

Town of Colchester



FY 2018 – 2019 ADOPTED BUDGET



Town Website



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SECTION ONE

Introduction





**TOWN OF COLCHESTER
FY 2018 - 2019 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 2018-2019 ADOPTED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Colchester
Connecticut**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

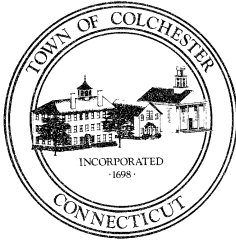
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Colchester, Connecticut for its annual budget for the fiscal year beginning July 1, 2017.

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

This award is valid for a period of one year only. We believe our budget for the fiscal year beginning July 1, 2018 continues to conform to program requirements, and we are submitting the adopted budget document to GFOA to determine its eligibility for another award.





Town of Colchester, Connecticut

July 1, 2018

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the fiscal year July 1, 2018 thru June 30, 2019. This adopted budget continues to place an emphasis on public safety, public works (road improvements), and education. The budget also reflects long-range capital and debt planning as funding is increased for capital maintenance and improvements, and reductions in existing debt service payments have been set aside to offset future debt payments.

I. INTRODUCTION/BACKGROUND

The overall Town government budget, including capital costs and debt payments, increases by \$113,227 or 0.77% over last year's adopted budget. The majority of this increase is reflected in the areas of general government, public safety, and public works due to the following: funding of personnel costs for pending contract settlement with the Fire union included in the Human Resources budget, additional temporary hours and software costs included in the Tax Office budget to enhance current and delinquent tax collection efforts, change in methodology for funding the self-insurance fund for health insurance costs, increase in workers' compensation insurance, increased hours for the Fire Marshal position to full-time, increased costs for Police Patrol overtime, increased Town share of costs for the State of Connecticut Resident Trooper program, and increased funding for road improvements. The reduction in debt service (principal and interest payments on general obligation bonds) is once again being transferred to the Town's Debt Service Fund to set aside funding for future debt service payments. The Education budget decreases by \$87,061 or a decrease of 0.21%.

Municipal Budget Expenditures Cap

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

II. BUDGET OVERVIEW

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

	FY17-18		FY18-19		DIFFERENCE	
					\$	%
General Government	\$	3,573,234	\$	3,645,457	\$ 72,223	2.02 %
Public Safety	\$	2,859,187	\$	2,925,531	\$ 66,344	2.32 %
Public Works	\$	3,518,788	\$	3,548,359	\$ 29,571	0.84 %
Community & Human Services	\$	1,607,338	\$	1,614,698	\$ 7,360	0.46 %
Debt	\$	1,791,666	\$	1,710,415	\$ (81,251)	(4.53)%
Transfers	\$	1,357,870	\$	1,376,850	\$ 18,980	1.40 %
TOTAL TOWN	\$	14,708,083	\$	14,821,310	\$ 113,227	0.77 %
Education	\$	40,636,405	\$	40,549,344	\$ (87,061)	(0.21)%
TOTAL BUDGET	\$	55,344,488	\$	55,370,654	\$ 26,166	0.05 %

Mill Rate

The mill rate for the combined adopted budget decreases from 32.37 to 32.28, a 0.09 mill or 0.28% decrease. As of October 1, 2017, the overall grand list reflects an increase of \$15,031,900 or 1.2%. The mill rate calculation is based on the Net Grand List of \$1.232 billion (including estimates of anticipated changes during the fiscal year such as pro-rated assessments, motor vehicle supplement grand list and other adjustments/corrections), and a 98.8% tax collection rate (increased from 98.6% rate in the FY 2017-18 budget).

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.

Summary

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

	<u>FY2018-2019</u>	<u>FY2017-2018</u>
Net Grand List	\$1,232,158,000	\$1,217,126,100
Mill Rate	32.28	32.37
Fund Balance Use	\$0	\$0
Debt Service	\$1,710,415	\$1,791,666
Transfers/Capital	\$1,376,850	\$1,357,870
Tax Collection Rate	98.8%	98.6%

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 have begun new and/or final phases of development. The Town is working on further economic development, as additional commercial development has been approved and permitted, or is in the design stages for permitting. Several historic facilities in the downtown historic district have been renovated, existing businesses plan to expand their retail/commercial space, existing but vacant commercial space is being redeveloped, and the Town is working with the owner of a vacant former car dealership in the center of Town to redevelop the property for retail or a personal services use.

Although the economy for the region continues to show some improvement, the situation in Connecticut lags behind the other states in the region. Seasonally adjusted unemployment rates for the New England region decreased from 3.8% in July 2017 to 3.6% in July 2018, however the rates for Connecticut decreased from 4.6% in July 2017 to 4.4% in July 2018. In the Hartford metropolitan area, unemployment rates (not seasonally adjusted) decreased from 5.0% in July 2017 to 4.5% in July 2018. The unemployment rate in Colchester as of July 2018 was 3.4%. In the Northeast region, for the 12 month period ending June 2018, prices for all purchased goods increased by 2.6%, prices for food items increased by 1.9%, and energy costs increased by 13.1%. *(Information taken from U.S. Bureau of Labor Statistics, Hartford Area Economic Summary, August 2018).*

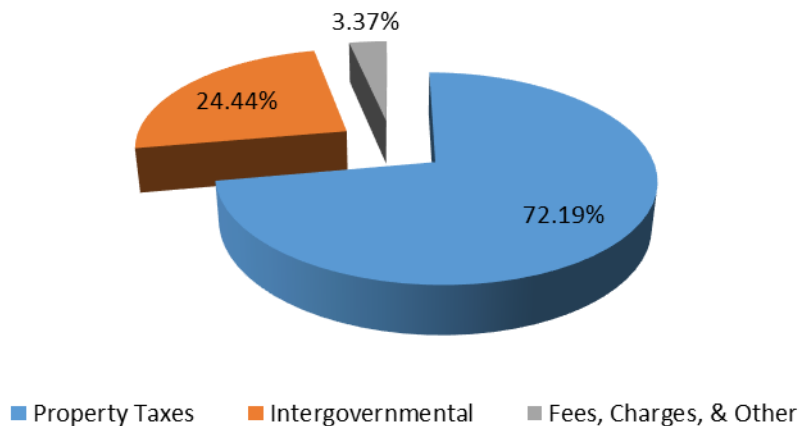
Grand List

The grand list as of October 2017, reflected an increase of 1.2%. Changes in the grand list for the past five years were as follows: increase of 1.4% as of October 2012, increase of 0.6% as of October 2013, increase of 0.6% as of October 2014, increase of 1.15% as of October 2015, and a decrease of 1.1% as of October 2016.

Major Revenue Sources

Property taxes represent the largest source of revenue to support the total combined budget at 72.19% of total revenues. At 24.44%, State grant funding is the second largest source of revenue. With significant decreases in State funding for education over the last two years, the burden of funding the Town and Education budget through local property taxes has increased from a level of 70.49% of total revenues in FY 2016-17, while State aid decreased over that same time period from a level of 27.06% of total revenues.

Revenue Sources by Type



Priorities

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

Economic Development – The Town needs to continue to expand its economic development efforts. The Town has a tax incentive program which has been used to attract and assist new businesses. The Economic Development Commission is working on a plan to use social media tools including Facebook, website to promote business activity, and a printed brochure to assist the Commission in its efforts to support existing businesses and to attract further business and economic development.

Strategically, the Town has focused on non-residential growth in a smart growth and designed focused manner, and has developed land development regulations that reflect that philosophy. The master infrastructure plan addresses the phased expansion of the water and sewer system to serve future non-residential development including design and costing of required pump stations, pipe sizes and specifications, other infrastructure needs and costs for each phase of the expansion. The first phase was completed in 2012. The Town is also focused on maintaining a strong downtown, building on successful rehabilitation programs to redevelop and strengthen central areas, including streetscape and lighting improvements. Colchester has recognized the economic benefit agriculture brings to the Town, with both farm-based stands and a thriving farmers market. Colchester has adopted a "right to farm" regulation and has developed a "made in Colchester" marketing program. There are also plans to develop a farming corridor as there are numerous agriculture interests that are serving wholesale and drive in retail clients.

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

The Town participates in the State of Connecticut Resident Trooper program to provide supervision of the local police department. The Town's share of this cost is currently at 100%, resulting in increases to the budget without any increases of available manpower to provide desired coverage levels. Scheduling of patrol shifts is currently being reviewed in order to determine optimal levels of shifts and staffing, and to control overtime costs for the department without impacting appropriate levels of coverage on all shifts. The budget for the department continues to fund the canine officer program initiated at the end of the 2015-2016 fiscal year.

The Police Commission, Board of Selectmen and Board of Finance continuously review the structure and staffing of the Police Department from a long-term perspective and have considered various options and cost impacts. These discussions have ranged from adding officers and/or Resident Troopers, staffing a midnight patrol shift, and becoming part of a regional police department with surrounding towns.

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

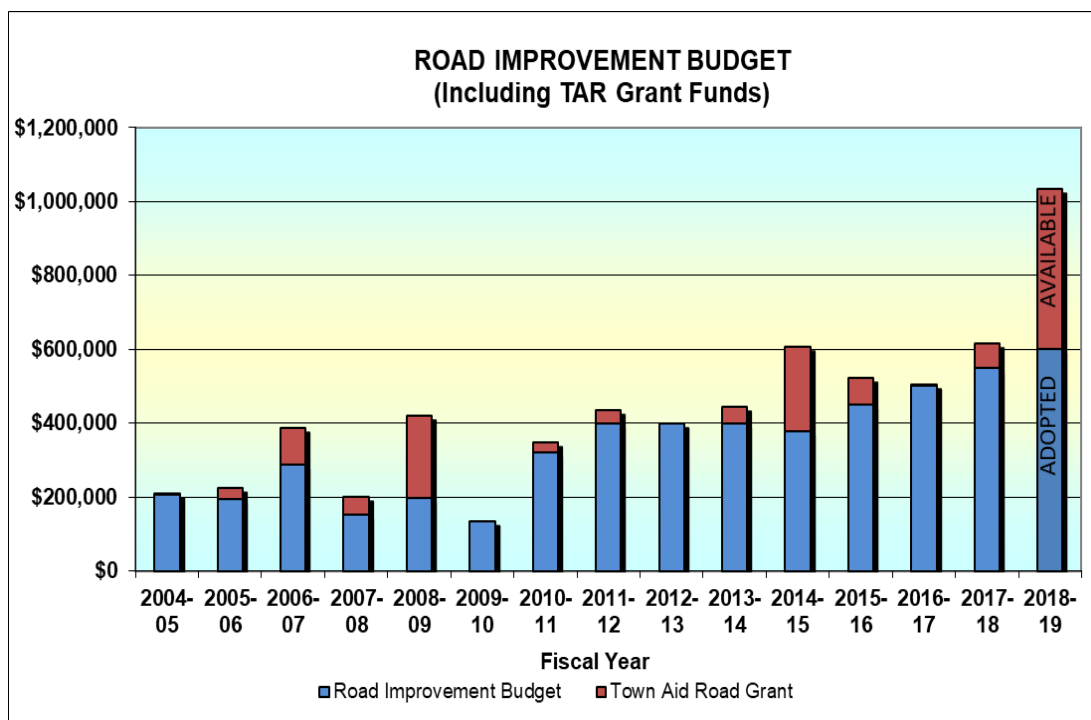
The Fire Department is currently working on a plan, including cost estimates and potential revenue sources, to provide paramedic services through department personnel as opposed to contracting for this service. Several presentations have been made to the Board of Selectmen and Board of Finance over the past year – recommendations from this plan will continue to be reviewed and evaluated throughout FY 2018-2019 and if approved, would be included in the development of the budget for the Fire Department for FY 2019-2020.

Community Services – Another area of long-term planning by the Town involves addressing the need for a new Senior Center facility. A Committee consisting of two members each from the Board of Selectmen, Board of Finance and Commission on Aging have developed plans that respond to the increases in membership and program participation at the Senior Center as the 55 and over population grows 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), therefore the only impact to the annual budget was the elimination of the lease payment. The Town also authorized and purchased land as a potential site of a new Senior Center. Funds were appropriated from unassigned fund balance of the Town's General Fund to finance both the purchase of the facility and the purchase of the land in FY 2016-2017.

Capital and Infrastructure – The most significant level of effort related to long-term planning has been the development and continual updating of a capital plan for equipment, vehicles, and facilities and grounds, and the commitment on an annual basis to fund those capital expenditures and reserves for future capital needs. As part of the preparation of the annual

budget, the capital plan is reviewed and updated based on priority, (safety and security being primary) and the impact on operating budgets such as maintenance and repairs. A detailed description of the capital budgets is included in Part C of the Budget Summary section of this Executive Letter and in Section 5 of this budget document.

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



IV. BUDGET SUMMARY

A. Revenues

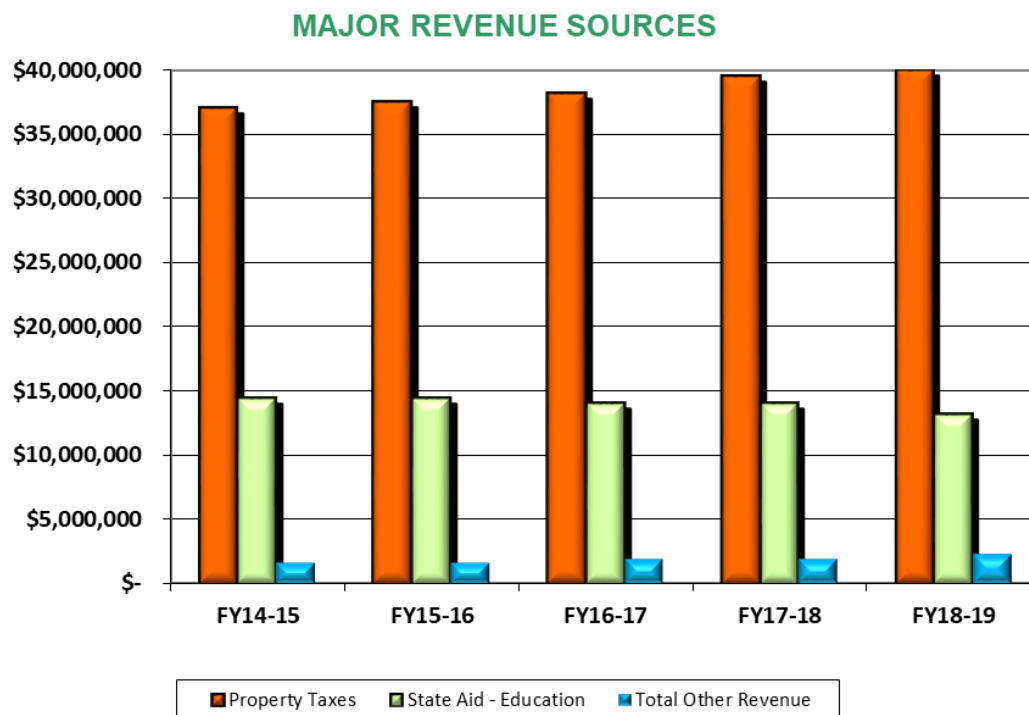
The Town budgets conservatively when estimating revenues. Current revenue streams to the Town of Colchester come from seven different sources: property taxes, state aid, charges for services, licenses/permits/fees, investment interest, "other revenue" which includes tuition fees, and other financing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

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

- No budgeted use of Fund Balance for an eighth straight year
- Increase of 1.2% in grand list
- State aid – Town – Municipal Stabilization grant
- State aid – Town – Payment in lieu of taxes (PILOT)
- State aid - Town – Pequot/Mohegan grant
- State aid – Education – reduction of approximately \$832,000 in ECS funding
- Tuition revenue from out of District students attending Bacon Academy High School

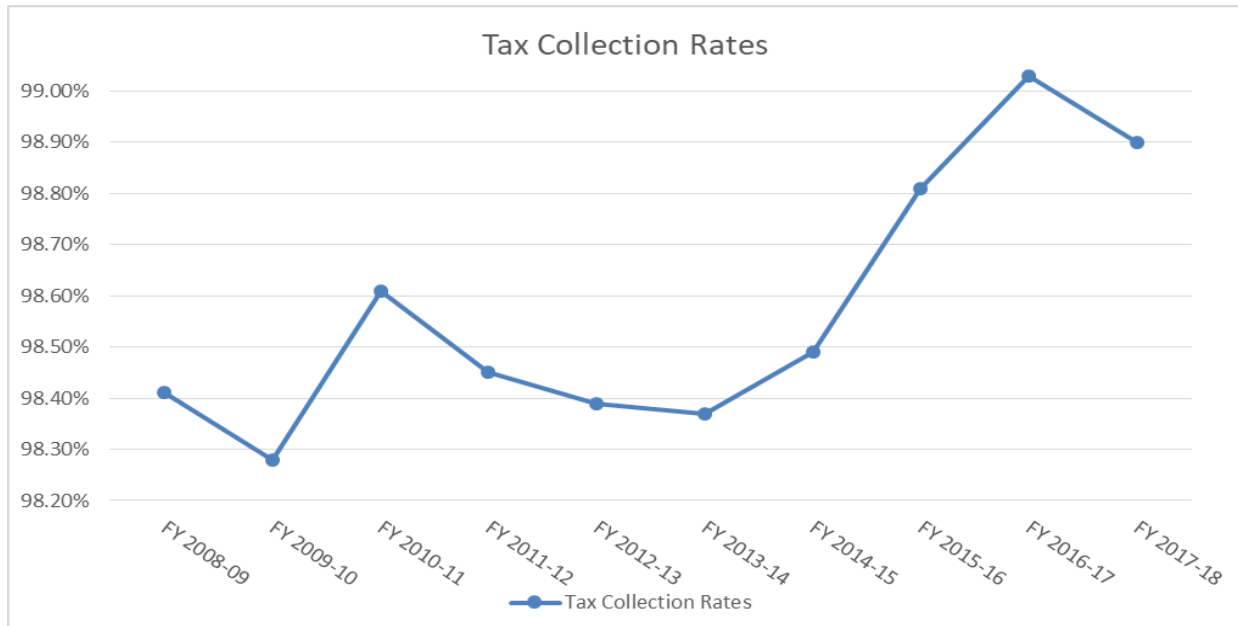
	PERCENT (%) OF TOTAL REVENUE				
	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>
Property Taxes	69.77%	69.99%	70.49%	71.31%	72.19%
State Aid - Education	27.16%	26.87%	25.95%	25.21%	23.70%
Licenses/Fees	1.16%	1.19%	1.31%	1.35%	1.24%
Charges for Services	0.92%	0.91%	0.93%	0.93%	0.97%
State Aid - Town	0.75%	0.75%	1.11%	0.32%	0.74%
Fund Balance/Transfers	0.00%	0.00%	0.00%	0.00%	0.00%
Interest	0.10%	0.10%	0.10%	0.11%	0.26%
Other	0.14%	0.19%	0.11%	0.77%	0.90%

The chart above and the one presented below (amounts reported are from the adopted Town budgets) reflects the Town's two major revenue sources consisting of local property taxes and State Aid for Education, as compared to the total of all other revenue sources combined over the last five years' adopted budgets. The total Town and Education budget increased by \$26,166 from FY 2017-18 to FY 2018-19, revenues derived from property taxes increased by \$504,637 (from an increase in the grand list, a 0.09 mill rate decrease, increased current tax collection rate, and increased estimates for interest on delinquent tax collections), while State Aid for Education decreased by \$832,709 and the total of all other revenue sources increased by \$354,238.

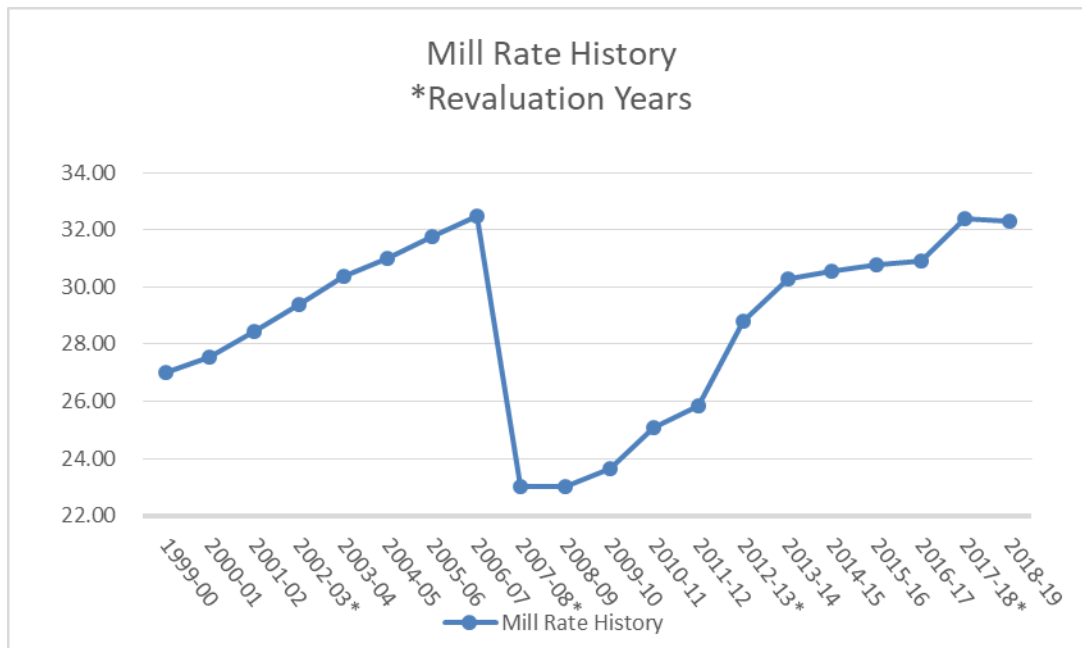


Taxes & Grand List

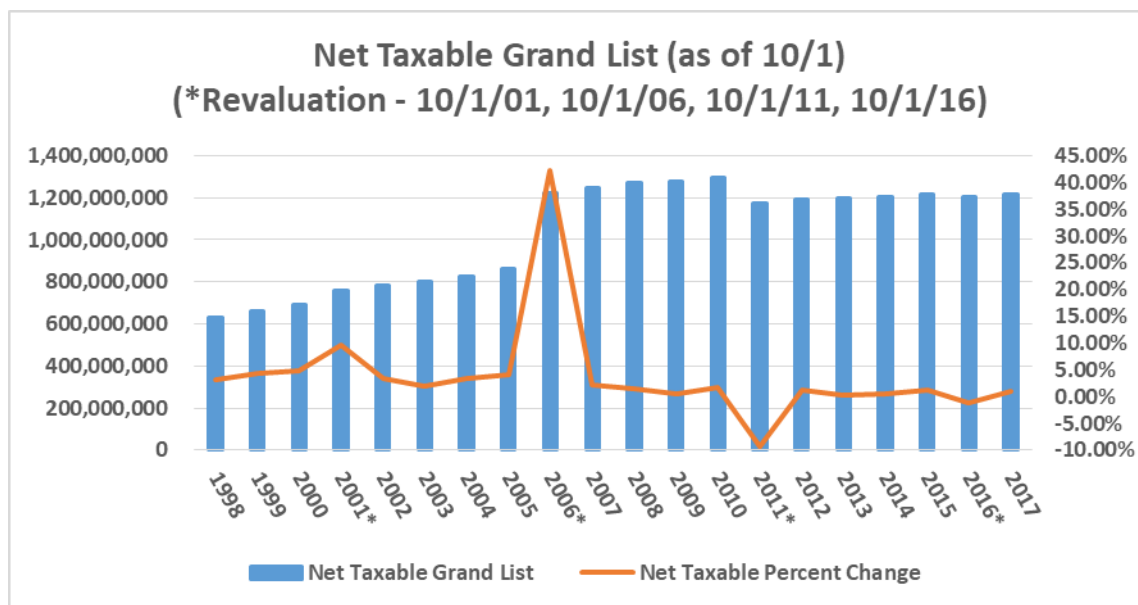
The adopted budget uses an estimated tax collection rate of 98.8%. The graph below shows the tax collection rates over the last ten years.



