198,817
Per capita income ³	\$38,599	\$38,875	\$36,860	\$36,455	\$36,593
Short-term debt	\$9,550,000	\$—	\$—	\$—	\$—
Bonded debt	9,658,096	11,291,756	12,937,929	14,601,667	16,288,021
Overall debt	19,208,096	11,291,756	12,937,929	14,601,667	16,288,021
Less school construction					
grants	0	0	0	0	0
Overall net debt	\$19,208,096	\$11,291,756	\$12,937,929	\$14,601,667	\$16,288,021

¹ U.S. Department of Commerce, Bureau of Census, 2010 Census, and 2010-2014 & 2011-2015 American Community Survey 5 year estimates.

² State of Connecticut, Office of Policy and Management.

³ U.S. Department of Commerce, Bureau of Census, 2007-2011 thru 2011-2015 American Community Survey 5 year estimates.

Five-year Debt Statement Summary Ratios

	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>
Overall debt:					
Per capita	\$1,189.95	\$699.48	\$802.65	\$908.74	\$1,013.69
To net taxable grand list	1.60%	0.93%	1.08%	1.23%	1.38%
To estimated full value	1.12%	0.65%	0.75%	0.86%	0.97%
To equalized net taxable					
grand list	1.14%	0.67%	0.77%	0.85%	0.97%
Overall debt per capita to					
per capita income	3.08%	1.80%	2.18%	2.49%	2.77%
Overall net debt:					
Per capita	\$1,189.95	\$699.48	\$802.65	\$908.74	\$1,013.69
To net taxable grand list	1.60%	0.93%	1.08%	1.23%	1.38%
To estimated full value	1.12%	0.65%	0.75%	0.86%	0.97%
To equalized net taxable					
grand list	1.14%	0.67%	0.77%	0.85%	0.97%
Overall net debt per capita					
to per capita income	3.08%	1.80%	2.18%	2.49%	2.77%

**TOWN OF COLCHESTER
FY 2017-2018 ADOPTED BUDGET**

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

Fiscal Year Ended June 30	Debt Service	Total Expenditures and Transfers Out	Debt Service as Ratio to Total Expenditures and Transfers Out
2017	\$1,842,265	\$61,623,465	2.99%
2016	1,901,465	57,933,173	3.28%
2015	1,972,865	57,608,506	3.42%
2014	2,054,914	57,694,147	3.56%
2013	2,095,890	54,087,611	3.87%

**Authorized but Unissued Debt
As of June 30, 2017**

Project	Date Authorized	Amount Authorized	Bonds Issued	Notes Issued	Grants/ Paydowns	Authorized but Unissued¹
Portable classrooms	05/09/06	\$ 850,000	\$ 425,000	\$ 0	\$399,712	\$ 25,288
William J. Johnston Middle School ²	06/16/15	<u>48,860,000</u>	<u>0</u>	<u>9,550,000</u>	<u>4,513,870</u>	<u>34,796,130</u>
Total		\$49,710,000	\$425,000	\$9,550,000	\$4,913,582	\$34,821,418

¹ Does not include Refunding Bonds.

² Does not reflect remaining estimated school construction grant payments of \$24,876,143

Authority to Incur Debt

The Town has the power to incur indebtedness as provided by the Connecticut General Statutes and the Town Charter. The issuance of bonds and notes is approved at a referendum by the voters of the Town.

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

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

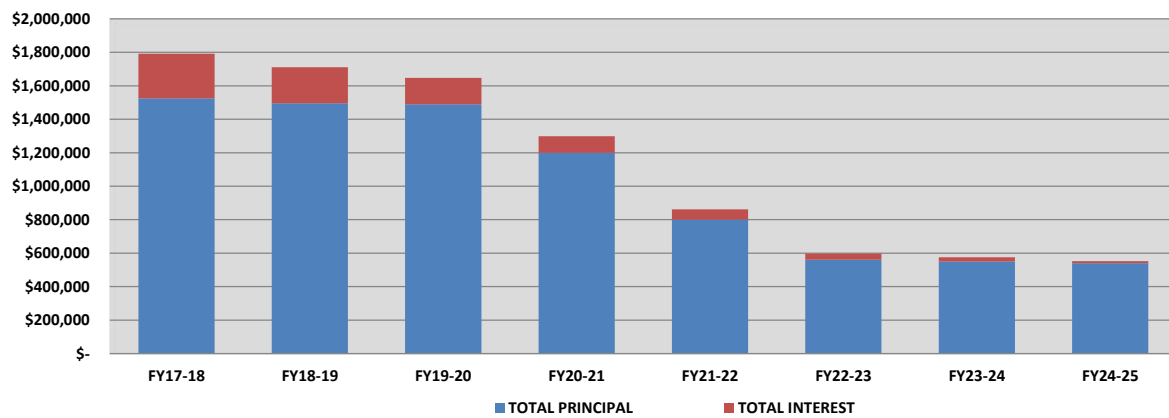
Temporary notes may also be issued for up to 15 years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year following the original date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