Despite a decrease in State aid supporting Education, increases in the grand list, tax collection rate and estimates for interest on delinquent tax collections combined with a minimal increase in the combined Town and Education budgets, resulted in a mill rate decrease from 32.37 to 32.28 for the FY 2018-2019 budget. Adopted budgets for the previous 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.

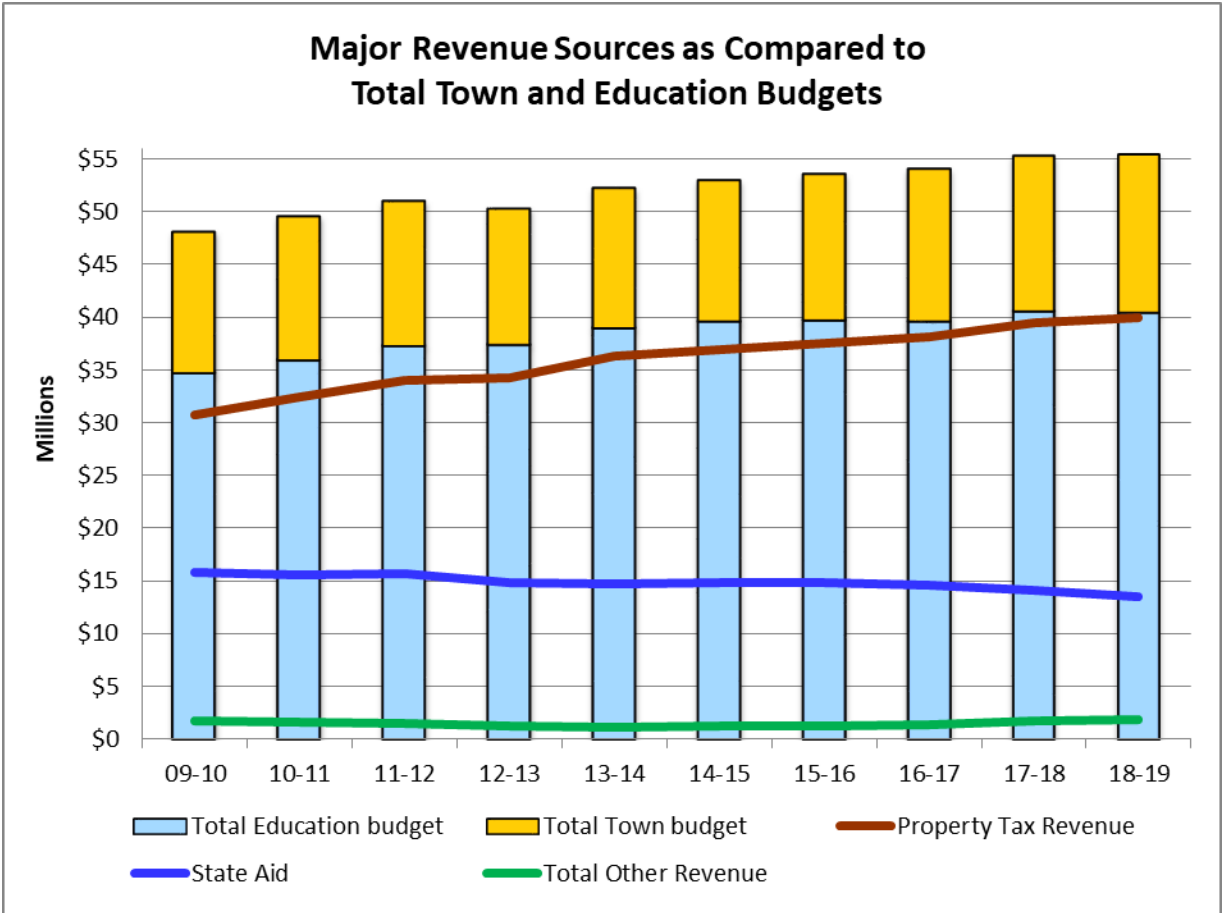


As stated previously, the Grand List increased 1.2% over the previous year. The graph below shows the net grand list amount and the percent change in the net grand list as submitted to the State of Connecticut Office of Policy and Management each year for the past twenty years.



Over the past ten years, from FY 2009-10 to FY 2018-19, revenue estimates from property taxes (including both grand list growth and mill rate increases) have increased from \$30.72 million to \$39.97 million, a 30.1% increase. During that same time period, State Aid has decreased from \$15.77 million to \$13.53 million, a 14.2% decrease, and total other revenues, which includes use of fund balance, has increased from \$1.68 million to \$1.87 million, an 11.2% increase. The Town and Board of Education continue to seek out additional resources to support the budget, including charging tuition to accept students from out of District to attend our school system, and applying for other grant funding as direct support to existing services. However, the significant reduction in State aid continues to put an increased burden on the Town and Board of Education to reduce services or increase property taxes.

The total Town budget (including debt service and capital) increased from \$13.34 million to \$14.82 million reflecting the increased funding towards public safety and capital maintenance and improvements. The Education budget has increased from \$34.83 million to \$40.55 million between FY 2009-10 and FY 2018-19, 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 2014-15 totals \$887,549 including budget reductions from FY 2015-16 to FY 2016-17 of \$90,306 and from FY 2017-18 to FY 2018-19 of \$87,061. While the school system has been facing a decline in overall enrollment similar to other school districts in the State, the composition of the student enrollment has changed with increases in the students needing the greatest amount of assistance. The Board of Education has been working diligently to develop programs in-house to meet the needs of these students, in lieu of out of District placements.



State Aid

The following tables present state aid as a percentage of the adopted Town and Board of Education budgets for the most recent five years. It should be noted that the Town and Education budgets for FY 2017-18 were adopted prior to adoption of the State of CT budget. The tables do not reflect the impact of final adjustments to State aid for FY 2017-18.

Fiscal Year	Town Budget	Total State Aid to Town	Aid % of Town Budget
2018-2019	\$ 14,821,310	\$ 408,815	2.76 %
2017-2018	\$ 14,708,083	\$ 175,177	1.19 %
2016-2017	\$ 14,389,712	\$ 598,934	4.16 %
2015-2016	\$ 13,763,426	\$ 402,563	2.92 %
2014-2015	\$ 13,334,082	\$ 396,240	2.97 %

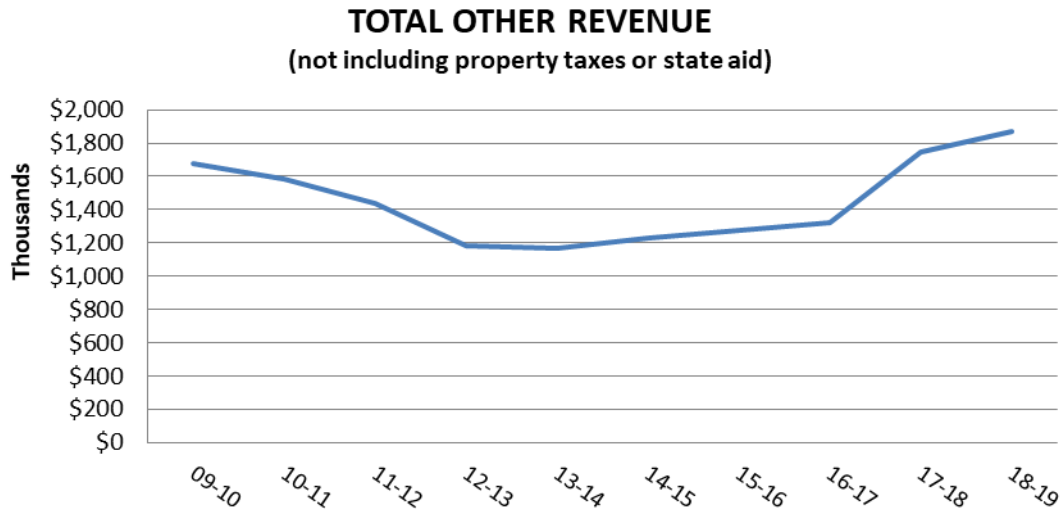
Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
2018-2019	\$ 40,549,344	\$ 13,120,601	32.36 %
2017-2018	\$ 40,636,405	\$ 13,953,310	34.34 %
2016-2017	\$ 39,705,064	\$ 14,041,055	35.36 %
2015-2016	\$ 39,795,370	\$ 14,392,592	36.17 %
2014-2015	\$ 39,661,795	\$ 14,392,833	36.29 %

The Board of Education relies heavily on state aid to maintain operations. Of the school's \$40.55 million adopted budget, 32.36%, or \$13.12 million, was anticipated from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at \$12,670,601. As discussed earlier, the Board of Education budget for FY 2017-18 was adopted prior to the State of CT budget. The amount of the ECS grant was reduced by approximately \$1.78 million as part of the adopted State budget and the subsequent holdback of State aid determined by the Governor. By the Town and Board of Education jointly initiating immediate budget freezes, including a hiring freeze for vacant positions, combined with the practice of conservatively budgeting revenues, Colchester was still able to end fiscal year 2017-2018 with a budget surplus. Going forward, the decreasing amounts in State Aid combined with the ever increasing cost of State and Federal mandates on the educational system, will continue to place an increasing burden on the local property taxpayer to fund the Education budget.

Fiscal Year	BOE Budget	ECS Funding	ECS % of BOE Budget
2018-2019	\$ 40,549,344	\$ 12,670,601	31.25 %
2017-2018	\$ 40,636,405	\$ 13,503,310	33.23 %
2016-2017	\$ 39,705,064	\$ 13,591,055	34.23 %
2015-2016	\$ 39,795,370	\$ 13,761,528	34.58 %
2014-2015	\$ 39,661,795	\$ 13,761,528	34.70 %

Other Revenue

After property taxes and state aid, total other revenue comes from the following five sources: charges for services, licenses/permits/fees, investment earnings, "other revenue" including tuition fees, and other financing sources (use of fund balance and transfers from other funds). As shown in the graph on the next page and as stated previously, other revenue sources have increased from \$1.68 million in FY 2009-10 to \$1.87 million in the current fiscal year, or 3.37% of total revenues.

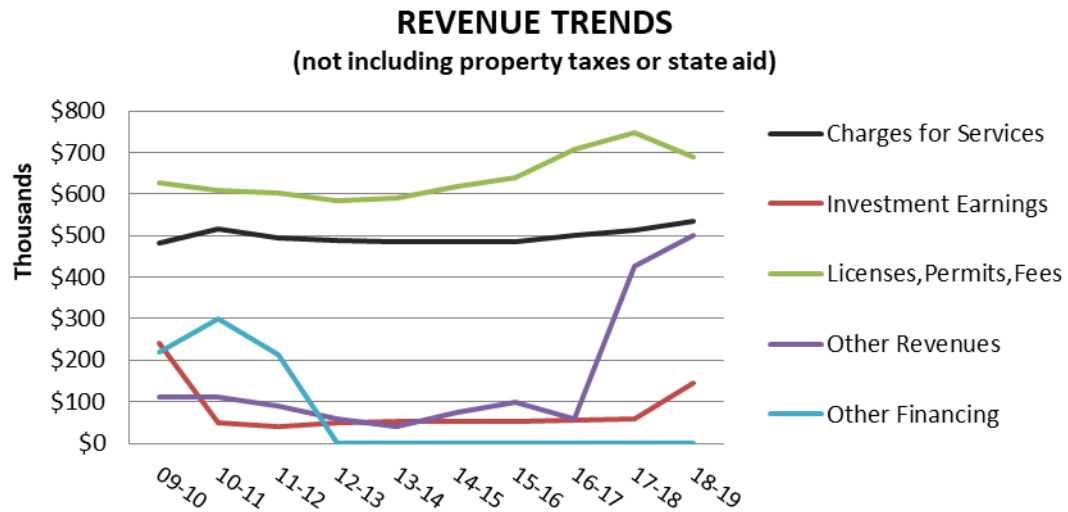


The main reason for the initial large decrease in revenues other than property taxes and State aid was the reduced and then non-use of fund balance to support the operating budget. After consecutive years of appropriating fund balance to balance the overall budget, the Board of Finance adopted a fund balance policy in 2010, which was amended in 2012 (see Financial Policies in Section 7 Glossary). In accordance with the policy guidelines, starting with the adopted budget for FY 2011-12, use of fund balance was reduced to zero and has remained at zero through the current fiscal year's budget. This policy is reviewed annually by the Board of Finance in context with the most recent financial operating results and the overall capital improvement and debt management plans. Starting with the FY 2017-18 budget, total other revenues includes tuition from other school districts for students attending Colchester schools. This tuition accounts for the increase in other revenue from FY 2016-17 thru FY 2018-19 and is from students from the City of Norwich attending Bacon Academy High School.

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

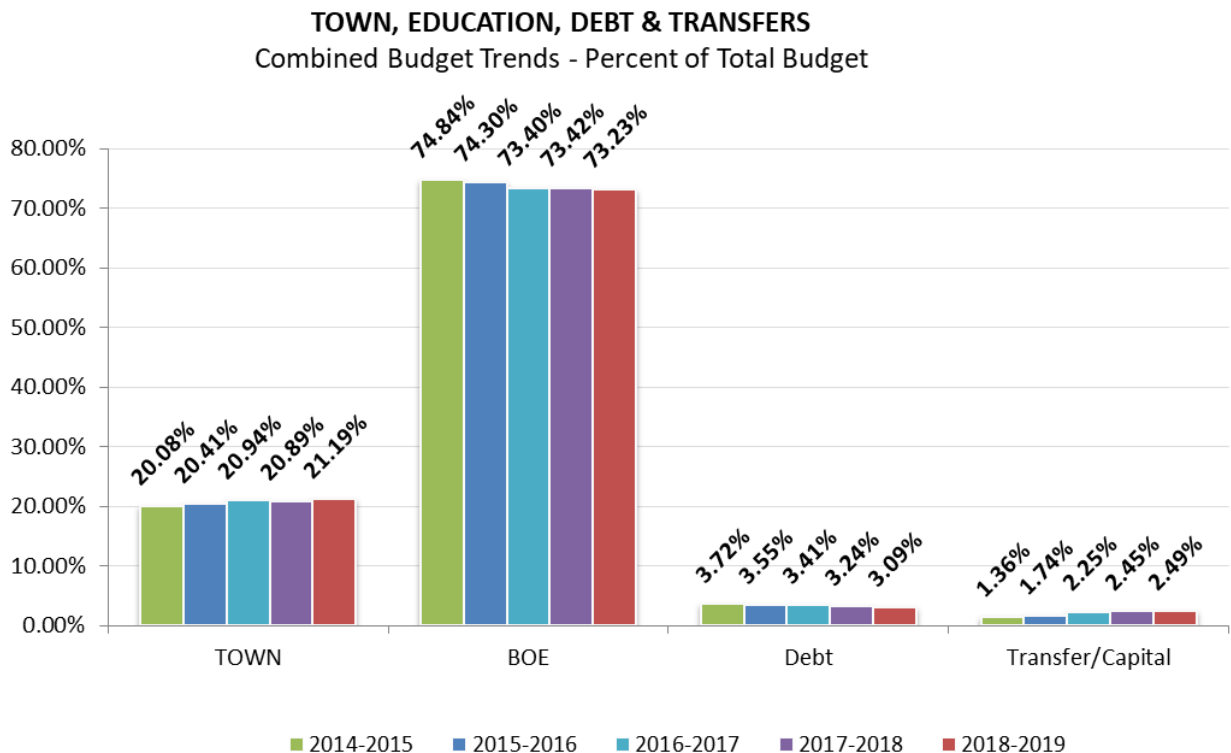
Building permit fees, transfer station fees, conveyance taxes, and Town Clerk fees represent the majority of the licenses, permits and fees category. Increases in building permit fees and conveyance taxes provide an indication of economic growth within the Town.

With regards to investment earnings, the Town is budgeting for an increase from \$60,000 in the FY 2017-18 budget to \$144,000 in the FY 2018-19 budget. This remains lower than the pre-recession numbers the Town had received through FY 2007-08. From FY 2002-03 to 2008-09, the Town averaged over \$300,000 in investment income. From FY 2009-10 to FY 2017-2018, the Town has averaged just under \$75,000 in interest income, although the last fiscal year (2017-18) showed a significant increase as interest rates have started to rise and the Town has implemented changes in its investment strategy to both increase investment earnings and reduce or eliminate "hard dollar" costs for banking services.



B. Expenditures

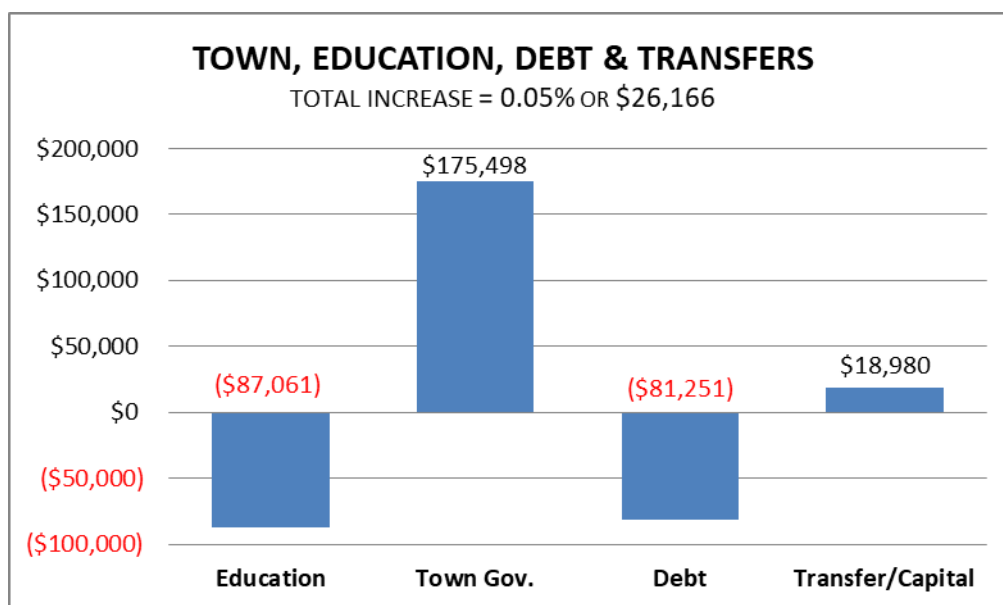
Summary of Expenditure Trends



The preceding chart shows the trends in the Town, education, debt, and transfers/capital budget allocations, as a percentage of the total budget over the past five years. The Town operating budget has increased from 20.08% of the total in FY 2014-15 to 21.19% in FY 2018-19,

education costs have decreased 1.61% during that period from 74.84% to 73.23%; and debt allocations have steadily decreased from 3.72% to 3.09%. 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 \$721,653 to \$1,376,850, a 90.79% increase. These trends reflect the decline in enrollment in the school system, the increased emphasis on maintaining existing facilities and infrastructure, and long-range capital funding and debt planning. As part of the Town's debt planning for the Johnston Middle School Project, as was done in the adopted budgets for the prior three years, the Town has reallocated the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels (\$262,450 for FY 2018-19) as a transfer to the Debt Service Fund. The funds deposited into the Debt Service Fund have been and will be used to pay interest on bond anticipation notes issued as temporary financing for the project. The Town plans to issue bonds in October 2018 and October 2019 to permanently finance the Town's share of the project costs. The remaining funds in the Debt Service Fund will be used for the future bond principal and interest debt service payments, continuing to mitigate the impact of the project to the taxpayer. The Town has also set aside funds for the lease purchase financing of a replacement ambulance as part of the current and prior year's adopted budgets.

A summary of expenditure increases/decreases compared to last year's (FY 2017-18) adopted budget for the four major budget categories are depicted in the following graph:



General Government

The general Town operations budget increased by \$72,223, or 2.02%. The increase in the General Government budget is due to increases in insurance costs, primarily driven by increases in Workers Compensation premiums. The total cost of health insurance for Town employees, workers compensation insurance, property & liability insurance, and anticipated unemployment benefits increased by \$63,008, or 3.99%. Please refer to the insurances section of this letter starting on page 34 for a more detailed explanation. Increases in the Human Resources budget represent funding of personnel costs for a pending contract settlement with

the Fire union, and the Tax Office budget reflects increases for additional temporary hours and software costs to enhance current and delinquent tax collection efforts.

Public Works

This year, the total public works budget increased by \$29,571, or 0.84%. The increase is primarily due to an increase of \$50,000 in funding for road improvements.

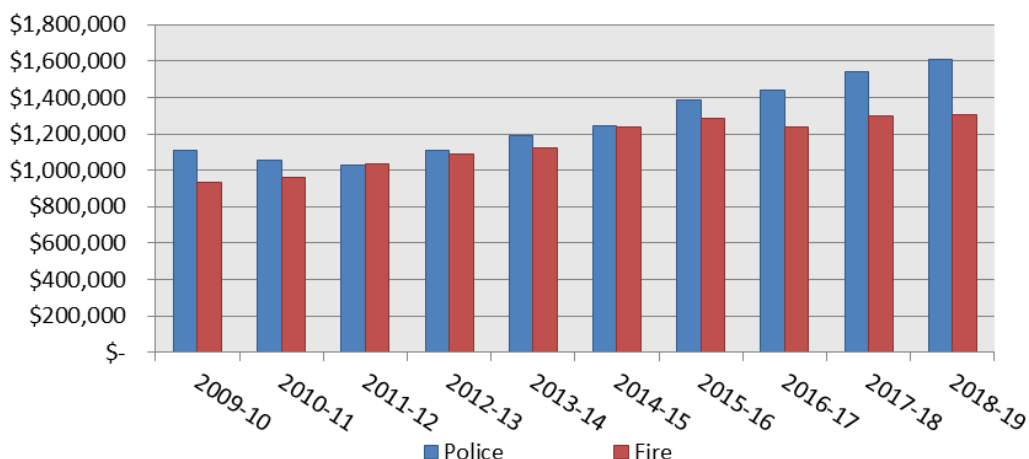
Public Safety

Combined Police, Fire, and Emergency Management budgets increased by \$66,344. The police department budget increased by \$61,488 or 3.98% due to increases in negotiated personnel costs for wages, overtime and benefits based on staff retention of more experienced officers. In addition, the Town share of costs for the State of CT Resident Trooper program continues to increase.

Fire protection (including dispatch) increased by \$5,035 or 0.39%. The hours for the Fire Marshal position were increased to full-time (position had been transferred from Planning & Code Administration to the Fire Department in the FY 2017-18 budget year).

The chart presented below represents a ten-year trend from FY 2009-10 to FY 2018-19 in public safety expenses. Since FY 2009-10, the police department budget has increased by 44.77%, or \$496,632. Likewise, the fire department budget has increased by 39.65%, or \$369,779. Overall, in the past ten years, town investment in public safety has increased by 42.43%, or \$866,411.

PUBLIC SAFETY BUDGETS



Community & Human Services

The total Community & Human Services budget increased this year by \$7,360, or 0.46%. The Youth & Social Services budget increased by \$3,280. The Library budget increased by \$16,304 including increases in electricity related to Saturday hours, and charges being imposed for fiber optic internet access (CEN connection previously received free of charge by public libraries and schools). Per capita costs paid to the regional Chatham Health District increased by \$5,484 from FY 2017-18 to FY 2018-19. The Recreation budget decreased by \$23,766 which mainly

reflects the elimination of a part-time Administrative Assistant position. The Senior Services budget increased by \$6,058.

Debt

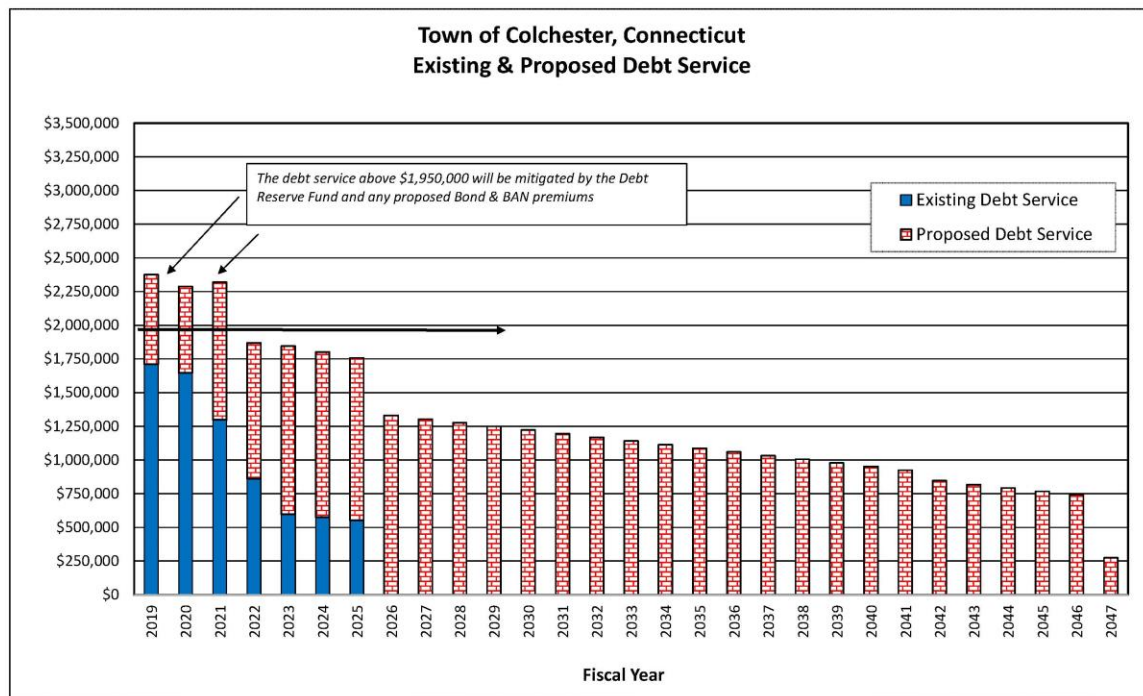
The Town's budgeted debt service, or debt payments, for FY 2018-19 is \$1,710,415. Bond principal and interest is decreasing from FY 2017-2018 to FY 2018-2019 by \$81,251 or 4.53%.

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, and recently updated the plan to reflect bond issues in October 2018 and October 2019 to permanently finance the Town's share of the project costs. As part of the debt plan, the Town has reallocated 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 previous three years' adopted budgets with a combined reallocation of \$383,200. Included in the FY 2018-19 adopted budget is an additional reallocation of \$262,450. The funds deposited into the Debt Service Fund have been, and will be used to pay interest on bond anticipation notes issued as temporary financing for the project. The remaining funds in the Debt Service Fund will be used for the future bond principal and interest debt service payments, continuing to mitigate the impact of the project to the taxpayer. In addition, funding that had been included in the Education budget for future capital improvements for the Middle School have been redirected to capital needs of the other schools based on the approval of the building project.

As shown in the chart below, in the past ten years, the Town's debt service has decreased by just over \$2,080,000, or by 54.89%.



The following chart represents the existing debt service for the Town and the updated 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 matured in January 2018. At that time, the Town issued bond anticipation notes in the amount of \$20,850,000 at an interest rate of 2.50% with a maturity date in October 2018. The Town plans to issue \$12,000,000 in general obligation bonds, and \$8,850,000 in bond anticipation notes in October 2018. The notes will mature in October 2019, at which time the Town anticipates issuing bonds for the remaining amount of the Town's share of the total project costs. The Town will be requesting a rating from S&P Ratings on these debt issues.

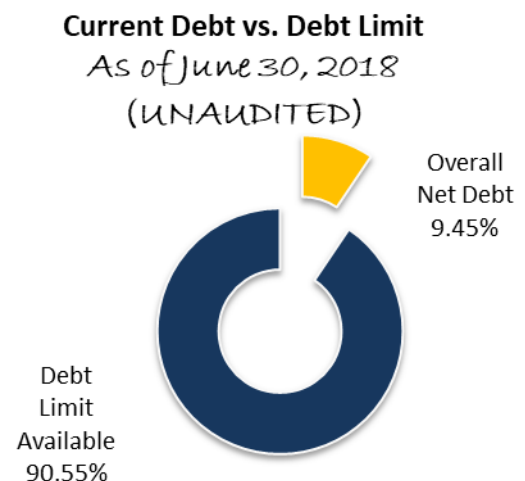
In March 2012, the Town issued \$8,400,000 of general obligation bonds that were used to advance refund portions of the outstanding principal amounts of the general obligation bond issues of 2002 and 2005. The Town advance-refunded the bonds to obtain a total savings of approximately \$571,000 between 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.” In September 2018, Moody’s issued an Annual Issuer Comment Report. The report noted that “The credit position for Colchester is high quality, and its Aa3 rating is equal to the median rating of Aa3 for cities nationwide. The notable credit factors include an extremely small pension liability, a light debt burden and a very strong wealth and income profile. The credit position also reflects a healthy tax base and a solid financial position.” The report also noted that “The town has a sound financial position, which is aligned with the assigned rating of Aa3.” Although the report included information that the cash balance and fund balance as a percent of operating revenues is materially lower than, or significantly below the U.S. median, it was also stated that “Connecticut local governments tend to have financial ratios lower than US medians because they generally derive a majority of revenues from stable property taxes and their financials typically incorporate school operations which are predictable.”

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

As of June 30, 2018, this amount was roughly \$276.39 million and the Town’s outstanding bonded debt was \$6.64 million, with outstanding bond anticipation notes of \$20.85 million. Authorized, unissued debt was approximately \$12.44 million, and estimated remaining school construction grant progress payments were approximately \$13.80 million. Overall net debt amounts to 9.45% of the total debt limit. The Town currently does not have a written debt service policy.

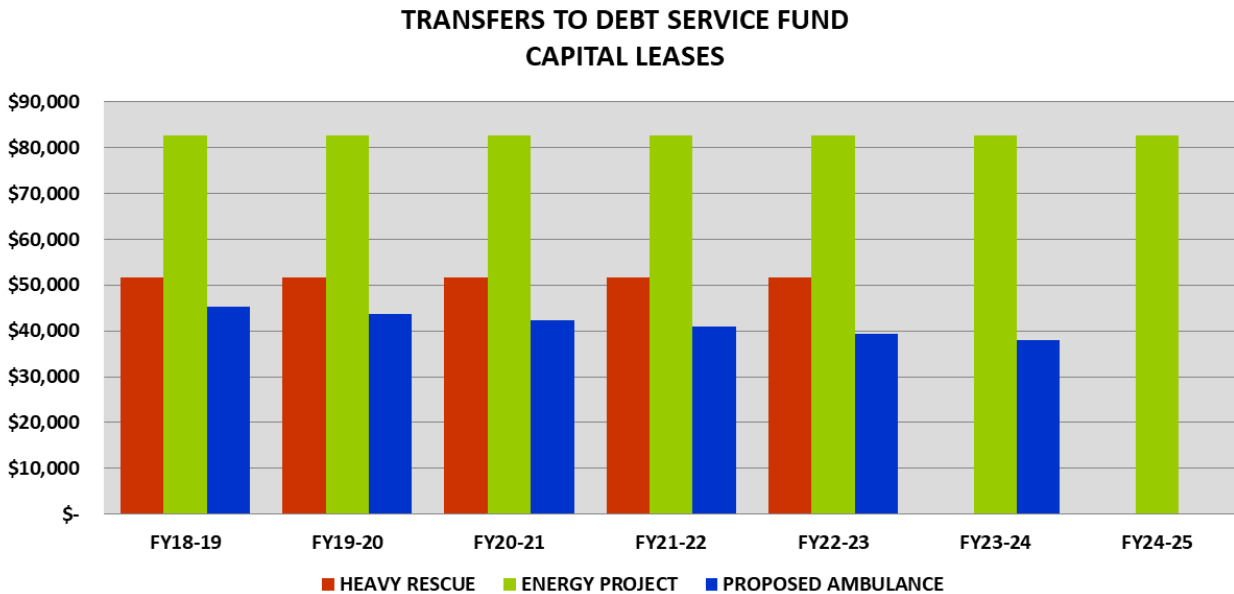


Transfers

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

The overall increase in transfers from last year to this year is \$18,980, or 1.40%.

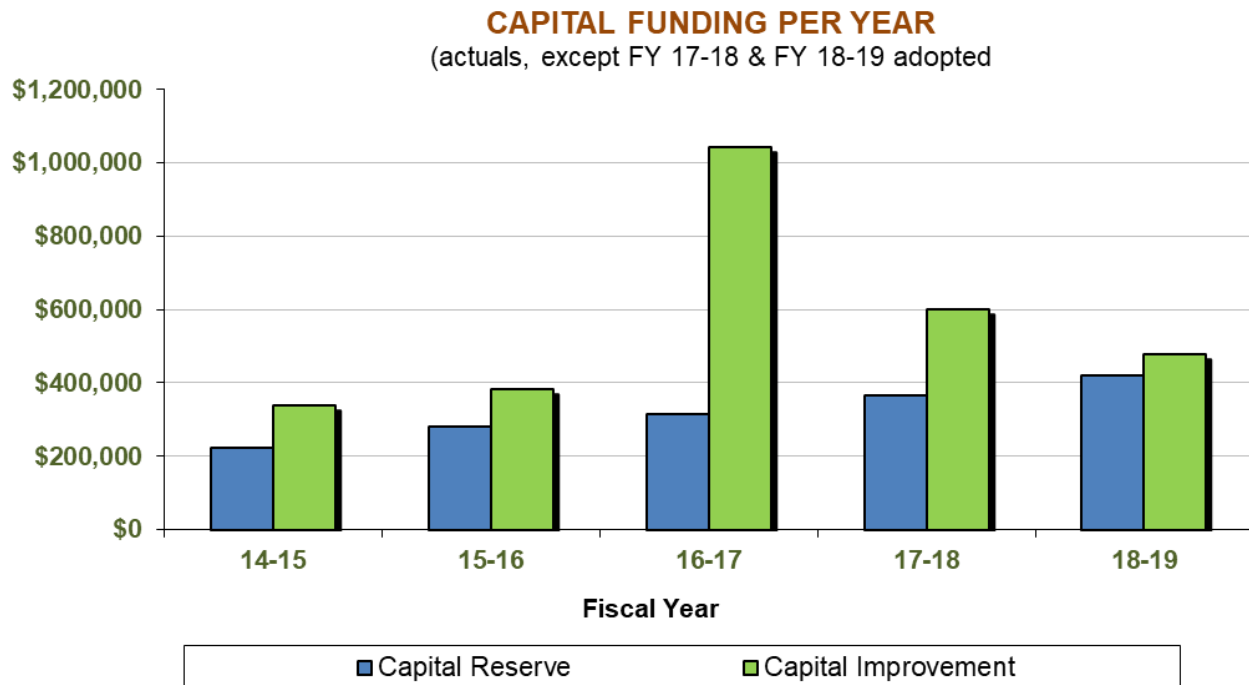
The transfer to debt service includes funding for lease payments under the energy project lease dated March 2013, and the Heavy Rescue vehicle lease dated January 2014. In addition, funding has been included to finance the replacement of an ambulance. A Request for Proposals will be issued in September 2018 for the lease financing for the ambulance.



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 \$53,200 or 14.53%, over last year’s adopted budget, to a total of \$419,300. 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 \$479,700 which will provide funding over one or multiple years towards twenty 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. A substantial portion of the project has been completed and the newly constructed and renovated portions of the building were opened for

the beginning of the School year in September 2018. The updated debt service plan and the steps taken to mitigate the impact on the mill rate are included in the debt section of this letter starting on page 24. In terms of the impact on long-term capital planning, funding that had been included in 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, the Education operating budget reflects 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 273. This five year plan is part of a longer-term capital plan that correlates with the time period associated with the Town's existing debt payment schedules and 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 (e.g. 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 in a given year, it will be submitted in the next year for further 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 plans have been established for the replacement of equipment related to Information Technology throughout all Town departments, and for the replacement of self-contained breathing apparatus (SCBA) units and thermal imaging cameras for the Fire Department.

Facilities and Grounds

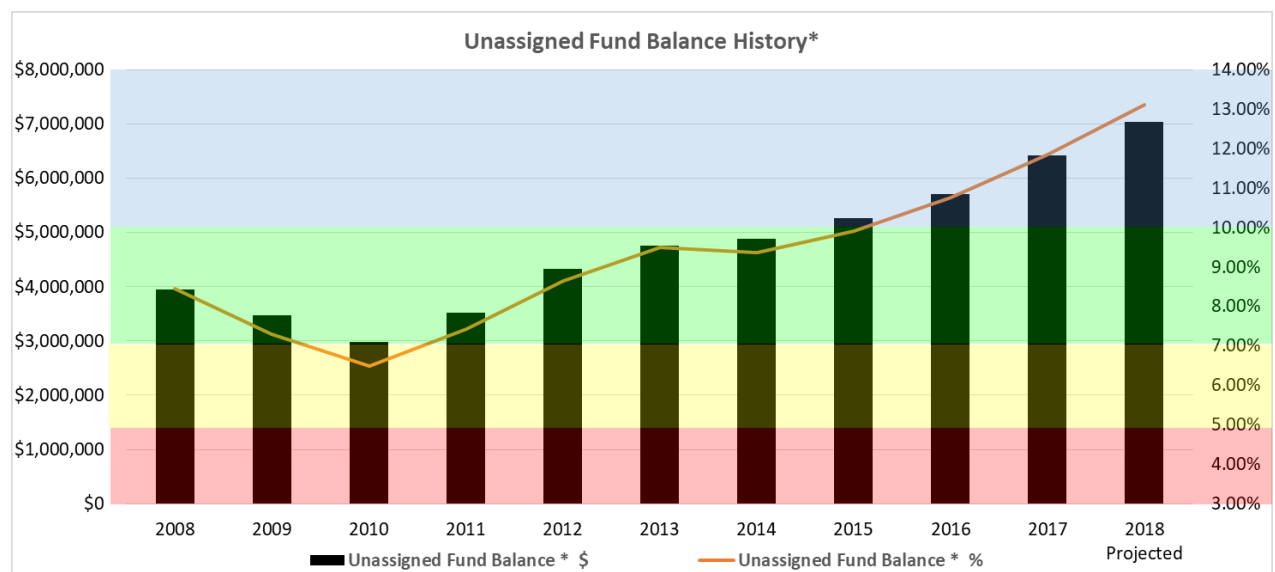
Due to the cost to keep the facilities and surrounding property of the Town safe and manageable, improvements must be made on a regular basis. Just as with a home, roofs need to be replaced, driveways must be re-paved or sealed, and other issues arise that need updating. In this year's budget, funding has been included to meet State and Federal mandates, and maintain existing infrastructure and facilities (Town Hall, Cragin Library, Youth Center, Town Highway Garage, Parks Garage and Fire Company 1), 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 2018-2019 will be the eighth 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.



FY Ending:	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018 Projected
Unassigned Fund Balance \$	\$3,950,819	\$3,470,913	\$2,974,475	\$3,518,813	\$4,334,548	\$4,758,733	\$4,888,372	\$5,255,366	\$5,711,933	\$6,422,633	\$7,044,168
Balance * %	8.45%	7.29%	6.48%	7.42%	8.64%	9.49%	9.37%	9.92%	10.76%	11.84%	13.12%

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

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

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

In September 2018, Moody's issued an Annual Issuer Comment Report. The report noted that "The credit position for Colchester is high quality, and its Aa3 rating is equal to the median rating of Aa3 for cities nationwide. The report noted that "The town has a sound financial position, which is aligned with the assigned rating of Aa3." Although the report included information that the cash balance and fund balance as a percent of operating revenues is materially lower than, or significantly below the U.S. median, it was also stated that "Connecticut local governments tend to have financial ratios lower than US medians because they generally derive a majority of revenues from stable property taxes and their financials typically incorporate school operations which are predictable."

As can be seen in the chart on the previous page, the Town has reestablished the level of unassigned fund balance to a responsible level, which can 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

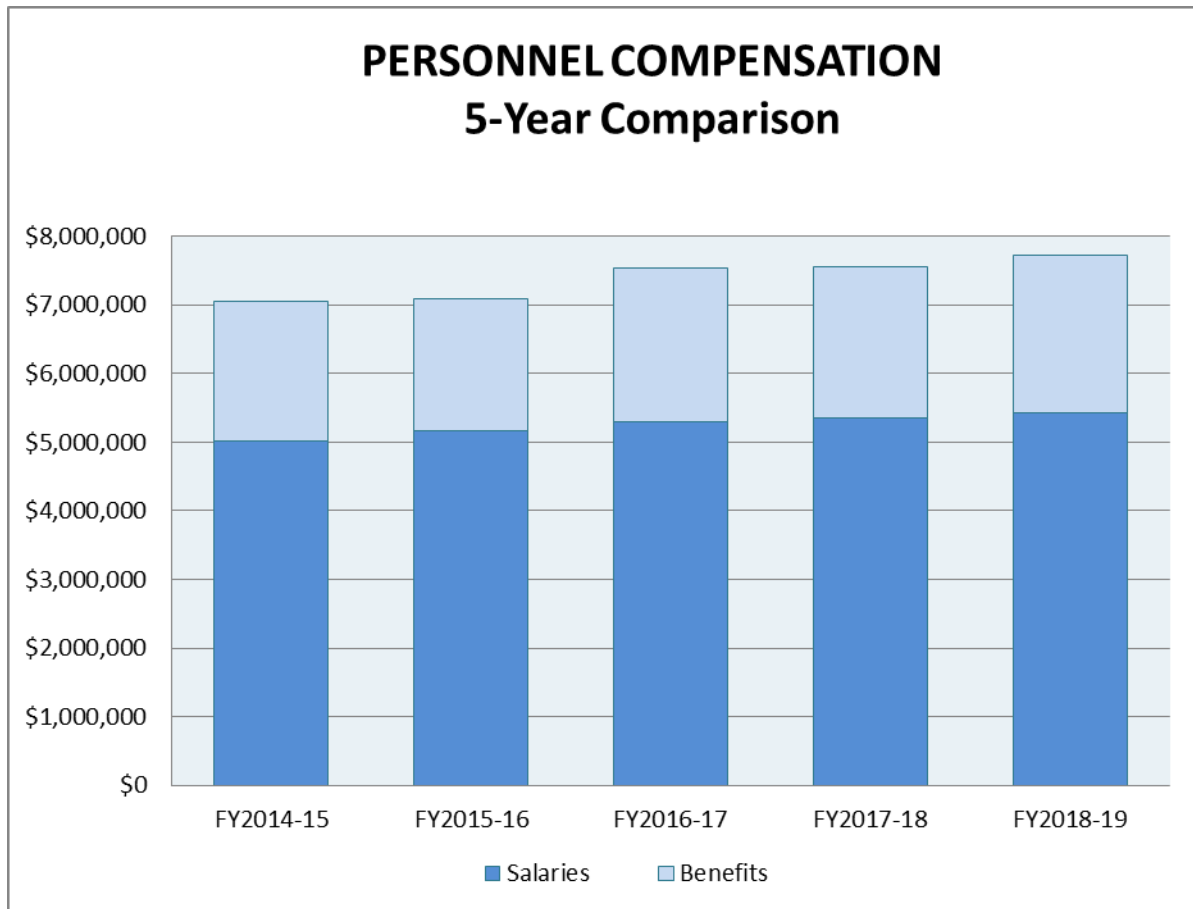
Total salaries and wages for all Town employees (including temporary and seasonal positions), for FY 2018-19 increased by \$73,198, or 1.37%, to \$5,428,801. Total benefits, including contributions to the self-insurance fund for health insurance and workers' compensation insurance premiums, increased \$93,303, or 4.24% to a total of \$2,295,781.

The Town's contribution to the self-insurance fund increased by \$14,389 which includes an amount to phase-in a change to the funding methodology over a ten year period.