**TOWN OF COLCHESTER
FY 2017 - 2018 ADOPTED BUDGET**

DEBT PAYMENT SCHEDULE - GENERAL OBLIGATION BONDS

	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
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





TOWN OF COLCHESTER
FY 2017 – 2018 ADOPTED BUDGET

Section Seven – Glossary

Item _____

- Description of Funds
- Financial Policies
- Definition of Terms



Description of Funds

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

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

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

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

The Town reports the following major governmental funds:

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

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

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

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

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

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

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

TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET

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

DEFINITION AND TARGET

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

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

USE OF FUND BALANCE

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

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

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

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

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

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

Purchasing Policy –

Section A: Definitions and General Requirements

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

Section B: Procedures for Request for Proposal/Competitive Bid

Section C: Procedures for Optional Request for Qualification

Section D: Preferred Professional Services Vendor List

Section E: Acceptance/Rejection of Bids

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

Section G: Purchasing in Emergency Situations or Under Extraordinary Conditions

Section H: Mandatory Review of Purchasing Policy

SECTION A - DEFINITIONS & GENERAL REQUIREMENTS

1. DEFINITIONS

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

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

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

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

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

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

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

Superintendent: the Superintendent of the Colchester School District.

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

2. PURPOSE

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

3. COORDINATION WITH OTHER APPLICABLE LAWS

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

4. OBJECTIVES

The objectives of this policy are as follows:

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

5. RESPONSIBILITY FOR COMPLIANCE

Compliance with this Purchasing Policy shall be monitored as follows:

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

6. COMMUNICATION WITH VENDORS

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

7. BULK PURCHASING

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

8. ENVIRONMENTALLY-PREFERABLE PURCHASES

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

9. OTHER FORMS OF PURCHASING

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

10. PURCHASE ORDERS AND BLANKET PURCHASE ORDERS

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

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

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

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

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

11. EXPENDITURES NOT REQUIRING A PURCHASE ORDER

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

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

12. REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

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

- Purchases or contracts with an anticipated value of \$2,500 and up to \$5,000 shall require verbal quotes from a minimum of three (3) vendors. Verbal quotes must be summarized on the appropriate form and submitted with the purchase requisition.
- Purchases or contracts with an anticipated value of \$5,000 and up to \$7,500 shall require written quotes from a minimum of three (3) vendors. Emailed or faxed quotes signed by an authorized

company representative on company letterhead are acceptable, as are product catalogs and online vendors. Written quotes must be submitted with the purchase requisition.

- Purchases or contracts with an anticipated value of \$7,500 or more shall require use of either the Request for Proposal/Competitive Bid Process unless waived per Section F of this Policy.
- For purposes of this Paragraph (b), if a vendor declines the invitation to participate that refusal shall qualify as a response.

c. AUTOMATIC ADJUSTMENT OF DOLLAR AMOUNT

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

13. BID SECURITY

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

14. BIDDERS LIST

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

15. INSURANCE REQUIREMENTS

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

SECTION B - PROCEDURES FOR REQUEST FOR PROPOSAL/COMPETITIVE BID

1. PREPARATION

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

2. SPECIFICATIONS

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

Bid specifications must include:

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

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

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

3. NOTIFICATION OF REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

4. BID OPENING & AWARD

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

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

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

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

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

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

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

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

5. CONSIDERATION FOR LOCAL VENDORS

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

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

6. PROCEDURES IN THE EVENT OF A TIE BID

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

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

7. BID AWARD

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

8. POST BID NEGOTIATION

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

9. BID FILE

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

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

SECTION C - PROCEDURES FOR OPTIONAL REQUESTS FOR QUALIFICATION

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

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

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

1. SPECIFICATIONS

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

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

2. RESPONSES TO RFQ

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

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

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

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

procedures set forth in the notice.