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

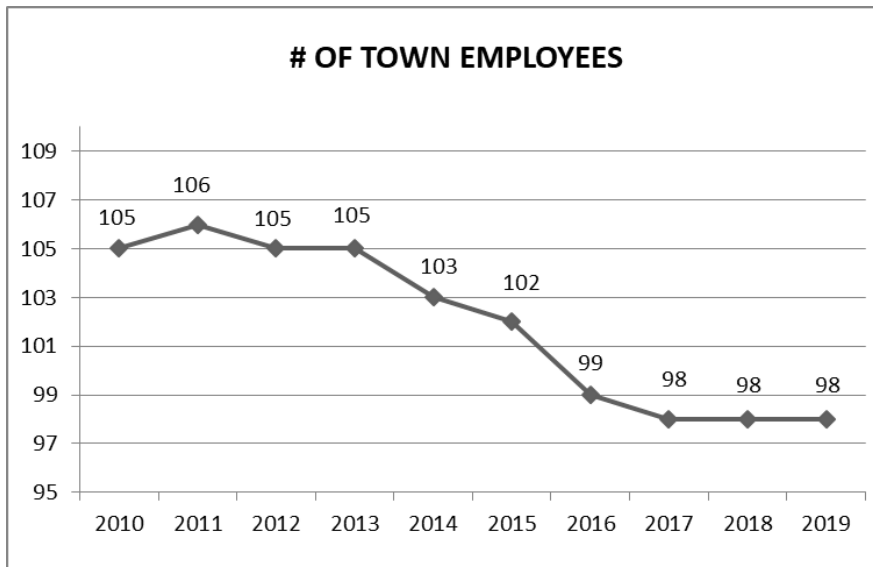
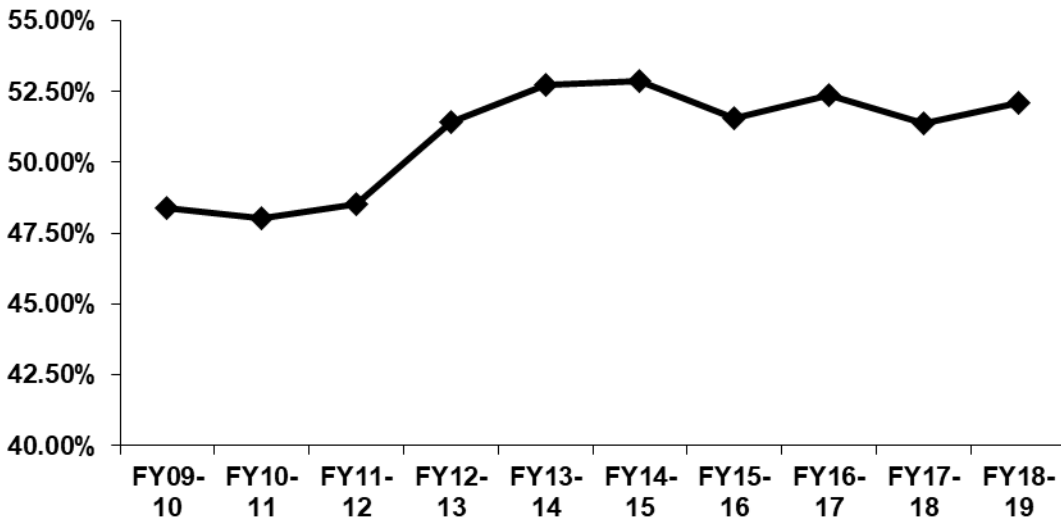
Over the past five years, the budget for salaries has increased by 8.26%; from roughly \$5.02 million to \$5.43 million due primarily to contractual increases. As a percentage of the total Town budget, salaries make up 36.63% and benefits constitute 15.49%.

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



Combined, total salaries and benefits for Town employees make up 52.12% of the total Town budget. As depicted in the chart on the next page, you can see the trend over the past five years of the percentage of employee compensation (salaries and benefits) to the total Town budget.

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



The chart to the left reflects the total number of Town employees (full-time, regular part-time, and elected officials) over the past ten years. After several years of reductions in personnel, the number of Town employees has remained consistent for the last four years. It should be noted that numerous positions were not filled during FY 17-18 as part of the efforts to mitigate the significant reduction in State aid.

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 2018-2019, the overall legal budget was decreased by \$5,000, due to the elimination of legal fees for Charter Revision which has been completed, for a total legal budget of \$110,000. The legal budget has been allocated as follows: \$40,000 to First Selectman’s

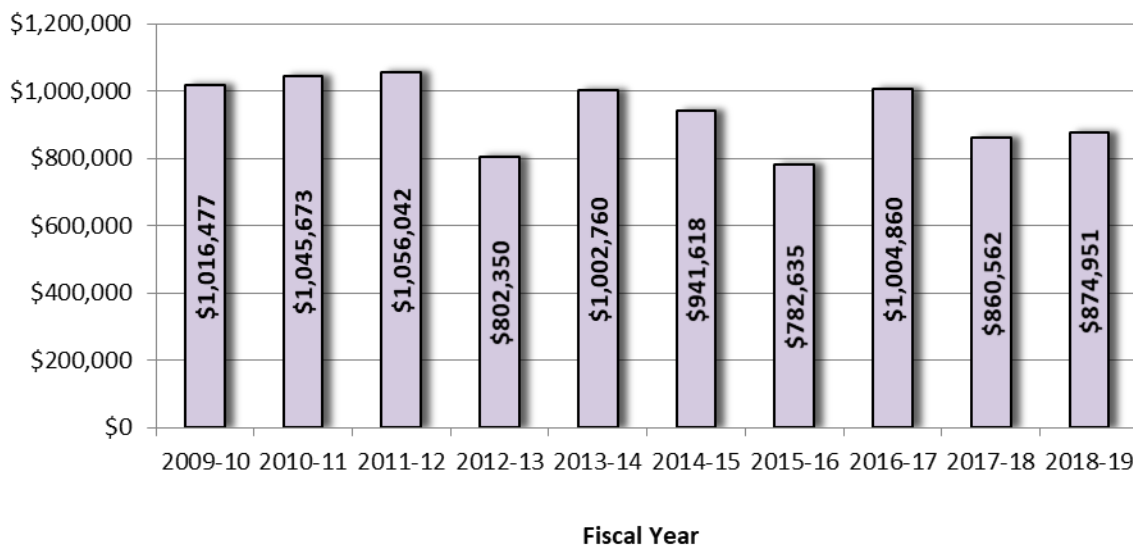
Office for general government legal matters, \$25,000 to Human Resources for labor negotiations and personnel issues, and \$45,000 to Planning & Code Administration for land use matters.

Insurances

This year, the insurance budget, including employee health insurance, municipal property & liability insurance, workers' compensation insurance, and estimated unemployment benefits; increased by \$63,008, or 4.0%.

Health insurance costs for FY 2018-19 are estimated at \$874,951, an increase of \$14,389 from the prior year. This increase includes a phase-in over ten years of a change to the funding methodology for contributions to the self-insurance fund.

HEALTH INSURANCE COSTS

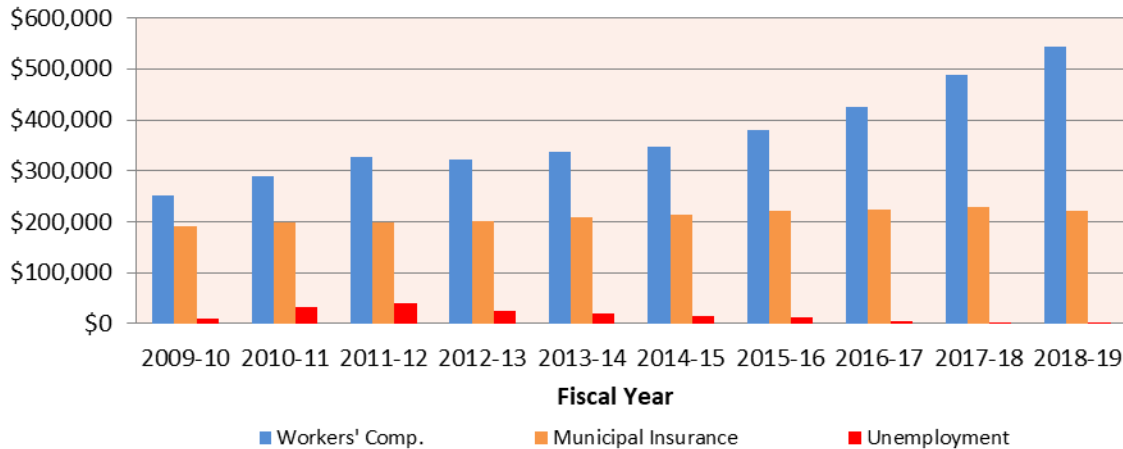


Health insurance costs represent 53.3% of the Town's insurance costs, workers compensation insurance represents 33.0%, with property & liability insurance and unemployment compensation benefits making up the remainder of the Town's total insurance budget.

Over the past several years, property & liability insurance costs have remained relatively unchanged, increasing \$14,510 or 7.0% since FY 2013-14. The unemployment budget remains level at an amount of \$2,500 in FY 2018-19 reflecting the stabilization of overall staffing levels and personnel.

The budget for Workers' Compensation insurance was increased by \$55,176, or 11.3% over the prior year. The Town is working closely with our insurance carrier and broker on managing these costs moving forward, and both the Town and Board of Education have recently closed several outstanding claims from prior years.

OTHER INSURANCE COSTS



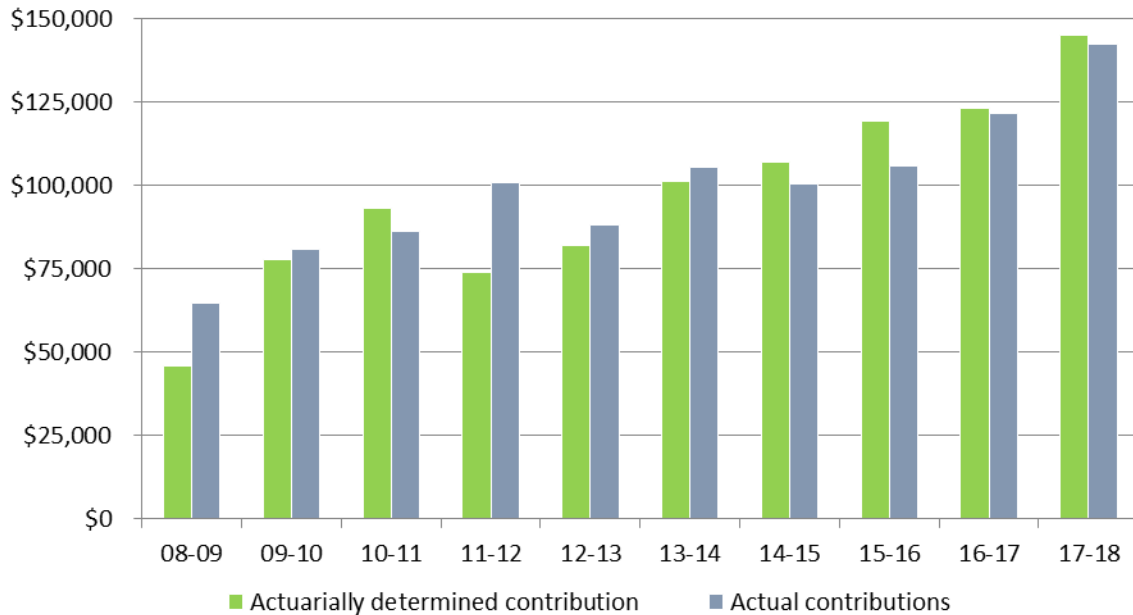
The Town has a Health & Safety Committee, who work with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impact the Town's health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

Pension / Retirement

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

Police officers are required to contribute 12.5% of their base pay and the Town picks up mandatory contributions of 12.5% of pay on behalf of each participant. The Town is required to contribute the remaining amounts necessary to finance the coverage for its employees. For the fiscal year ended June 30, 2018, employees contributed \$88,107, while the Town contributed \$142,578, for a total addition to the police pension fund of \$230,685. At the beginning of fiscal year 2017-2018, the pension fund amounted to \$2,029,506 and ended the year at \$2,373,914, taking into account contributions, and investment performance. As of June 30, 2018, the Town's total pension liability was \$2,914,418 and the plan's fiduciary net position was \$2,373,914 resulting in a net pension liability of \$540,514 which is an increase of \$34,130 from the net pension liability at June 30, 2017.

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 291, 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 257 & Section 6 starting on page 277. Bonded projects are described in Section Six of the budget document on pages 277-286.

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

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

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

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

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 eight years. A similar plan has been developed for all Town and Education facilities and we continue to work with the Board of Finance on developing the funding plan for the identified needs.

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

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

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

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

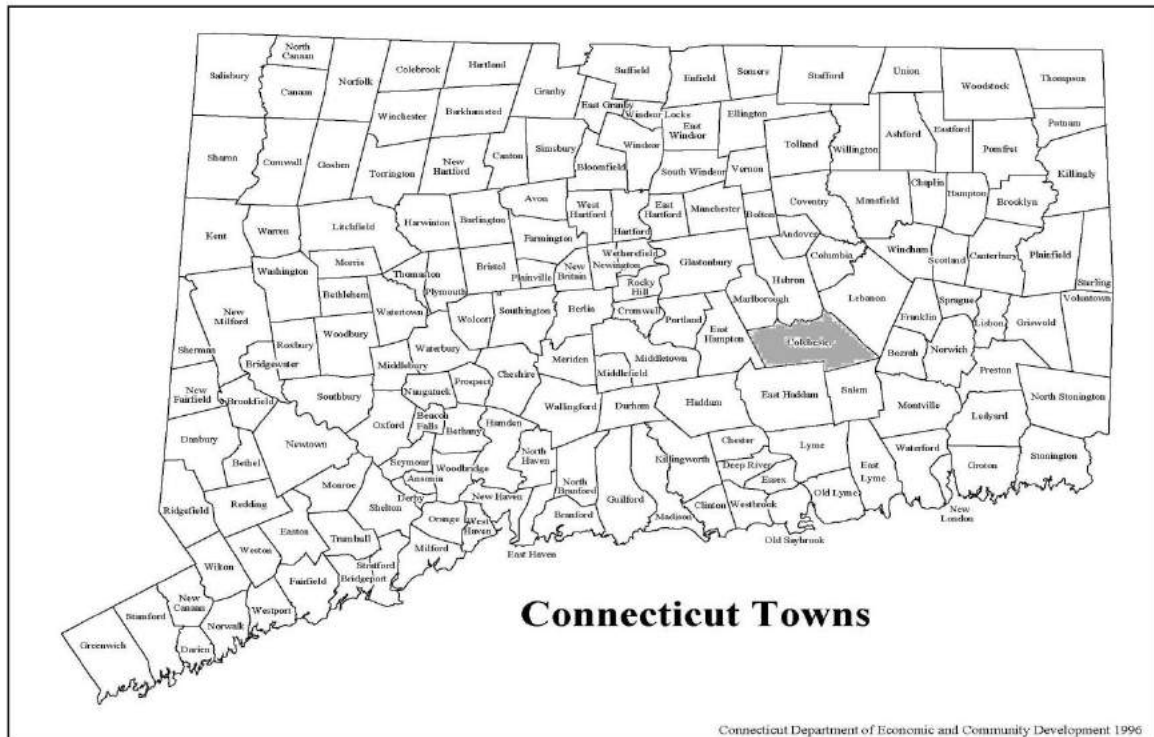
Sincerely,

Art Shilosky
First Selectman

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

**TOWN OF COLCHESTER
FY2018-2019 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 16,061 by the Connecticut Department of Public Health as of July 1, 2016.

As of July 1, 2016, the Town of Colchester had a population density per square mile of 327.9 or 44.4% of the State average, per capita income of \$41,535 or 104.1% of the State-wide per capita income, and a median household income of \$99,257 or 138.3% of the State-wide median household income. The Town's debt per capita was \$786 compared to the State average of \$2,480; the Town's tax collection rate of 98.8% as compared to the State average of 98.6%; and the unemployment rate for calendar year 2016 of 4.1% was 1.0 percent lower than the State average. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 73rd in population, 107th in population density, 132nd in debt per capita, 44th in median household income, and 112th in unemployment. (*Municipal Fiscal Indicators*, CT Office of Policy & Management, December 2017).

**TOWN OF COLCHESTER
FY2018-2019 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.

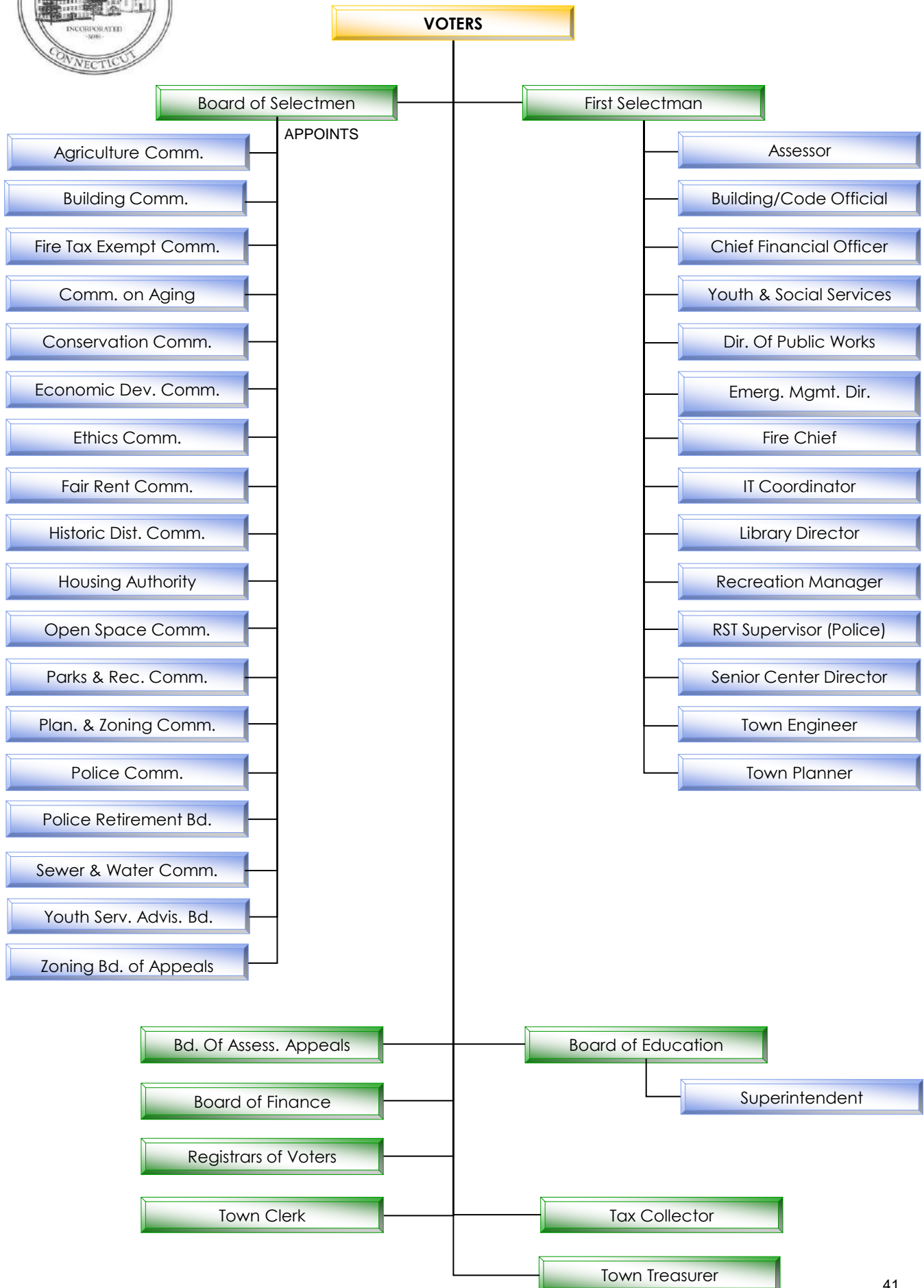
The Board of Finance is responsible for presenting to the Town voters the budgets for all Town Departments and the Combined Budget and has all of the powers and performs all of the duties conferred or imposed upon Boards of Finance by the General Statutes. The Board of Finance has the authority to approve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

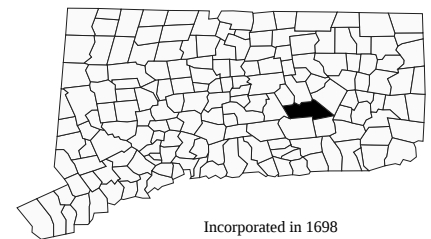
N. Maggie Cosgrove
Gayle Furman
Brenden Healy
Michele Wyatt
Jeffrey Burt

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)

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 - February

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

February-March

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

March-April

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

April - June

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

TOWN CHARTER/ORDINANCES (amended November 2017)

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

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

**ARTICLE 1105
Annual Budget Meeting**

C-1105a. Annual Budget Meeting.

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

- D. If the Board of Selectmen's Budget excluding capital expenditures and debt service, or the Board of Education's Budget differs from that first presented by an amount equal to or in excess of one percent (1.0%), the Annual Budget Meeting shall be continued to a second meeting held no less than two business days following the first meeting. At this second meeting, the proper motion(s) shall again be introduced to and acted upon by the Town Voters in attendance. Should the proper motion(s) pass at this second meeting, the proper motion(s) shall become effective and shall be incorporated into the proposed Combined Budget.
- E. The Annual Budget Meeting shall be automatically continued to the Annual Budget Referendum, at which the budgets of the Board of Selectmen and Board of Education as recommended by the Annual Budget Meeting, shall be presented to the Town Voters for final approval or disapproval.

ARTICLE 1106
The Annual Budget Referendum

C-1106a. The Annual Budget Referendum

The Annual Budget Referendum shall be held on such date as determined by the Annual Budget Meeting. A minimum of two questions shall appear on the ballot for the Annual Budget Referendum. The first question shall require a vote of "Yes" or "No" on whether to approve the Board of Selectmen Budget (including debt service and capital expenditure budgets) as recommended by the Annual Budget Meeting. The second question shall require a vote of "Yes" or "No" on whether to approve the Board of Education Budget as recommended by the Annual Budget Meeting. The Board of Finance may, at its discretion, also direct that an advisory question appear on the ballot for either or both budgets. Such advisory question(s) shall require a response of either "Too High" or "Too Low" to describe the proposed level of spending.

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

C-1106b. Recount of Annual Budget Referendum

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

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

ARTICLE XI
Special Referenda and Special Budget Referenda

C-1103. Special Budget Referenda.

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

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

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

ARTICLE 1107
Real Estate Purchases, Sales and Transfers

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

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

ARTICLE 1108
Leases

C-1108a. Leases.

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

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

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

ARTICLE 1109
Bonds

C1109a. Bonds

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

ARTICLE 1110
Budget Transfers

C-1110a. Budget Transfers.

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

ARTICLE 1111
Supplemental Appropriations

C-1111a. Supplemental Appropriations.

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

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

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

ARTICLE 1112

Grant Programs

C-1112a. Grant Programs.

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

BOARD OF SELECTMEN/BOARD OF FINANCE/BOARD OF EDUCATION

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

**ARTICLE IV
The Board of Selectmen**

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

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

**ARTICLE VI
Other Elected Boards**

C-601. The Board of Finance.

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

C-602. The Board of Education

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

**TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET**

BUDGET CALENDAR

FEBRUARY

7 – Public Budget Forum (School/Youth topics)	6:30 PM	Town Hall
13 - Board of Education (Regular Meeting) (Superintendent's Budget Presentation)	7:00 PM	BA Media Center
21 – Public Budget Forum (Commercial topics)	6:30 PM	BA Media Center
27 – Board of Education (Special Meeting) (Budget Workshop)	6:00 PM	BA Media Center

MARCH

6 - Board of Education (Special Meeting) (Budget Workshop)	6:00 PM	BA Media Center
14 – Board of Education (Regular Meeting)	7:00 PM	BA Media Center

APRIL

3 – Budget Public Hearing (Town & BOE Budget Presentations)	7:00 PM	Town Hall
4 - Board of Finance (Regular Meeting)	7:00 PM	Town Hall
9 – Board of Finance Budget Workshop (Review Education Budget with BOE)	7:00 PM	Town Hall
10 - Board of Education (Regular Meeting)	7:00 PM	BA Media Center
11 – Board of Finance Budget Workshop (Review Town Budget with First Selectman)	7:00 PM	Town Hall
18 – Board of Finance Budget Workshop	6:00 PM	Town Hall
18 - Board of Finance (Regular Meeting)	7:00 PM	Town Hall

MAY

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

JUNE

5 – Annual Budget Meeting	7:00 PM	Town Hall
19 – Annual Budget Referendum	6:00 AM – 8:00 PM	Town Hall

Fund Structure

The Town reports the following major governmental funds:

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

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

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

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

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

Governmental Fund Types:

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are legally restricted or committed to expenditures for particular purposes other than debt service or capital projects. The Town has the following non-major Special Revenue Funds: Animal Control, Town Aid Road, Small Cities Grants, Sewer Operating, 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 proposed budget does not include any appropriation of fund balance. This budget document incorporates the budget for the General Fund as it is presented to and voted upon by the taxpayers of the Town at a Town meeting and referendum.

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

**TOWN OF COLCHESTER
FY2018-2019 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.

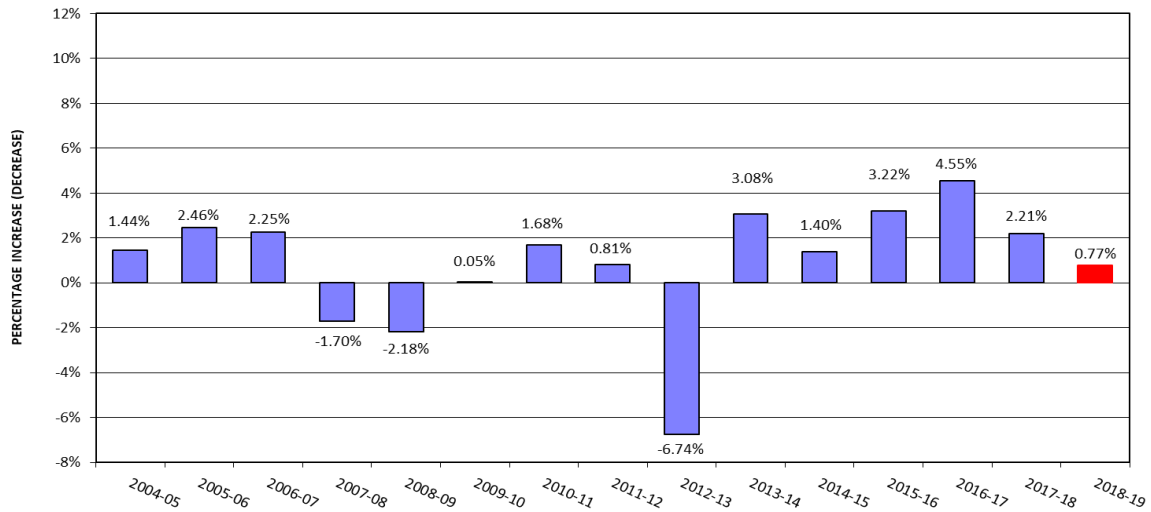
TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

BUDGET HISTORY - Town Operating, Debt Service & Capital

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

(1) Revaluation Year

TOWN OF COLCHESTER
PERCENTAGE BUDGET INCREASE
BUDGET YEARS 2004/05 - 2018/19



**TOWN OF COLCHESTER
FY 2018-2019 ADOPTED BUDGET**

MUNICIPAL EMPLOYEE HISTORY*

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
General Government	103	102	99	98	98	98

**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 2018-19 Wage Increase</u>
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/20	2.25%
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/21	2.25%
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/21	2.25%
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/21	2.25%
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/20	2.25%
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/19	2.25%

EMPLOYEE COMPENSATION

<u>Employees</u>	<u>No. of Employees¹</u>	<u>Salaries & Wages¹</u>
Public Works	19	\$947,671
Town Clerical	16	\$724,149
Fire/Ambulance	6	\$345,331
Administrators	12	\$886,764
Police ²	11	\$873,582
Library	5	\$226,662
Non-Union	10	\$551,805
Elected	3	\$219,711
TOTAL	82	\$4,775,675

EMPLOYEE BENEFITS

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Health Insurance Cost	\$1,002,760	\$941,618	\$782,635	\$1,004,860	\$860,562	\$874,951

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

² Includes School Resource Officer and all Finance Department positions

REVENUE SUMMARY



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

	FY 2015-2016 Actual Revenues	FY 2016-2017 Actual Revenues	FY 2017-2018 Adopted Budget	FY 2017-2018 Projected Actuals	FY 2018-2019 Adopted Budget
REVENUES:					
Property Taxes:					
Current taxes	36,947,160	37,701,094	38,843,561	38,901,861	39,298,198
Delinquent taxes	431,501	521,285	425,000	440,170	425,000
Interest & lien fees	333,390	278,133	200,000	315,000	250,000
Total property taxes	37,712,051	38,500,512	39,468,561	39,657,031	39,973,198
Intergovernmental:					
In lieu of taxes - PILOT	47,757	0	0	0	74,928
Mashantucket Pequot/Mohegan Fund	68,600	65,420	0	65,420	23,167
Municipal Revenue Sharing Account	0	330,363	0	0	0
Municipal Stabilization Grant	0	0	0	207,276	134,167
Distribution to Towns	7,825	5,313	7,000	4,715	5,000
Disability Exemptions	1,863	1,723	1,546	1,682	1,974
Elderly Homeowners	46,872	41,718	45,062	0	0
Additional Veterans Exemptions	7,654	6,050	6,553	7,770	7,714
Local Capital Improvement	117,313	0	97,760	213,497	136,865
Youth Services Grant	18,321	17,608	17,256	17,408	17,000
Emergency Management	0	2,625	0	8,105	8,000
Total	316,205	470,820	175,177	525,873	408,815
Intergovernmental - Education:					
ECS	13,768,328	13,497,726	13,503,310	11,728,271	12,670,601
Transportation	166,417	0	0	0	0
Special Education - Excess Costs	393,750	565,309	450,000	710,112	450,000
Total	14,328,495	14,063,035	13,953,310	12,438,383	13,120,601
Total intergovernmental	14,644,700	14,533,855	14,128,487	12,964,256	13,529,416

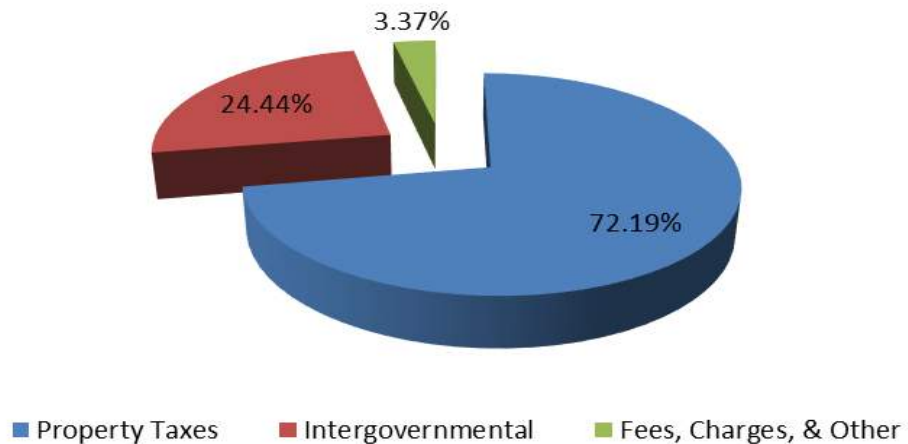
**TOWN OF COLCHESTER
FY2017-2018 ADOPTED BUDGET**

	FY 2015-2016 Actual Revenues	FY 2016-2017 Actual Revenues	FY 2017-2018 Adopted Budget	FY 2017-2018 Projected Actuals	FY 2018-2019 Adopted Budget
Charges for Services:					
Ambulance Fees	537,525	552,328	500,000	525,000	525,000
Recreation Fees	12,907	14,101	12,750	9,600	9,600
Total charges for services	550,432	566,429	512,750	534,600	534,600
Revenues from use of money:					
Investment interest earnings	61,139	88,500	60,000	204,395	144,000
Licenses/permits/fees:					
Vendor permits	850	1,080	600	1,200	1,000
Copier fees	17,093	16,190	16,750	16,600	16,100
ZBA fees	1,050	350	700	1,250	700
Conservation Commission fees	6,904	2,825	5,500	6,800	5,500
Zoning and Planning fees	14,370	12,290	12,000	12,000	12,000
Building fees	329,700	323,010	250,000	280,000	225,000
Fire marshal inspection fees	360	0	240	360	240
Conveyance tax	194,133	190,839	197,000	191,800	192,000
Town Clerk fees	104,761	102,862	118,500	92,000	92,000
Sports licenses	426	364	300	400	400
Land Records - Town	2,168	2,152	2,300	2,000	2,000
Pistol permits	11,480	9,730	7,000	8,000	5,000
Road inspection fees	51,451	28,553	4,600	6,915	5,400
Transfer Station fees	112,523	130,594	120,000	125,000	120,000
Library fines & fees	10,484	10,322	9,000	7,500	7,500
Dial-A-Ride	2,907	3,176	3,000	3,000	3,250
Total licenses/permits/fees	860,660	834,337	747,490	754,825	688,090

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

	FY 2015-2016 Actual Revenues	FY 2016-2017 Actual Revenues	FY 2017-2018 Adopted Budget	FY 2017-2018 Projected Actuals	FY 2018-2019 Adopted Budget
Other revenues:					
Tuition - Norwich students	0	0	367,900	309,642	451,200
Tuition - Special Education	33,839	17,435	0	29,291	0
Telecommunication property tax	38,496	38,286	38,000	29,360	29,000
Elderly Housing/Dublin Village	14,352	14,024	14,500	14,350	14,350
Miscellaneous	5,016	46,099	6,000	8,000	6,000
Insurance Reimbursement	0	236	0	0	0
Recovery/Settlement	5,000	0	0	0	0
State Fund for Building Inspection fees	1,544	5,019	800	800	800
CIRMA Member Equity Distribution	22,300	28,226	0	44,723	0
	120,547	149,325	427,200	436,166	501,350
Other financing sources:					
Transfers in from Other Funds	0	8,240	0	0	0
Use of Fund Balance	67,500	541,200	0	0	0
Total other financing sources	67,500	549,440	0	0	0
Total revenues	54,017,029	55,222,398	55,344,488	54,551,273	55,370,654

Revenue Sources by Type





EXPENDITURE SUMMARY



TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

**TOWN OF COLCHESTER
BUDGET SUMMARY BY FUNCTION**

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
GENERAL GOVERNMENT	3,152,093	3,534,687	3,573,234	3,443,434	3,645,457
PUBLIC SAFETY	2,676,389	2,704,447	2,859,187	2,851,317	2,925,531
PUBLIC WORKS	3,127,858	3,318,733	3,518,788	3,353,274	3,548,359
COMMUNITY & HUMAN SERVICES	1,480,902	1,534,862	1,607,338	1,532,450	1,614,698
DEBT	1,901,465	1,842,265	1,791,666	1,791,665	1,710,415
TRANSFERS	1,085,980	1,791,844	1,357,870	1,311,570	1,376,850
TOTAL TOWN	13,424,687	14,726,838	14,708,083	14,283,710	14,821,310
BOARD OF EDUCATION	39,649,488	39,518,416	40,636,405	39,811,405	40,549,344
TOTAL BUDGET	53,074,175	54,245,254	55,344,488	54,095,115	55,370,654

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
LEGISLATIVE					
BOARDS AND COMMISSIONS	20,051	23,403	39,836	37,975	39,626
CONTINGENCY					
CONTINGENCY	0	0	57,505	0	58,378
MUNICIPAL MANAGEMENT					
FIRST SELECTMAN	216,058	251,935	255,631	254,549	250,828
HUMAN RESOURCES	44,709	75,104	31,780	27,051	40,888
FINANCE					
FINANCE	289,219	286,260	300,962	290,418	300,128
TAX OFFICE	151,772	143,270	157,821	143,890	163,250
ASSESSOR'S OFFICE	277,562	275,963	291,829	293,531	300,914
DEVELOPMENT AND PLANNING					
PLANNING/BUILDING CODE ADMIN.	459,442	506,089	489,653	491,263	487,891
TOWN CLERK					
TOWN CLERK	153,114	156,290	170,667	169,925	170,920

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - GENERAL GOVERNMENT (CONTINUED)

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
REGISTRARS OF VOTERS					
REGISTRARS OF VOTERS	62,275	59,203	68,828	54,818	69,988
INSURANCES & PROBATE					
INSURANCES	1,373,353	1,653,474	1,579,325	1,568,922	1,642,333
PROBATE	4,458	4,989	5,365	5,365	5,258
INFORMATION TECHNOLOGY					
INFORMATION TECHNOLOGY	100,080	98,707	124,032	105,727	115,055
TOTAL GENERAL GOVERNMENT	3,152,093	3,534,687	3,573,234	3,443,434	3,645,457

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - PUBLIC SAFETY

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
POLICE PROTECTION					
POLICE/RESIDENT TROOPER'S OFFICE	1,400,061	1,499,521	1,544,430	1,572,925	1,605,918
FIRE/EMERGENCY PROTECTION					
FIRE/EMERGENCY MEDICAL SERVICES	1,268,186	1,190,972	1,297,266	1,262,425	1,302,301
EMERGENCY MANAGEMENT					
EMERGENCY MANAGEMENT	8,142	13,954	17,491	15,967	17,312
TOTAL PUBLIC SAFETY	2,676,389	2,704,447	2,859,187	2,851,317	2,925,531

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - PUBLIC WORKS

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	179,575	164,513	170,608	169,260	173,277
HIGHWAY	1,240,883	1,380,765	1,478,913	1,424,322	1,539,123
FLEET SERVICES	358,298	369,725	383,644	342,237	377,161
GROUPS MAINTENANCE	397,815	408,411	445,802	374,067	444,929
SNOW REMOVAL	417,728	476,834	489,165	510,643	483,165
FACILITIES	160,298	138,498	144,419	136,108	123,430
ENGINEERING					
ENGINEERING	108,306	110,393	113,745	113,705	116,224
TRANSFER STATION					
TRANSFER STATION	264,955	269,594	292,492	282,932	291,050
TOTAL PUBLIC WORKS	3,127,858	3,318,733	3,518,788	3,353,274	3,548,359

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - COMMUNITY & HUMAN SERVICES

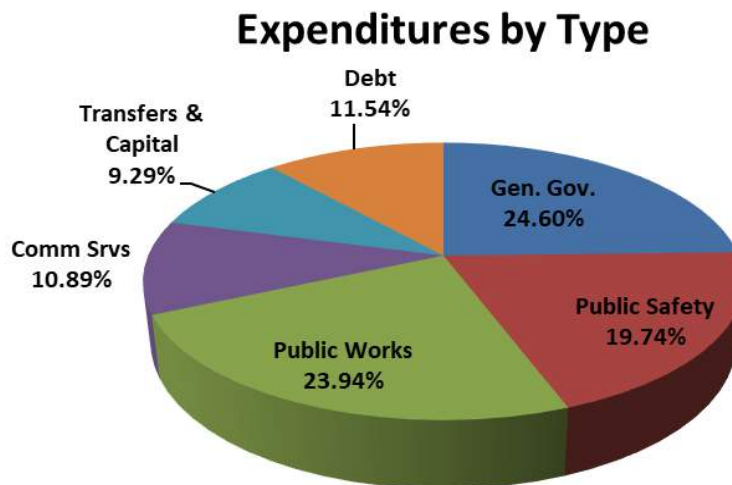
	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
YOUTH & SOCIAL SERVICES					
YOUTH & SOCIAL SERVICES*	330,441	338,207	367,491	327,166	370,771
HEALTH					
CHATHAM HEALTH DISTRICT	152,333	166,778	173,721	173,721	179,205
COMMUNITY AGENCIES					
COLCHESTER C3*	7,500	25,000	25,000	25,000	25,000
LIBRARY					
CRAGIN MEMORIAL LIBRARY	538,717	556,303	576,766	573,001	593,070
RECREATION					
RECREATION	174,437	182,015	175,955	150,661	152,189
SENIOR SERVICES					
SENIOR SERVICES	277,474	266,559	288,405	282,901	294,463
TOTAL COMMUNITY & HUMAN SERVICES	1,480,902	1,534,862	1,607,338	1,532,450	1,614,698

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

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - DEBT & TRANSFERS

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
DEBT					
DEBT SERVICE	1,901,465	1,842,265	1,791,666	1,791,665	1,710,415
TRANSFERS					
OTHER FINANCING USES	1,085,980	1,791,844	1,357,870	1,311,570	1,376,850
TOTAL DEBT & TRANSFERS	2,987,445	3,634,109	3,149,536	3,103,235	3,087,265



TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

SUMMARY - EDUCATION

	ACTUAL EXPENDITURES <u>FY 2015-2016</u>	ACTUAL EXPENDITURES <u>FY 2016-2017</u>	ADOPTED BUDGET <u>FY 2017-2018</u>	PROJECTED ACTUAL <u>FY 2017-2018</u>	ADOPTED BUDGET <u>FY 2018-2019</u>
EDUCATION	39,649,488	39,518,416	40,636,405	39,811,405	40,549,344

Adopted budgets for FY 2017-2018 and FY 2018-2019 do not reflect tuition revenue from Norwich

SECTION THREE

Taxation & Collections





Section Three – Taxation & Collections

Item

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



**Town of Colchester
FY 2018-2019 Adopted Budget
Budget Summary & Mill Rate Calculation**

BUDGET SUMMARY

	EDUCATION	TOWN	DEBT SERVICE	TRANSFERS/ CAPITAL	TOTAL
Appropriations	40,549,344	11,734,045	1,710,415	1,376,850	55,370,654
Estimated Revenue	13,571,801	2,500,655	0	0	16,072,456
Amount to be Raised by Taxation	26,977,543	9,233,390	1,710,415	1,376,850	39,298,198
MILLS	21.90	7.49	1.39	1.12	31.90

MILL RATE CALCULATION

	DOLLARS	MILLS
Amount to be Raised by Taxation	39,298,198	31.90
Reserve for Uncollected Revenue (estimated 98.8% collection rate)	471,578	0.38
TOTAL TAX WARRANT	39,769,776	32.28

Grand List	1,212,658,000	2018-19 Mill Rate	32.28
Estimated Prorates	2,100,000	2017-18 Mill Rate	32.37
M. V. Supplement	19,900,000	Decrease in Mill Rate	-0.09
Less Estimated BAA and adjustments	<u>(2,500,000)</u>		
List Net	1,232,158,000		

Dated: June 19, 2018

TOWN OF COLCHESTER
FY 2018-2019 ADOPTED BUDGET

Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2017	Percent of Net Taxable Grand List ¹
Connecticut Light & Power Company	Utility	\$16,331,690	1.35
Country Place of Colchester LTD Partners	Housing Development	9,905,700	0.82
SS1 Colchester, LLC	Grocery Store	8,337,700	0.69
S & S Worldwide	Manufacturing/Distribution	5,164,210	0.43
EAN Holdings LLC	Rental Company	4,918,890	0.41
Norwich, City of	Utility	4,835,900	0.40
Alpha Q Inc	Manufacturing	4,545,550	0.37
GAIA Colchester LLC	Manufacturing/Distribution	4,071,700	0.34
Sharr Realty LLC	Commercial Leasing	3,804,300	0.31
Genesis Health Ventures of Bloomfield Inc.	Convalescent Home	3,570,000	0.29
TOTAL		\$65,485,640	5.40

¹ Based on 2017 Net Taxable Grand List of \$1,213,314,735.