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

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

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

SECTION D - PREFERRED PROFESSIONAL SERVICES VENDOR LIST

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

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

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

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

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

SECTION E - ACCEPTANCE/REJECTION OF BIDS

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

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

conditional bids, incomplete bids, and unexplained erasures;

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

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

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

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

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

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

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

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

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

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

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

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

SECTION G - PURCHASING IN EMERGENCY SITUATIONS OR UNDER EXTRAORDINARY CONDITIONS

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

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

Emergency situations shall be defined as situations in which:

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

Extraordinary conditions shall be defined as conditions which:

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

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

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

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

SECTION H - MANDATORY REVIEW OF PURCHASING POLICY

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

Approved by Board of Selectmen: 05/07/15

Approved by Board of Education: 06/09/15

Approved by Board of Finance: 06/03/15

Use of Capital Reserve Fund Policy –

USE OF CAPITAL RESERVE FUND

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

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

Approved by Board of Selectmen: 11/6/2014

Approved by Board of Finance: 11/5/2014

Rev: 10/6/2015

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

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

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

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

§ C-601 The Board of Finance

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

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

ARTICLE 1110, Budget Transfers

§ C-1110a Budget Transfers

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

ARTICLE 1111, Supplemental Appropriations

§ C-1111a Supplemental Appropriations

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

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

Approved: 11/5/2017

Snow Reserve Policy –

Due to the uncertainty in regard to;

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

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

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

Approved by Board of Finance: 3/2/16

Approved by Board of Selectmen: 3/17/16



**TOWN OF COLCHESTER
ANNUAL BUDGET**

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Compensation – Salaries for employees.

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

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

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

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

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

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

Education Cost Share grant (ECS) - A grant to municipalities from the State that is determined by a statutory formula, which is: Need Student Count x Per Student Foundation x State Aid Percentage.

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

Employer Contribution – Term used in the context of pension and other postemployment benefits to describe contributions actually made by the employer in relation to the actuarially determined contribution of the employer.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Mill – The amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth ($1/10^{\text{th}}$) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

Mill Rate – The rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every \$1,000 of assessed value of property.

Modified Accrual Basis of Accounting – Basis of accounting that modifies the accrual basis of accounting in two important ways: 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when the liability is first incurred (if earlier).

Pension Benefits – Retirement income and all other benefits (e.g., disability benefits, death benefits, life insurance) except healthcare benefits that are provided through a defined benefit pension plan to plan members and beneficiaries after termination of employment or after retirement. Postemployment healthcare benefits are considered other postemployment benefits, regardless of how they are provided.

Pension Plan – Arrangement for the provision of pension benefits in which all assets accumulated for the payment of benefits may legally be used to pay benefits (including refunds of member contributions) to any of the plan members or beneficiaries, as defined by the terms of the plan.

Personnel – All employees, including full-time, part-time, and elected officials, who work for the Town of Colchester.

Postemployment – Period following termination of employment, including the time between termination and retirement.

Principal – The amount borrowed, or the part of the amount borrowed that remains unpaid.

Property Tax – A locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for Colchester municipal expenditures. By State law, all municipalities must revalue the market value of property every five years.

Proprietary Funds – Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

Referendum - A question or proposal that is submitted to a vote of the electors or voters of a municipality that is either (1) any regular or special state or municipal election, or (2) is not an election and is not a town meeting.

Refunding – Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

Restricted Fund Balance – The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.

Revaluation - A periodic program undertaken in order to appraise all real property in terms of its full market value (bringing all properties to 100% of their true market value and by the same standard).

Revenue – Income to the Town of Colchester that comes from various sources, including: property taxes (both current and delinquent with associated interest and lien fees), intergovernmental revenue (both Town and Education-based), charges for services, investment interest earnings, license and permit fees, use of fund balance (varies from year-to-year and may sometimes not be used), transfers between other funds into the operating budget, and other miscellaneous revenue sources.

Special Revenue Funds – Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

Tax Collection Rate – A measure of the rate of taxes collected on all outstanding grand lists.

Town Meeting – The Annual Budget meeting to receive and consider a resolution for the adoption of the Annual Budget. The Annual Budget meeting is adjourned to an automatic referendum to be held within a specified amount of time as determined by Town Charter. Special Town meetings may be held at any time, as provided for in the Town Charter or State Statutes.

Unassigned Fund Balance – The difference between total fund balance and its non-spendable, restricted, committed and assigned components.

Unrestricted Fund Balance – The difference between total fund balance and its non-spendable and restricted components.