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
FY2018-2019 ADOPTED BUDGET

**Section Four – FY 2018-2019 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
FY2018-2019 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 2018 - 2019
Adopted Budget**

Boards and Commissions

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

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

BOARDS & COMMISSIONS

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Overtime	2,127	3,018	5,188	5,061	5,356
Contractual, Temporary, Occassional Payroll	2,220	1,500	2,160	1,620	2,040
FICA	158	214	398	387	409
Office Supplies	212	23	50	47	50
Mileage, Training & Meetings	150	0	200	0	200
Financial & Accounting	11,310	11,600	12,035	12,035	12,311
Professional Services	2,500	5,500	17,800	17,575	18,010
Postage	49	42	75	50	50
Legal Notices	90	30	380	100	100
Printing & Publications	1,235	1,476	1,550	1,100	1,100
TOTAL	20,051	23,403	39,836	37,975	39,626

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11105 - BOARDS AND COMMISSIONS				
40103 - OVERTIME				5,356
Meeting Clerk - Board of Assessment Appeals	1.00	998.00	998	
Meeting Clerk - Historic District Commission	1.00	299.00	299	
Meeting Clerk - Board of Finance	1.00	2,865.00	2,865	
Meeting Clerk - Economic Development Commission	1.00	1,194.00	1,194	
40105 - CONTR TEMP OCCAS				2,040
Meeting Clerk - Police Retirement Board	2.00	60.00	120	
Meeting Clerk - Ethics Commission	3.00	60.00	180	
Meeting Clerk - Fair Rent Commission	2.00	60.00	120	
Meeting Clerk - Commission on Aging	12.00	60.00	720	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
41230 - FICA				409
FICA/Medicare for Meeting Clerk's wages	1.00	409.00	409	
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				12,311
Independent audit (Town share)	1.00	12,311.00	12,311	
44208 - PROFESSIONAL SERVICES				18,010
Police Retirement Plan - actuarial services (every other year valuations)	1.00	3,000.00	3,000	
Police Retirement Plan - disclosure information/accounting reports required for financial statements	1.00	2,500.00	2,500	
OpenGov software installation, training & licensing fees	1.00	12,510.00	12,510	
44217 - POSTAGE				50
44230 - LEGAL NOTICES				100
Board of Assessment Appeals	1.00	100.00	100	
44232 - PRINTING & PUBLICATIONS				1,100
Commission on Aging	1.00	300.00	300	
Printing of adopted budget	1.00	800.00	800	
TOTAL BOARDS AND COMMISSIONS				39,626



**Town of Colchester
FY 2018 - 2019
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 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Contingency	0	0	57,505	0	58,378
TOTAL	0	0	57,505	0	58,378

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11110 - CONTINGENCY				
50900 - CONTINGENCY				58,378
Reserve for unanticipated expenditures	1.00	58,378.00	58,378	
TOTAL CONTINGENCY				58,378



**Town of Colchester
FY 2018 – 2019
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)

2017 – 2018 Accomplishments

- Secured location for the senior center facility
- Supported the Charter Revision Commission and Implemented Charter Revisions
- Continue to support the building committee for the WJJMS project
- Successful negotiation of two union contracts
- Successful Small Cities Program Grant for Dublin Village
- Awarded the National Government Finance Officers' Association Distinguished Budget Presentation for the FY 2017-2018

2018 – 2019 Objectives

- Continue to update the personnel policy as necessary
- Continue to update Town Policies as necessary
- Update Ordinances as necessary
- Implement a senior center sub-committee in an effort to start the senior center building project
- Continue to support the building committee for the WJJMS project
- Implement, coordinate and maintain raffle, bazaar and bingo permitting
- Successful negotiation of fire fighter union contract
- Strive to keep appointed boards and commissions 95% full

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRST SELECTMAN

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	139,245	144,136	151,570	151,030	154,983
Contractual, Temporary, Occassional Payroll	1,765	1,193	2,000	1,000	1,000
Employee Related Insurances	388	503	505	505	505
FICA & Retirement	14,968	18,771	19,922	19,799	20,287
Copier	5,034	4,420	4,681	4,620	4,681
Office Supplies	1,576	1,018	1,900	1,800	1,900
Mileage, Training & Meetings	154	319	500	458	500
Professional Memberships	18,605	18,605	18,605	18,605	18,605
Legal	26,518	53,517	45,000	45,000	40,000
Professional Services	761	1,109	1,275	1,221	1,300
Postage	2,973	3,927	4,333	4,208	4,108
Legal Notices	1,751	0	0	1,240	0
Printing & Publications	334	256	280	317	280
Property Tax	87	2,410	2,500	2,321	175
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	1,899	1,751	2,410	2,425	2,354
TOTAL	216,058	251,935	255,631	254,549	250,828

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11201 - FIRST SELECTMAN				
40101 - REGULAR PAYROLL				154,983
First Selectman	1.00	86,586.00	86,586	
Executive Assistant to the First Selectman	1.00	52,443.00	52,443	
Part-time Department Clerk (4 hrs/day)	1.00	15,954.00	15,954	
40105 - CONTR TEMP OCCAS				1,000
Temporary staff for office coverage	1.00	1,000.00	1,000	
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				20,287
FICA/Medicare	1.00	11,945.00	11,945	
Defined Contribution 401(a) Plan @ 6%	1.00	8,342.00	8,342	
42233 - COPIER				4,681
Central Copier - monthly lease payments	12.00	263.00	3,156	
Per image charges	1.00	1,200.00	1,200	
Copy paper	1.00	325.00	325	
42301 - OFFICE SUPPLIES				1,900
General office supplies	1.00	1,500.00	1,500	
Postage meter supplies	1.00	400.00	400	
43213 - MILEAGE, TRAINING & MEETINGS				500
Mileage, workshop & conference fees	1.00	500.00	500	
43258 - PROFESSIONAL MEMBERSHIPS				18,605
Southeast CT Council of Governments	1.00	8,837.00	8,837	
CT Council of Small Towns	1.00	1,025.00	1,025	
CT Conference of Municipalities	1.00	8,653.00	8,653	
Colchester Business Association	1.00	90.00	90	
44203 - LEGAL				40,000
General legal matters	1.00	10,000.00	10,000	
Assessment appeals	1.00	30,000.00	30,000	
44208 - PROFESSIONAL SERVICES				1,300
Constant contact - communication with citizens	1.00	600.00	600	
GFOA Budget award application fees	1.00	425.00	425	
Survey Monkey - BOF budget survey to citizens	1.00	275.00	275	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				4,108
Postage	1.00	1,000.00	1,000	
Postage meter - quarterly lease payments	4.00	777.00	3,108	
44232 - PRINTING & PUBLICATIONS				280
Department share - quarterly publication costs Colchester Connections	4.00	70.00	280	
45250 - PROPERTY TAXES				175
Property taxes paid to Town of Hebron	1.00	175.00	175	
46224 - EQUIPMENT REPAIRS				150
Office Equipment Repairs	1.00	150.00	150	
47242 - PARADES & CELEBRATIONS				2,354
Memorial Day	1.00	2,000.00	2,000	
Meeting Clerk - Memorial Day Parade Committee	1.00	154.00	154	
Employee recognition & bereavement	1.00	200.00	200	
TOTAL FIRST SELECTMAN				250,828



**Town of Colchester
FY 2018 - 2019
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

2017 – 2018 Accomplishments

- Successful negotiation of Town Clerk and Administrator Union Contracts
- Implemented PPI Health Enrollment Program
- Implemented second biometric screening program for all employees
- Conducted sexual harassment training for all staff
- Updated personnel policy for Social Media Policy
- Updated 90-day performance review form
- Revised employment application for new federal requirement
- Audited I-9 forms for compliance by federal government
- Conducted Fire Drill at Town Hall

2018 – 2019 Objectives

- Successful negotiation of Fire Fighter union contracts
- Implement Town Hall lock down drills
- Continue implementation of Wellness Programs
- Update personnel policy as needed
- Conduct sexual harassment training for all staff

**TOWN OF COLCHESTER
ADOPTED BUDGET**

HUMAN RESOURCES

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Other Purchased Supplies	0	0	100	97	100
Mileage, Training & Meetings	280	199	500	485	700
Legal	37,350	71,168	25,000	22,000	25,000
Professional Services	3,122	3,352	3,600	3,390	3,600
Advertising	2,888	310	2,500	1,000	2,500
Printing & Publications	70	75	80	79	80
Programs	999	0	0	0	0
Contract Settlements	0	0	0	0	8,908
TOTAL	44,709	75,104	31,780	27,051	40,888

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11205 - HUMAN RESOURCES				
42340 - OTHER PURCHASED SUPPLIES				100
Health & Safety - First Aid supplies, materials, etc.	1.00	100.00	100	
43213 - MILEAGE, TRAINING & MEETINGS				700
Training & resources - Human Resources/Personnel	1.00	700.00	700	
44203 - LEGAL				25,000
Contract negotiations and other labor/personnel related matters				
44208 - PROFESSIONAL SERVICES				3,600
Required Physicals & Testing for employment	1.00	200.00	200	
Employee Assistance Program (EAP) fees	1.00	2,500.00	2,500	
Section 125 Plan Administration fees	12.00	75.00	900	
44231 - ADVERTISING				2,500
Position advertising	1.00	2,500.00	2,500	
44232 - PRINTING & PUBLICATIONS				80
Forms, booklets, and employee notifications	1.00	80.00	80	
50950 - CONTRACT SETTLEMENTS				8,908
Estimated salary & benefit increases for union contract settlements	1.00	8,908.00	8,908	
Fire union contract in negotiation (expires 6/30/18)				
TOTAL HUMAN RESOURCES				40,888



**Town of Colchester
FY 2018 - 2019
Adopted Budget**

Department: Finance (Town & Board of Education)

Mission

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

Description

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

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

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

The responsibilities of the Treasurer are set forth in Article V Section C-503 of the Town Charter.

Staffing

Chief Financial Officer	(full time – shared position with BOE)
Director of Finance	(full time – shared position with BOE)
Accountant	(full time – shared position with BOE)
Payroll & Accounts Payable Manager	(full time – shared position with BOE)
Payroll & Accounts Payable Assistants (2)	(full-time – shared positions with BOE)
Treasurer	(elected – funded by Town budget)

2017 – 2018 Accomplishments

- Issued audited financial statements for the fiscal year ended June 30, 2017 with unqualified audit opinion
- Issued State and Federal grant audit reports with no compliance or internal control findings
- Uploaded Town and BOE financial data for FY 2015-2016 reporting in accordance with the Uniform Chart of Accounts requirements
- Issued bond anticipation notes (BANs) for initial financing of WJJMS School building project
- For the period January-December 2017, issued 31.64% of total payment transactions via electronic payments to vendors
- FY 2016-2017 Adopted Budget submitted to the National Government Finance Officers' Association for review under the Distinguished Budget Presentation Award program

2018 – 2019 Objectives

- Issue audited financial statements for the fiscal year ended June 30, 2018 with an unqualified opinion
- Development of FY 2019-2020 Town & BOE annual operating budgets
- Continue to implement reporting requirements of Uniform Chart of Accounts as required by the State of CT Office of Policy and Management
- Implement requirements of State of CT Department of Education for the Education Financial System (EFS) application, including submission of the End of Year School Report (ED001)
- Continue to implement financing plan for WJJMS School building project, including issuance of general obligation bonds for permanent financing of the project
- Continue to increase the use of electronic payments to vendors, including review of purchasing card programs

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FINANCE

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	203,440	202,575	214,356	202,942	213,363
Contractual, Temporary, Occasional Payroll	4,728	4,834	4,943	4,943	5,055
Employee Related Insurances	805	811	845	869	853
FICA & Retirement	29,993	27,414	30,147	29,644	31,266
Copier	1,927	1,869	2,001	1,937	1,866
Office Supplies	950	1,484	1,000	1,000	1,000
Technical Reference Materials	50	50	100	100	100
Mileage, Training & Meetings	1,973	1,297	1,850	1,850	1,850
Professional Memberships	568	573	575	578	580
Data Processing	25,948	26,501	25,945	25,943	25,995
Professional Services	16,843	16,577	17,000	18,128	15,700
Postage	1,994	1,826	2,200	2,484	2,500
Equipment Repairs	0	449	0	0	0
TOTAL	289,219	286,260	300,962	290,418	300,128

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11301 - FINANCE				
40101 - REGULAR PAYROLL				213,363
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	66,218.00	66,218	
Finance Director - 50% Town & 50% BOE	1.00	43,641.00	43,641	
Accountant - 50% Town & 50% BOE	1.00	38,957.00	38,957	
Payroll & Accounts Payable Manager - 30% Town & 70% BOE	1.00	21,642.00	21,642	
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	20,875.00	20,875	
Payroll & Accounts Payable Assistant - 40% Town & 60% BOE	1.00	20,875.00	20,875	
Longevity	1.00	1,155.00	1,155	
40105 - CONTR TEMP OCCAS				5,055
Treasurer	1.00	5,055.00	5,055	
41210 - EMPLOYEE RELATED INS.				853
Life/AD&D Insurance	1.00	355.00	355	
Long Term Disability Insurance	1.00	498.00	498	
41230 - FICA & RETIREMENT				31,266
FICA/Medicare	1.00	16,710.00	16,710	
Defined Contribution 401(a) Plan - CFO & Accountant @ 6% (50% Town & 50% BOE)	1.00	6,310.00	6,310	
Defined Contribution 401(a) Plan - Finance Director @ 8% (50% Town & 50% BOE)	1.00	3,491.00	3,491	
Defined Contribution 401(a) Plan - Payroll & A/P Manager @ 7.5% (30% Town & 70% BOE)	1.00	1,623.00	1,623	
Defined Contribution 401(a) Plan - Payroll & A/P Assistant @ 7.5% 2 positions (40% Town & 60% BOE)	2.00	1,566.00	3,132	
42233 - COPIER				1,866
Copier supplies - paper, etc.	1.00	275.00	275	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	105.50	1,266	
Per image charges	1.00	325.00	325	
42301 - OFFICE SUPPLIES				1,000
Office supplies	1.00	1,000.00	1,000	
42343 - TECHNICAL REFERENCE MATERIALS				100
Reference materials for Finance staff & 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	550.00	550	
CCM, GFOA, CSCP sponsored meetings & seminars	1.00	600.00	600	
Continuing education requirements for certification				
Staff Training - Finance, Payroll/Personnel, technology, Munis	1.00	700.00	700	
Keep current on legal mandates, improve operational efficiency, and implement cost saving measures				

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				580
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	135.00	135	
CTCPA membership - CFO (50% Town/50% BOE)	1.00	125.00	125	
44205 - DATA PROCESSING				25,995
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	1,400.00	1,400	
44208 - PROFESSIONAL SERVICES				15,700
Banking services fees	1.00	15,700.00	15,700	
44217 - POSTAGE				2,500
TOTAL FINANCE				300,128



**Town of Colchester
FY 2018-19
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)

2017-2018 Accomplishments

- Achieved 99.03% tax collection rate for FY 2017-18
- 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>2017</u>	<u>2016</u>	<u>2015</u>
• Bills sent:	26,664	26,356	28,745
• Delinquent statements & demands:	7,629	4,045	6,842
• Liens recorded:	145	179	146
• Accounts with marshal or collection agency:	583	1,505	3,247
• Accounts with attorney:	5	20	25

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 a 98.8% tax collection rate
- Continue with outreach activities such as Junior Achievements/CIVIS classes at Bacon Academy to help public obtain a better understanding of the tax office's activities and functions.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TAX OFFICE

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	105,926	94,839	106,582	92,249	108,977
Contractual, Temporary, Occasional Payroll	1,764	4,896	3,000	7,842	5,000
Employee Related Insurances	503	356	505	336	505
FICA & Retirement	14,928	12,141	15,399	11,568	15,893
Office Supplies	2,372	2,323	2,500	2,500	2,400
Mileage, Training & Meetings	1,148	1,773	2,000	1,500	2,000
Professional Memberships	145	95	175	175	175
Data Processing	14,056	14,179	14,500	14,500	13,500
Postage	10,010	11,818	12,000	12,000	12,500
Service Contracts	250	250	500	350	1,700
Legal Notices	670	600	660	870	600
TOTAL	151,772	143,270	157,821	143,890	163,250

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11303 - TAX OFFICE				
40101 - REGULAR PAYROLL				108,977
Tax Collector	1.00	66,644.00	66,644	
Assistant Tax Collector - Non Certified (7 hrs/day)	1.00	42,333.00	42,333	
40105 - CONTR TEMP OCCAS				5,000
Temporary staff for office coverage	1.00	3,000.00	3,000	
Increase 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 Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				15,893
FICA/Medicare	1.00	8,566.00	8,566	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	3,999.00	3,999	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 7.5%	1.00	3,175.00	3,175	
FICA/Medicare - increase temporary staff for office coverage	1.00	153.00	153	
42301 - OFFICE SUPPLIES				2,400
General office supplies	1.00	2,400.00	2,400	
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	1.00	175.00	175	
Membership for Tax Collector & Assistant Tax Collector				
44205 - DATA PROCESSING				13,500
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	13,500.00	13,500	
44217 - POSTAGE				12,500
Tax bills, delinquent notices, demand letters, balance bills, and correspondence	1.00	12,500.00	12,500	
44223 - SERVICE CONTRACTS				1,700
DMV Civils web program	1.00	250.00	250	
Locksmith - changing combination to office safe	1.00	250.00	250	
People Finder Search Engine	1.00	1,200.00	1,200	
44230 - LEGAL NOTICES				600
Legal notices required by State Statute	1.00	600.00	600	
TOTAL TAX OFFICE				163,250

**Town of Colchester
FY 2018-2019
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)

2017-2018 Accomplishments

- Certified and signed Grand List timely.
- Mailed 625 Increase assessment notices.
- Filed all State reports for reimbursement timely.
- Administered Federal, State and Local exemption programs for Veterans, Disabled Veterans, Low-income Veterans, Active Duty Service members, Blind, Low-income Elderly and Totally Disabled Homeowners, Totally Disabled, Volunteer firefighters, Handicapped modified vehicles, Manufacturing machinery and Farm machinery.
 - Updated Tax Relief Options brochure according to income limits set by the State and revised deadlines.
- Used newly implemented computerized database to report, track and properly apply Veteran's, blind and totally disabled exemptions.
- Met with taxpayers to answer questions and concerns relating to the revaluation process, the tax impact of improvements being added or removed from real property and new construction, directions for proper and timely filing of applications, income and expense forms, and personal property declarations.
- All staff members attended professional development training as required by state statute in order to maintain state certification and appraisal licensing.
- Monitored proposed changes to existing assessment/exemption legislation, determine effects/impact to the town, met with state representation to express questions and concerns, and submitted written/oral testimony at the Capitol when necessary.

Measures (January 1-December 31)

	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Properties field reviewed for Revaluation:	580	5,378	585
• Real Estate Appraisals:	605	6,454	629
• Motor Vehicles Valued:	19,500	19,593	18,835
• Personal Property Accounts Processed:	1,590	1,272	1,259

2018-2019 Objectives

- File the 2018 Grand List in a timely manner.
- Maintain the on-going revaluation inspection schedule in order to reduce future contractor costs to the town.
- Continue streamlining management of town-wide exemption programs through the use of available technology.
- Scan existing and historical documents for preservation, eliminate need for additional storage, and reduce costs to the town.
- Defend the town in superior court from litigation arising out of the revaluation/assessment process.
- Fully complete the reorganization of our storage room and third floor filing system.
- Support and assist the local Elderly Tax Relief program.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ASSESSOR'S OFFICE

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	214,246	212,680	222,991	222,991	227,992
Overtime	1,851	2,478	1,750	3,718	3,741
Employee Related Insurances	841	841	843	843	843
FICA & Retirement	31,439	31,336	34,329	34,479	35,250
Copier	2,293	2,521	2,390	2,420	2,346
Office Supplies	2,019	2,200	2,200	2,200	2,200
Other Purchased Supplies	23	0	50	50	50
Technical Reference Materials	430	440	500	485	500
Mileage, Training & Meetings	7,476	7,531	6,717	7,500	7,500
Professional Memberships	330	355	490	375	515
Data Processing	13,650	14,010	15,619	14,520	16,027
Professional Services	1,200	0	2,000	2,000	2,000
Postage	1,764	1,571	1,950	1,950	1,950
TOTAL	277,562	275,963	291,829	293,531	300,914

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11304 - ASSESSOR'S OFFICE				
40101 - REGULAR PAYROLL				227,992
Assessor	1.00	95,917.00	95,917	
Deputy Assessor	1.00	73,688.00	73,688	
Assistant Assessor - Certified (8 hrs/day)	1.00	57,637.00	57,637	
Longevity	1.00	750.00	750	
40103 - OVERTIME				3,741
Overtime	1.00	1,750.00	1,750	
Increase in estimated overtime hours	1.00	1,991.00	1,991	
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				35,250
FICA/Medicare	1.00	17,575.00	17,575	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	7,673.00	7,673	
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 7.5%	1.00	9,850.00	9,850	
Increase in estimated overtime hours	1.00	152.00	152	
42233 - COPIER				2,346
Monthly lease	12.00	138.50	1,662	
Quarterly charges for black & white images	4.00	125.00	500	
Paper for copier	1.00	184.00	184	
42301 - OFFICE SUPPLIES				2,200
State mandated forms, pricing books, cards, labels, envelopes	1.00	2,200.00	2,200	
42340 - OTHER PURCHASED SUPPLIES				50
Data storage	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				500
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	500.00	500	
43213 - MILEAGE, TRAINING & MEETINGS				7,500
Mileage for use of personal vehicles - State meetings, OPM training	1.00	7,500.00	7,500	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				515
CAAO - CT Assoc. of Assessing Officers	1.00	150.00	150	
IAAO - International Assoc. of Assessing Officers	1.00	210.00	210	
SPA - Society of Professional Assessors	1.00	30.00	30	
HAAA - Hartford Area Assessors Association	1.00	45.00	45	
GNLAAA - Greater New London Area Assessors Association	1.00	40.00	40	
NRAAO - Northeastern Regional Association of Assessing Officers	1.00	40.00	40	
44205 - DATA PROCESSING				16,027
Quality Data Service Contract	1.00	9,482.00	9,482	
Vision CAMA - maintenance contract	1.00	5,670.00	5,670	
DMV service contract	1.00	275.00	275	
LEXISNEXIS Service contract	12.00	50.00	600	
44208 - PROFESSIONAL SERVICES				2,000
Personal property audits	1.00	2,000.00	2,000	
44217 - POSTAGE				1,950
TOTAL ASSESSOR'S OFFICE				300,914



**Town of Colchester
FY 2018-2019
Adopted Budget**

Department: Planning/Building Code Administration

Mission

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

Description

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

Staffing

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

2017-2018 Accomplishments

- Received approval for 54,000 square feet of new commercial space for Incord on Upton Road
- Received approval for new Meineke Muffler location on Old Hartford Road now completed.
- Received approval for new 7424 square foot commercial building at 71-79 Linwood Avenue.
- The 17 two family homes for 34 units at 309 Old Hebron Road are now complete. Four units will be deed restricted for affordable housing. Town has received \$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. Work almost completed for trail design. Once complete a grant will be applied for to construct the trail.
- Applied for a \$397,000 Community Connectivity Grant for improvements to the Town Green.
- Worked with Town Engineer to assist in applying for \$549,000 LOTCIP grant for road and sidewalk improvements on Halls Hill Road. Grant approved but funds have not been received.
- Worked with the Nature Conservancy for the dam removal at the Norton Mill.
- Worked with Incord, LLC for 2 C-TIP applications for 2 locations on Upton Road. Both applications were approved at a town meeting.
- Assisted property owner at 179 Linwood Avenue (Galaxy Development) to fill almost 10,000 square feet of vacant retail space.
- Applied to host and got selected to hold the annual garden tour from the American Garden Association during their annual conference in Hartford.
- Worked with the Planning and Zoning Commission on amending regulations to make them more user friendly in promoting economic development.
- Streamlined building permit process for faster turnaround for building permit applications.
- Implemented the new blight regulations which has resulted in demolition of 3 abandoned residential structures, 1 commercial structure and cleanup of numerous properties.

Measures (January 1-December 31)	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Applications Approved:	733	349	272
• Residential Applications Approved (Houses):	24	46	31
• Residential Applications Approved (Other):	648	292	214
• Commercial Applications Approved:	61	11	27
• Building Inspections:	901	1045	910
• Fees Collected:	279,881	405,693	265,645
• Total Cost of Construction (\$):	33,526,550	19,074,703	12,601,230

2018-2019 Objectives

- Conduct a study of Westchester Village for possible Town Green and possible sidewalk expansion and possibly seek grant funding for improvements. We anticipate new development in the Westchester Village and want to implement a program in Westchester to promote a village atmosphere.
- Additional Open Space Acquisition
- Work with developers and seek additional commercial opportunities
- Review streamlining the planning and zoning application process
- Pursue projects that will increase the availability of more affordable housing
- To obtain a better permit tracking program that will provide staff and the public with more information but also provide the public with the ability to file, review and oversee any building permit applications electronically.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PLANNING/BUILDING CODE ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	304,253	341,446	348,125	353,630	339,359
Overtime	2,910	2,854	2,958	2,782	3,184
Contractual, Temporary, Occasional Payroll	2,234	1,176	2,000	9,705	1,000
Employee Related Insurances	1,475	1,564	1,519	1,456	1,519
FICA & Retirement	38,137	44,854	51,606	52,212	51,429
Copier	3,797	4,132	4,544	3,849	3,804
Office Supplies	3,197	2,167	2,500	1,600	2,500
Safety Equipment	286	205	600	300	300
Other Purchased Supplies	47	47	50	50	50
Technical Reference Materials	1,259	1,200	1,215	1,215	1,215
Mileage, Training & Meetings	1,987	1,250	2,850	2,000	2,700
Professional Memberships	6,946	7,013	5,520	5,650	5,710
Legal	63,093	79,541	45,000	45,000	45,000
Professional Services	19,678	10,000	10,000	2,000	8,000
Postage	1,373	955	1,500	1,250	1,250
Service Contracts	0	0	0	0	11,000
Legal Notices	2,943	1,840	3,500	3,000	3,000
Printing & Publications	1,212	1,269	1,250	1,250	1,250
Telephone	0	0	516	271	240
Equipment Repairs	329	421	150	0	150
Vehicle Maintenance & Fuel	4,286	4,155	4,250	4,043	5,231
TOTAL	459,442	506,089	489,653	491,263	487,891

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

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11411 - PLANNING/BUILDING CODE ADMINISTRATION				
40101 - REGULAR PAYROLL				339,359
Town Planner	1.00	81,247.00	81,247	
Building Official	1.00	77,609.00	77,609	
Zoning Enforcement Officer/Assistant Planner	1.00	64,299.00	64,299	
Wetlands Officer	1.00	59,792.00	59,792	
Land Use Assistant (8 hrs/day)	1.00	55,162.00	55,162	
Longevity	1.00	1,250.00	1,250	
Part-time Department Clerk - 20 hrs/week (eliminated position)			0	
40103 - OVERTIME				3,184
Meeting Clerk - Planning & Zoning Commission	1.00	1,592.00	1,592	
Meeting Clerk - Zoning Board of Appeals	1.00	637.00	637	
Meeting Clerk - Wetlands Conservation Commission	1.00	955.00	955	
40105 - CONTR TEMP OCCAS				1,000
Temporary staff for office coverage	1.00	1,000.00	1,000	
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				51,429
FICA/Medicare	1.00	26,281.00	26,281	
Defined Contribution 401(a) Plan - ZEO, Building Official and Wetlands Officer @ 8%	1.00	16,136.00	16,136	
Defined Contribution 401(a) Plan - Town Planner @ 6%	1.00	4,875.00	4,875	
Defined Contribution 401(a) Plan - Land Use Assistant @ 7.5%	1.00	4,137.00	4,137	
42233 - COPIER				3,804
Per image charges	1.00	900.00	900	
Copy supplies (shared cost)	1.00	300.00	300	
Monthly lease - copier (shared cost)	12.00	217.00	2,604	
42301 - OFFICE SUPPLIES				2,500
Shared cost	1.00	2,500.00	2,500	
42323 - PROT CLOTHING& SAFETY EQUIP				300
Routine replacement due to damage of required equipment such as hand tools, first aid kits, gloves	1.00	300.00	300	

**TOWN OF COLCHESTER
FY 2018 - 2019 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				2,700
Mileage for use of personal vehicles - staff, board & commissions	1.00	2,700.00	2,700	
Classes, seminars and meetings				
43258 - PROFESSIONAL MEMBERSHIPS				5,710
Prof.Organization fees/membership dues - Town Planner,	1.00	710.00	710	
Building Official, ZEO & Commissions				
Salmon River Watershed & Conservation Compact	1.00	5,000.00	5,000	
44203 - LEGAL				45,000
44208 - PROFESSIONAL SERVICES				8,000
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			0	
Reallocated to Service contracts - Electronic Permitting software				
44217 - POSTAGE				1,250
44223 - SERVICE CONTRACTS				11,000
Electronic Permitting software	1.00	11,000.00	11,000	
44230 - LEGAL NOTICES				3,000
Legally required notices for ZPC, ZBA and CCC	1.00	3,000.00	3,000	
44232 - PRINTING & PUBLICATIONS				1,250
Printing cost for all administrative functions - regulations, POCD,	1.00	1,250.00	1,250	
permits and forms				
45216 - TELEPHONE				240
Air card for Building Official's printer (allows field use)	12.00	20.00	240	
46224 - EQUIPMENT REPAIRS				150
Cash register & other office equipment - minor repairs	1.00	150.00	150	
46390 - VEHICLE MAINTENANCE & FUEL				5,231
Vehicle maintenance	1.00	3,000.00	3,000	
Unleaded gasoline	1,000.00	2.05	2,050	
Estimated gross receipts tax - unleaded gasoline	1.00	181.00	181	
TOTAL PLANNING/BUILDING CODE ADMINISTRATION				487,891



**Town of Colchester
FY 2018-2019
Adopted Budget**

Department: Town Clerk

Mission

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

Description

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

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

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

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

Staffing

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

2017– 2018 Accomplishments

- Completed 1 class toward the Certified Town Clerk’s certification
- Town Clerk and Assistant Town Clerk obtained the Connecticut Certified Town Clerk Certificate
- Continued back-scanning images to COTT through 1969 for ease of Title Searchers and Attorneys
- Reorganized and inventoried 2nd story vault
- Back-scanned meeting minutes as far back as we have onto E-code 360
- Scanned vital records onto software system for printing to preserve originals
- Ran a Rabies clinic

Measures (January 1 – December 31)	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Land Record Recordings:	2,766	2,935	2,845
• Absentee Ballots Issued:	156	867	383
• Dog Licenses Issued:	1,331	1,445	1,391
• Marriage Licenses Issued:	54	61	54
• Birth, Marriage, & Death Cert. Issued:	395	390	387
• Sporting Licenses Issued:	470	479	535
• Documents Notarized:	1,276	1,330	1,159
• Revenue Collected	\$286,320	\$301,496	\$248,517

2018 – 2019 Objectives

- Continue back-scanning land records and maps for our on-line system
- Continue to initiate and run a Rabies Clinic
- Continue education toward the Certified Municipal Clerk Certification
- Continue scanning vital records to COTT system
- Proceed with SEEC pilot program
- Implement a new land record search portal
- Preserve and scan Plan Book maps

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TOWN CLERK

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	102,493	104,675	112,229	112,229	114,748
Contractual, Temporary, Occasional Payroll	1,291	1,475	1,500	1,450	1,500
Employee Related Insurances	502	503	505	505	505
FICA & Retirement	12,803	14,891	16,143	16,139	16,502
Copier	3,235	3,054	3,400	3,400	3,400
Office Supplies	1,554	1,492	1,700	1,500	1,500
Technical Reference Materials	1,103	1,195	1,195	1,195	1,195
Mileage, Training & Meetings	943	849	1,000	1,000	1,000
Professional Memberships	175	330	345	420	420
Indexing & Recording	21,673	21,304	22,500	22,000	22,000
Professional Services	0	200	200	200	200
Postage	1,771	1,712	2,000	1,900	1,900
Legal Notices	3,191	2,396	3,000	3,200	3,200
Printing & Publications	1,682	1,178	3,900	3,737	1,800
Micro Film	680	736	750	750	750
Equipment Repairs	18	300	300	300	300
TOTAL	153,114	156,290	170,667	169,925	170,920

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11501 - TOWN CLERK				
40101 - REGULAR PAYROLL				114,748
Town Clerk	1.00	66,481.00	66,481	
Assistant Town Clerk - Certified (7 hrs/day)	1.00	48,267.00	48,267	
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				16,502
FICA/Medicare	1.00	8,893.00	8,893	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	3,989.00	3,989	
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 7.5%	1.00	3,620.00	3,620	
42233 - COPIER				3,400
Copier - monthly lease payments	12.00	177.75	2,133	
Per image charges	1.00	300.00	300	
Paper & supplies for regular and map copier	1.00	472.00	472	
Annual map copier service contract.	1.00	495.00	495	
42301 - OFFICE SUPPLIES				1,500
Pens, vital paper, folders, map strips, and other supplies	1.00	1,500.00	1,500	
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				420
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	
New London County Town Clerks' Association	1.00	75.00	75	
44207 - INDEXING & RECORDING				22,000
Land Records - indexing & imaging - monthly contracted services	1.00	18,420.00	18,420	
Auditing services	1.00	2,500.00	2,500	
Additional auditing, microfilming, vitals	1.00	1,080.00	1,080	

**TOWN OF COLCHESTER
FY 2018 - 2019 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				1,900
Postage for returning recorded documents, absentee ballots, general correspondence, dog license notices	1.00	1,900.00	1,900	
44230 - LEGAL NOTICES				3,200
Warnings for Town meetings, budget referenda, Elections, audit, dog notices	1.00	3,200.00	3,200	
44232 - PRINTING & PUBLICATIONS				1,800
Minute books and stamps for boards & commissions	1.00	1,000.00	1,000	
Codification for updates to code book & ordinances	1.00	800.00	800	
44271 - MICRO FILM REPAIRS				750
Annual microfilming & storage of maps.	1.00	750.00	750	
46224 - EQUIPMENT REPAIRS				300
Office Equipment repairs	1.00	300.00	300	
TOTAL TOWN CLERK				170,920



**Town of Colchester
FY 2018-2019
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. One (1) Registrar has completed the certification process required by the Secretary of the State; the other Registrar is in the process of completing the certification.

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

Staffing

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

2017 – 2018 Accomplishments

- Attended ROVAC State Conferences
- Supervised absentee ballot voting session at local convalescent homes and rehabilitation facilities for November 2017 municipal election
- Attended District ROVAC meetings
- NCOA canvass conducted to update voter lists
- Had four (4) moderators trained and/or recertified by the State
- Registered High School Students
- Conducted one (1) Budget Referendum
- Completed Maintenance of Tabulators
- Successfully registered 670 New Voters of which 11 were processed on Election Day. Processed 708 changes of address, party or name and processed 770 removals.
- Successfully conducted the 2017 municipal election and Election Day Registration
- One (1) Registrar completed the new certification process for the Registrars of Voters required by the Secretary of the State; the other Registrar will have her certification completed in 2018
- Created information packet and employment application through the town ROV website to recruit additional poll workers
- Participated in a Civics class presentation about Town Government at Bacon Academy

2018 – 2019 Objectives

- Continue to maintain accurate voter database
- One (1) Registrar will complete the new certification process for Registrars of Voters required by the Secretary of the State
- Keep current moderators' certification up to date by having them trained when certification expires; Colchester will host recertification class
- Two (2) new moderators will be trained; Colchester ROV will host class
- 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 State Election
- Continue yearly Tabulator Maintenance
- Make sure all records are maintained in compliance with the State Regulations
- Prepare for 2018 State Election

**TOWN OF COLCHESTER
ADOPTED BUDGET**

REGISTRARS OF VOTERS

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	26,004	26,385	27,188	27,188	27,800
Contractual, Temporary, Occasional Payroll	16,142	13,133	20,150	10,920	22,622
FICA	2,104	2,057	2,310	2,157	2,356
Office Supplies	589	671	600	600	600
Other Purchased Supplies	1,198	1,475	2,000	1,200	2,000
Mileage, Training & Meetings	2,950	4,420	2,600	2,530	2,400
Professional Memberships	130	130	200	130	130
Professional Services	2,044	1,201	3,500	1,813	1,800
Postage	1,546	1,497	1,500	1,500	1,500
Service Contracts	2,980	3,280	3,280	3,280	3,280
Printing & Publications	6,213	4,877	5,500	3,500	5,500
Telephone	375	77	0	0	0
TOTAL	62,275	59,203	68,828	54,818	69,988

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11601 - REGISTRARS OF VOTERS				
40101 - REGULAR PAYROLL				27,800
Registrars salary	2.00	13,900.00	27,800	
40105 - CONTR TEMP OCCAS				22,622
Regular election - Deputy Registrars	2.00	500.00	1,000	
Regular election - Pollworkers	1.00	5,622.00	5,622	
Referenda (2) - Registrars	4.00	500.00	2,000	
Referenda (2) - Deputy Registrars	4.00	500.00	2,000	
Referenda (2) - Pollworkers	2.00	2,323.00	4,646	
Primary - Registrars	2.00	500.00	1,000	
Primary - Deputy Registrars	2.00	500.00	1,000	
Primary - Pollworkers	1.00	5,004.00	5,004	
Election Audit	1.00	350.00	350	
41230 - FICA				2,356
FICA/Medicare	1.00	2,356.00	2,356	
42301 - OFFICE SUPPLIES				600
General office supplies	1.00	600.00	600	
42340 - OTHER PURCHASED SUPPLIES				2,000
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
43213 - MILEAGE, TRAINING & MEETINGS				2,400
Conferences (2) for Registrars/Deputy Registrars	1.00	1,800.00	1,800	
Training for Moderators	1.00	200.00	200	
State of CT certification classes	2.00	200.00	400	
43258 - PROFESSIONAL MEMBERSHIPS				130
Annual dues - ROVAC	1.00	130.00	130	
44208 - PROFESSIONAL SERVICES				1,800
Use of polling locations	3.00	100.00	300	
Coding of memory cards	1.00	1,500.00	1,500	
44217 - POSTAGE				1,500
44223 - SERVICE CONTRACTS				3,280
Voting machine maintenance	1.00	1,600.00	1,600	
Voter checklist software - licensing & maintenance fees	1.00	1,680.00	1,680	
44232 - PRINTING & PUBLICATIONS				5,500
Printing of ballots	1.00	5,500.00	5,500	
TOTAL REGISTRARS OF VOTERS				69,988

**Town of Colchester
FY 2018 - 2019
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>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Health Insurance	782,191	1,004,160	860,562	860,353	874,951
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	373,236	425,449	487,446	490,098	542,622
Municipal Insurance	216,020	222,805	228,817	216,256	222,260
Unemployment Compensation	1,906	1,060	2,500	2,215	2,500
TOTAL	1,373,353	1,653,474	1,579,325	1,568,922	1,642,333

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11701 - INSURANCES				
41211 - HEALTH INSURANCE				874,951
Projected claims - 100%	1.00	1,137,376.00	1,137,376	
Per Lockton estimate dated 1/24/18				
Fixed expenses - retention premium (ASO fees), Managed benefits fees, network access fees, ACA fees	1.00	54,714.00	54,714	
Per Lockton estimate dated 1/24/18				
Fixed expenses - Individual & Aggregate stop-loss insurance premiums	1.00	128,944.00	128,944	
Per Lockton estimate dated 1/24/18				
Estimated employer contributions to employee Health Savings accounts	1.00	79,900.00	79,900	
Consultant fees (Town share)	1.00	10,769.00	10,769	
Per Lockton estimate dated 1/24/18				
Consultant fees (Town share) - employee benefits	1.00	11,200.00	11,200	
Decrease funding for expected claims based on 33% of excess 12/31/17 balance in Town health insurance Reserve Fund over 15% risk corridor plus IBNR	1.00	(99,317.00)	(99,317)	
Employee contributions	1.00	(220,000.00)	(220,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(76,534.00)	(76,534)	
Eliminate inclusion of IBNR in calculation of Reserve funding used to offset budgeted contributions	1.00	(25,788.00)	(25,788)	
Reduce funding based on phase in of funding methodology over 10 years	1.00	(129,493.00)	(129,493)	
Per discussion with BOF and BOS				
Fully insured premium for vision rider in Administrators' union contract	12.00	265.00	3,180	
Estimated 5% increase				
41260 - WORKERS' COMP INSURANCE				542,622
Workers Compensation premium	1.00	542,622.00	542,622	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44206 - MUNICIPAL INSURANCE				222,260
Property/I.M./Crime	1.00	16,674.00	16,674	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Boiler	1.00	1,989.00	1,989	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
General Liability	1.00	55,795.00	55,795	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Law Enforcement Liability	1.00	6,396.00	6,396	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Automobile	1.00	19,176.00	19,176	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Public Officials, including EPLI	1.00	15,545.00	15,545	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Umbrella (annual)	1.00	30,519.00	30,519	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Crime	1.00	747.00	747	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Fire Department Package (VFIS), including umbrella	1.00	49,784.00	49,784	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Fire Department - Accident/sickness	1.00	2,921.00	2,921	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Bond (Tax Collector & Assistant Tax Collector)	1.00	1,087.00	1,087	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Fiduciary liability - Police Retirement Board	1.00	1,327.00	1,327	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Miscellaneous Adds & Changes	1.00	2,000.00	2,000	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
Insurance broker fees	1.00	18,300.00	18,300	
Per estimate from USI Connecticut dated 2/26/18 (using CIRMA exposure rate provided 2/23/18)				
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				1,642,333

**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Probate

Description

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PROBATE

<u>ACCOUNT</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Windham/Colchester Probate District	4,458	4,989	5,365	5,365	5,258
TOTAL	4,458	4,989	5,365	5,365	5,258

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11702 - PROBATE				
47250 - WINDHAM-COLCHESTER PROBATE				5,258
Per capita fees	1.00	5,258.00	5,258	
TOTAL PROBATE				5,258



**Town of Colchester
FY 2018-2019
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)

2017 – 2018 Accomplishments

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

2018 – 2019 Objectives

- Continue upgrading older computers at Town Hall
- Continue upgrading Network infrastructure
- Continue setup of public computers at Library
- Implement new Virtual Public Server at Library
- Phone System replacement

**TOWN OF COLCHESTER
ADOPTED BUDGET**

INFORMATION TECHNOLOGY

<u>ACCOUNT</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Regular Payroll	50,813	47,816	48,714	48,714	49,816
Employee Related Insurance	0	189	253	253	253
FICA & Retirement	3,887	5,856	6,650	6,650	6,800
Other Supplies	4,297	2,578	5,000	5,000	5,000
Professional Services	41,083	42,268	63,415	45,110	53,186
TOTAL	100,080	98,707	124,032	105,727	115,055

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11801 - INFORMATION TECHNOLOGY				
40101 - REGULAR PAYROLL				49,816
Information Technology Coordinator	1.00	49,816.00	49,816	
41210 - EMPLOYEE RELATED INS.				253
Life/AD&D Insurance	1.00	130.00	130	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				6,800
FICA/Medicare	1.00	3,811.00	3,811	
Defined Contribution Plan - 401(a) @ 6%	1.00	2,989.00	2,989	
42315 - OTHER SUPPLIES				5,000
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	5,000.00	5,000	
44208 - PROFESSIONAL SERVICES				53,186
Website Hosting & Support (Virtual Town Hall)	1.00	3,600.00	3,600	
Hosted email	1.00	12,000.00	12,000	
Geographic Information System - software licensing (ArcGIS)	1.00	3,550.00	3,550	
Geographic Information System - software licensing (MapXpress GCX Internal GIS application)	1.00	2,500.00	2,500	
Geographic Information System - Online viewer (MapXpress Interactive Public GIS)	1.00	3,000.00	3,000	
Outsourced Technical Services	1.00	4,000.00	4,000	
Antivirus Software licensing	1.00	2,200.00	2,200	
Office 365	1.00	4,950.00	4,950	
Datacard CD800 card printer maintenance	1.00	386.00	386	
Data storage	1.00	2,000.00	2,000	
Scale computing care - Virtualization	1.00	6,600.00	6,600	
Contracted services - backup coverage for IT personnel	1.00	8,000.00	8,000	
Domain name - colchesterct.gov	1.00	400.00	400	
TOTAL INFORMATION TECHNOLOGY				115,055

Public Safety



TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

Public Safety

Departments

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



**Town of Colchester
FY 2018 – 2019
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

2017 – 2018 Accomplishments

- Maintaining staffing at 11 sworn members (1 School Resource Officer, 10 patrol officers).
- Completed annual firearms training for all sworn officers.
- Obtained 1 Portable and 1 Mobile radio 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 210 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>2017</u>	<u>2016</u>	<u>2015</u>
• Motor Vehicle Warnings:	1,427	1,239	1367
• Motor Vehicle Arrests:	2,754	2,808	2571
• Motor Vehicle Accidents:	308	280	268
• Criminal Investigations:	536	544	514
• Pistol Permits Issued:	210	170	99
• DWI Arrests:	46	73	68
• Calls for Service:	13,839	14,071	14,089

2018 – 2019 Objectives

- Continued Firearms Armorer recertification training for 2 officers.
- 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 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	785,281	814,091	838,883	837,572	857,601
Overtime	130,361	163,932	121,168	158,414	145,000
Employee Related Insurances	3,890	4,435	5,235	5,088	5,293
FICA & Retirement	192,083	214,792	239,258	243,155	250,039
Copier	2,594	2,133	2,624	2,524	2,524
Office Supplies	649	695	3,000	3,000	1,500
Uniform Purchases	9,537	7,706	9,658	6,448	7,790
Police Equipment	19,998	18,837	8,500	2,771	3,580
Mileage, Training & Meetings	10,499	13,852	16,350	16,350	16,500
Professional Memberships	3,392	3,477	3,477	3,477	3,581
Resident Trooper	174,140	185,465	225,307	225,307	243,789
Resident Trooper Overtime	13,850	19,704	15,000	15,000	15,000
Professional Services	11,120	13,519	12,650	12,650	12,650
Postage	196	199	300	300	300
Printing & Publications	262	578	600	600	600
Telephone	4,962	5,741	5,160	5,495	5,160
Equipment Repairs	1,122	380	3,060	3,060	2,935
Vehicle Maintenance & Fuel	36,125	29,985	34,200	31,714	32,076
TOTAL	1,400,061	1,499,521	1,544,430	1,572,925	1,605,918

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12101 - POLICE				
40101 - REGULAR PAYROLL				857,601
Police Officer First Class	1.00	83,803.00	83,803	
Police Officer First Class	1.00	83,803.00	83,803	
Police Officer First Class	1.00	83,803.00	83,803	
Police Officer First Class	1.00	80,517.00	80,517	
Police Officer First Class	1.00	80,517.00	80,517	
Police Officer First Class	1.00	77,231.00	77,231	
Police Officer First Class	1.00	77,231.00	77,231	
Police Officer First Class	1.00	77,231.00	77,231	
Police Officer First Class	1.00	77,231.00	77,231	
Police Officer First Class	1.00	77,231.00	77,231	
Police Officer	1.00	74,984.00	74,984	
Assistant to Department Head (8 hrs/day)	1.00	55,162.00	55,162	
Longevity	1.00	5,300.00	5,300	
School Resource Officer salary to be paid by BOE (Police Officer First Class)	1.00	(83,803.00)	(83,803)	
Shift differential	1.00	7,360.00	7,360	
40103 - OVERTIME				145,000
Patrol overtime	1.00	120,000.00	120,000	
Increase in Patrol overtime	1.00	25,000.00	25,000	
41210 - EMPLOYEE RELATED INS.				5,293
Life/AD&D Insurance	1.00	2,506.00	2,506	
Long Term Disability Insurance.	1.00	2,787.00	2,787	
41230 - FICA & RETIREMENT				250,039
FICA/Medicare	1.00	80,632.00	80,632	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @ 20.7329% of base pay (estimate based on actuarial valuation as of 7/1/16)	1.00	149,560.00	149,560	
Defined contribution 401(a) Plan @ 8% - Police Officer hired after 1/1/12	1.00	12,177.00	12,177	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5%	1.00	4,137.00	4,137	
FICA/Medicare - shift differential	1.00	563.00	563	
Defined Benefit/Defined Contribution 401(a) Plan - shift differential	1.00	1,057.00	1,057	
FICA/Medicare - increase in Patrol overtime	1.00	1,913.00	1,913	
42233 - COPIER				2,524
Copier lease - monthly payments	12.00	127.00	1,524	
Per image charges	1.00	650.00	650	
Copy Paper	1.00	350.00	350	
42301 - OFFICE SUPPLIES				1,500
General office supplies	1.00	1,500.00	1,500	
42324 - UNIFORM PURCHASES				7,790
Body armor (5 year replacement plan)	3.00	950.00	2,850	
Boot allowance (2 year replacement plan)	6.00	200.00	1,200	
New uniform pants (2 per officer)	22.00	80.00	1,760	
New uniform shirts (2 per officer with winter shirts)	22.00	90.00	1,980	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42338 - POLICE EQUIPMENT & SUPPLIES				3,580
Taser cartridges	50.00	50.00	2,500	
Vehicle flashlight units	4.00	170.00	680	
Replace Vehicle medical kits	4.00	100.00	400	
43213 - MILEAGE, TRAINING & MEETINGS				16,500
Mileage for training & other police activities	1.00	2,600.00	2,600	
Personal vehicle use				
Ammunition (duty pistol/duty rifle)	1.00	10,500.00	10,500	
Armorer's training for officers	2.00	1,200.00	2,400	
POSTC class dues	10.00	100.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				3,581
Law Enforcement Council (L.E.C.)	1.00	3,581.00	3,581	
44200 - RESIDENT TROOPER				243,789
Resident Trooper Supervisor (100% Town)	1.00	243,789.00	243,789	
Per letter from State of CT dated 2/23/18 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				2,935
Radar calibration - 4 units, 2 times/year	8.00	70.00	560	
Laser calibration - 3 units, once per year	3.00	125.00	375	
Electronic maintenance (vehicle equipment, MDT, emergency lights, MVR)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				32,076
Unleaded gasoline	9,000.00	2.05	18,450	
Estimated gross receipts tax - unleaded gasoline	1.00	1,626.00	1,626	
Repairs/parts	1.00	12,000.00	12,000	
TOTAL POLICE				1,605,918



**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Fire Department/Emergency Medical Services

Mission

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

Description

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

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

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

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

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

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

Staffing

Fire/EMS Chief (full-time)

Fire Marshal (full-time)

Assistant to Department Head (full-time)

Deputy Chief (full-time)

Assistant Chief (Fire - volunteer)

Assistant Chief (EMS - volunteer)

Health and Safety Officer Lt. (full-time)

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

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

100 Volunteer Members (Fire-EMS-Fire Police)

2017-2018 Accomplishments

- Responded to 1984 calls for service
- 148 scheduled training sessions
- Research CFD Paramedic Service to Residents of Colchester
- Flashover Simulator for training facility
- PPE Gear Washer/Extractor for decontamination
- New Ambulance purchase
- Unmanned Aircraft System Program put into service

Measures (January 1 – December 31)

- Total Man Hours: Emergency = 10,390
- Training: = 1170 training class hours

	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Fire Marshal Inspections	572	752	---
• Fire Marshal Violations issued	374	370	---
• Fire Calls:	48	71	73
• Fire Alarms	138	143	151
• Medical Calls:	1275	1212	1396
• Rescue/MVA	122	108	134
• Hazmat/Elec.	65	51	45
• Other Calls (Service):	336	285	223
• Mutual Aid: (given & received)	210	196	189

2018-2019 Objectives

- Continued focus on volunteer recruitment and retention
- Renew Town of Colchester & CHVFCo contract
- Continue research of FD Paramedic Program/Advanced Life Support
- Work integration with EMD/EOC to facilitate Public Safety
- Continued partnership with Fire Marshal's Office
- Increase Fire Marshal Position to Full-Time (40 hrs.)
- Fire Prevention & Safety Grant
- Heart Safe Community Renewal

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FIRE/EMERGENCY MEDICAL SERVICES

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	489,747	526,789	526,140	525,976	552,579
Overtime	27,428	32,786	30,000	29,781	30,000
Contractual, Temporary, Occasional Payroll	119,599	117,837	128,303	124,858	125,389
Employee Related Insurances	2,501	2,488	2,871	2,871	2,871
FICA & Retirement	76,466	79,299	89,008	88,705	92,782
Copier	2,196	1,889	2,580	2,380	2,380
Office Supplies	2,940	2,940	3,000	3,000	3,000
Safety Equipment	38,646	48,440	44,875	40,300	43,375
Custodial/Maintenance Supplies	3,412	3,106	4,500	3,800	4,000
Operating Supplies	392	270	500	300	400
Technical Reference Materials	168	270	400	350	350
Emergency Medical Supplies	20,101	18,226	24,400	24,400	24,400
Fire Equipment Supplies	30,199	21,429	34,880	31,280	31,680
Firefighting Foam	1,166	1,994	2,200	2,000	1,700
Mileage, Training & Meetings	32,796	31,626	33,570	33,570	37,925
Professional Memberships	729	674	2,330	1,750	1,800
Professional Services	57,158	41,511	37,500	39,375	39,375
Postage	366	284	400	400	400
Service Contracts	141,327	81,688	91,085	91,075	89,441
Advertising	0	0	250	0	1,250
Printing & Publications	0	0	0	0	2,500
Fuel Compensation	53,581	50,403	52,500	40,000	45,000
Physicals & Testing	6,633	6,475	7,500	7,500	7,500
Telephone	8,210	8,113	12,800	12,208	10,048
Fuel & Heating	18,615	2,402	12,109	10,608	13,958
Water	0	578	1,000	1,000	1,000
Electricity	21,713	22,081	22,600	22,600	22,600
Equipment Repairs	2,476	5,002	5,500	5,500	16,060
Building Repairs	2,179	7,028	8,500	8,750	8,750
Other Equipment Repairs	6,553	6,833	9,560	8,560	0
Vehicle Maintenance & Fuel	98,133	64,590	98,905	95,028	87,288
Machinery & Equipment	256	1,677	5,000	2,000	0
Building & Grounds Improvements	2,500	2,244	2,500	2,500	2,500
TOTAL	1,268,186	1,190,972	1,297,266	1,262,425	1,302,301

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

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12202 - FIRE/EMERGENCY MEDICAL SERVICES				
40101 - REGULAR PAYROLL				552,579
Fire Chief	1.00	80,979.00	80,979	
Deputy Chief	1.00	75,090.00	75,090	
Union contract in negotiation				
Lieutenant Shift Supervisor/Safety Officer	1.00	66,317.00	66,317	
Union contract in negotiation				
Firefighter/EMT	1.00	61,131.00	61,131	
Union contract in negotiation				
Firefighter/EMT	1.00	49,733.00	49,733	
Union contract in negotiation				
Firefighter/EMT	1.00	46,530.00	46,530	
Union contract in negotiation				
Firefighter/EMT	1.00	46,530.00	46,530	
Union contract in negotiation				
Assistant to Department Head (8 hrs/day)	1.00	55,162.00	55,162	
Fire Marshal (32.5 hrs/week)	1.00	55,418.00	55,418	
Longevity	1.00	2,900.00	2,900	
Fire Marshal - increase position to 40 hrs/week	1.00	12,789.00	12,789	
40103 - OVERTIME				30,000
40105 - CONTR TEMP OCCAS				125,389
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	
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				92,782
FICA/Medicare	1.00	53,179.00	53,179	
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	4,859.00	4,859	
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	24,173.00	24,173	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5%	1.00	4,137.00	4,137	
Defined Contribution 401(a) Plan @ 8% - Fire Marshal	1.00	4,433.00	4,433	
FICA/Medicare - increase of Fire Marshal to 40 hrs/week	1.00	978.00	978	
Defined Contribution 401(a) Plan - increase of Fire Marshal to 40 hrs/week	1.00	1,023.00	1,023	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42233 - COPIER				2,380
Monthly lease payments	12.00	115.00	1,380	
Per image charges	1.00	600.00	600	
Copy Paper	1.00	400.00	400	
42301 - OFFICE SUPPLIES				3,000
General office and computer supplies	1.00	3,000.00	3,000	
42323 - PROT CLOTHING& SAFETY EQUIP				43,375
Turnout gear, helmets, bunker coats, pants, boots (8 sets)	8.00	3,550.00	28,400	
continuing replacement required by NFPA/OSHA/NIOSH				
Protective clothing repair - used & worn gear	1.00	1,500.00	1,500	
Flame-resistant work uniforms for paid staff and Chief	1.00	4,625.00	4,625	
annual replacement				
NFPA/EMS Winter response clothing	1.00	900.00	900	
career staff annual replacement				
Cadet turnout gear updates.	1.00	1,700.00	1,700	
EMS Division Gear	1.00	4,000.00	4,000	
Increase in EMS personnel				
Miscellaneous supplies	1.00	2,250.00	2,250	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				4,000
Cleaning & maintenance supplies for station and grounds	1.00	4,000.00	4,000	
42340 - OPERATING SUPPLIES				400
Cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc.	1.00	400.00	400	
42343 - TECHNICAL REFERENCE MATERIALS				350
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	350.00	350	
42345 - EMERGENCY MEDICAL SUPPLIES				24,400
Emergency food	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits, first responder bags, glucometry readings, Narcan	1.00	15,870.00	15,870	
Dated Medical Supplies - Sterile 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 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42346 - FIRE EQUIP SUPPLIES				31,680
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air	1.00	7,000.00	7,000	
Hydro test 10 pressurized water extinguishers - required testing	1.00	500.00	500	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Hazmat meters, gas meters, module replacement cal materials	1.00	1,500.00	1,500	
Required testing				
Replacement of portable radios	1.00	4,000.00	4,000	
Replacement of portable radio chargers	1.00	1,200.00	1,200	
Replacement of pagers (Fire/EMS/Cadet)	1.00	2,500.00	2,500	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment (personnel gear & equipment)	1.00	3,380.00	3,380	
Replacement of portable radio batteries	1.00	1,700.00	1,700	
Replacement of fire hose	1.00	6,000.00	6,000	
Firefighting supplies, hand tools, ropes - Company 2	1.00	500.00	500	
42347 - FIRE FIGHTING FOAM				1,700
43213 - MILEAGE, TRAINING & MEETINGS				37,925
Meeting, training & conference travel	1.00	2,000.00	2,000	
Training programs & reference materials.	1.00	1,400.00	1,400	
Public Fire prevention materials (Fire Marshal)	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	25,500.00	25,500	
Ongoing training for Career staff/volunteers				
EMS mandatory training equipment	1.00	1,000.00	1,000	
Fire Marshal - travel & training, technical manuals	1.00	525.00	525	
Recruitment and retention	1.00	4,000.00	4,000	
43258 - PROFESSIONAL MEMBERSHIPS				1,800
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer	1.00	850.00	850	
Fire Marshal - NFPA membership and fees	1.00	950.00	950	
44208 - PROFESSIONAL SERVICES				39,375
Shared Response payments - 7.5% of revenue from ambulance billings	1.00	39,375.00	39,375	
Estimated revenue of \$525,000				
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 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				89,441
Emergency dispatch services	1.00	27,753.00	27,753	
Paramedic services	1.00	16,192.00	16,192	
Breathing air testing - required	1.00	1,000.00	1,000	
Annual furnace/hot water maintenance - required, semi-annual	1.00	2,900.00	2,900	
EMS Biohazard waste removal - required	1.00	1,200.00	1,200	
Hazardous waste removal - required	1.00	865.00	865	
Pager radio service contract - maintenance & service	1.00	1,500.00	1,500	
Annual fire pump testing/certifications - required	6.00	240.00	1,440	
Annual ground ladder testing & certification - required (6 ladders)	1.00	640.00	640	
Annual aerial ladder testing & certification - required (1 aerial)	1.00	1,000.00	1,000	
Includes ladder extension test, 5 year NDT due in 2021				
Annual defibrillator calibration/certification - required	1.00	2,772.00	2,772	
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	2,415.00	2,415	
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	400.00	400	
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	2.00	175.00	350	
Sprinkler system - quarterly inspections - required	4.00	75.00	300	
Mask-fit tester certification/calibration, annual OHD - required	1.00	890.00	890	
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	785.00	785	
Fire alarm testing, monitoring & maintenance service contract - Company 2	1.00	455.00	455	
IamResponding 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	100.00	100	
Annual maintenance contract - Ladder 128, parts & labor	1.00	2,963.00	2,963	
Annual air conditioning inspection/maintenance - Company 1	1.00	400.00	400	
Chest compression unit - on-site preventative maintenance (2 units)	1.00	3,326.00	3,326	
Boiler inspection (bi-annual) - Company 1 & 2	1.00	240.00	240	
EMS Crew scheduling software	4.00	120.00	480	
44231 - ADVERTISING				1,250
Recruitment and retention	1.00	1,250.00	1,250	
44232 - PRINTING & PUBLICATIONS				2,500
Recruitment and retention	1.00	2,500.00	2,500	
44243 - COMPENSATION				45,000
Fuel compensation for volunteer staff	1.00	45,000.00	45,000	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
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	
45216 - TELEPHONE				10,048
Headquarters telephones, fax, internet	12.00	210.00	2,520	
Cell phone service - Fire Chief	12.00	47.00	564	
Modems/aircards for laptops on ER vehicles	12.00	180.00	2,160	
Cell phone service - Fire Marshal (mobile phone app for personal cell phone)	12.00	27.00	324	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for Deputy Chief Officer's vehicle	12.00	20.00	240	
Telephone & alarm circuits - Company 2	12.00	45.00	540	
Company 1 Dispatch landline & emergency direct connection to Co. 2 & EOC	12.00	175.00	2,100	
Monthly service fee for 5 units - Vehicle tracking system	12.00	100.00	1,200	
45221 - FUEL/HEATING				13,958
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	5,000.00	2.17	10,850	
Propane - stove - Company 1 (estimated 276 gallons @ \$1.29/gallon)	275.00	1.60	440	
Heating oil - Company 2	1,200.00	2.17	2,604	
Propane - Company 2 (estimated 40 gallons @ \$1.29/gallon)	40.00	1.60	64	
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				16,060
Office equipment repairs.	1.00	1,000.00	1,000	
Radio & alarm repairs, lights & sirens	1.00	4,200.00	4,200	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	
Security system continuations - entry identification	1.00	2,000.00	2,000	
Reallocation from Machinery & Equipment				
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	2,600.00	2,600	
Reallocation from Other Equipment Repairs				
SCBA - ISI repair parts for breathing apparatus	1.00	5,000.00	5,000	
Reallocation from Other Equipment Repairs				
Small equipment repairs (fire pumps, doors, tools)	1.00	960.00	960	
Reallocation from Other Equipment Repairs				
46226 - BUILDING REPAIRS				8,750
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	500.00	500	
Overhead door repairs - Company 2	1.00	1,000.00	1,000	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46327 - OTHER EQUIPMENT REPAIR				0
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment			0	
Reallocation to Equipment Repairs				
SCBA - ISI repair parts for breathing apparatus			0	
Reallocation to Equipment Repairs				
Small equipment repairs (fire pumps, doors, tools)			0	
Reallocation to Equipment Repairs				
46390 - VEHICLE MAINTENANCE & FUEL				87,288
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline	3,200.00	2.05	6,560	
Estimated gross receipts tax - unleaded gasoline	1.00	578.00	578	
Truck repairs & parts.	1.00	50,330.00	50,330	
Diesel gasoline	9,000.00	2.18	19,620	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
48404 - MACHINERY & EQUIPMENT				0
Security system continuations - entry identification			0	
Reallocation to Equipment Repairs				
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				1,302,301



Town of Colchester
FY 2018 - 2019
Adopted Budget

Department: Emergency Management

Mission

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

Description

The Emergency Management Department is responsible for applying for and managing grant programs with the State and Federal government, coordinating and developing emergency operation plans and overseeing the Emergency Operations Center (EOC), assist those staffing the EOC during emergencies/activation's, providing support to the First Selectman and other department heads to coordinate actual or potential emergencies, serving as the Town's liaison on emergency preparedness and coordinating with other agencies, attending/participating in various meetings for security, ARES (Amateur Radio Emergency Services), DEMHS (Department of Emergency Management and Homeland Security), and maintaining all communications equipment primarily but not limited to that located at the EOC.

Staffing

Emergency Management Director (part time)

2017 – 2018 Accomplishments

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

2018 – 2019 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

EMERGENCY MANAGEMENT

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	2,447	1,894	2,560	2,559	2,617
FICA	180	140	196	196	200
Office Supplies	0	194	200	200	200
Other Purchased Supplies	1,199	2,990	3,500	3,500	3,500
Emergency Medical Supplies	0	242	250	250	250
Mileage, Training and Meetings	0	0	250	250	250
Postage	0	0	25	25	25
Service Contracts	0	1,480	1,500	1,075	1,500
Printing & Publications	0	120	250	250	250
Telephone	3,711	4,397	5,760	4,662	5,520
Equipment Repairs	605	2,497	3,000	3,000	3,000
TOTAL	8,142	13,954	17,491	15,967	17,312

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12301 - EMERGENCY MANAGEMENT				
40101 - REGULAR PAYROLL				2,617
Emergency Management Director - stipend	1.00	2,617.00	2,617	
41230 - FICA				200
FICA/Medicare	1.00	200.00	200	
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				5,520
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	20.00	240	
46224 - EQUIPMENT REPAIRS				3,000
Antenna replacement, sirens and other equipment repairs - as needed	1.00	3,000.00	3,000	
TOTAL EMERGENCY MANAGEMENT				17,312

Public Works



**TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET**

Public Works

Departments

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



**Town of Colchester
FY 2018 – 2019
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)

2017 – 2018 Accomplishments

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

2018 – 2019 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

PUBLIC WORKS ADMINISTRATION

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	155,954	141,343	144,720	144,567	147,850
Employee Related Insurances	434	564	652	565	565
FICA & Retirement	21,146	20,629	21,591	21,573	22,061
Copier	328	225	440	250	316
Office Supplies	119	249	300	300	300
Safety Equipment	0	0	605	605	605
Professional Memberships	70	423	400	500	500
Postage	0	0	100	50	100
Advertising	52	0	300	100	200
Telephone	1,472	1,080	1,500	750	780
TOTAL	179,575	164,513	170,608	169,260	173,277

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13200 - PUBLIC WORKS ADMINISTRATION				
40101 - REGULAR PAYROLL				147,850
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water)	1.00	45,145.00	45,145	
Director of Operations	1.00	74,649.00	74,649	
Assistant to Department Head - 8 hrs/day (50% Town & 50% S/W)	1.00	27,581.00	27,581	
Longevity	1.00	475.00	475	
41210 - EMPLOYEE RELATED INS.				565
Life/AD&D Insurance	1.00	333.00	333	
Long Term Disability	1.00	232.00	232	
41230 - FICA & RETIREMENT				22,061
FICA/Medicare	1.00	11,311.00	11,311	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	5,972.00	5,972	
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,709.00	2,709	
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5% (50% Town, 50% S&W)	1.00	2,069.00	2,069	
42233 - COPIER				316
Copier - monthly lease payments (shared with Highway)	12.00	18.00	216	
Per image charges	1.00	100.00	100	
42301 - OFFICE SUPPLIES				300
42323 - PROT CLOTHING& SAFETY EQUIP				605
Safety Shoes - PW Director & Director of Operations	2.00	200.00	400	
Rain gear -- Director of Operations	1.00	75.00	75	
First aid supplies -- Director of Operations	1.00	20.00	20	
Gloves, 6 pairs - Director of Operations	6.00	5.00	30	
Winter gloves - 2 pair - Director of Operations	2.00	10.00	20	
Eye Protection - Director of Operations	1.00	15.00	15	
Rubber boots - Director of Operations	1.00	45.00	45	
43258 - PROFESSIONAL MEMBERSHIPS				500
American Public Works Association, Tree Warden Association	1.00	500.00	500	
44217 - POSTAGE				100
44231 - ADVERTISING				200
Advertising for bids	1.00	200.00	200	
45216 - TELEPHONE				780
Cell phone - 50% for Public Works Director	12.00	10.00	120	
Cell phone - Director of Operations	12.00	55.00	660	
TOTAL PUBLIC WORKS ADMINISTRATION				173,277

**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Public Works - Division of Highway

Mission:

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

Description:

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

Staffing

DPW Supervisor (full time)

Maintainer 3 (full time - 3)

Maintainer 2 (full time - 4)

Assisted 3 days a week by Transfer Station employee

2017 – 2018 Accomplishments

- Assisted Colchester Water Department on 7 main breaks.
- Cold in place Asphalt recycling with Cap: Wall Street, Miller Road, Harbor Road
- Cape Seal Surface Treatments: Farmgate Drive, Lakeview Court, Apple Lane, Orchard Farm Road.
- Underdrain Installation Storm Sewer Installation -Old Hartford Road 600 ft to remove drywell at north edge of road that was creating pavement issues.
- Road Side Tree Trimming - Town Wide & three storm tree damage events town wide
- 2000 feet of Bituminous Curbing replaced.
- Re-Construct 100 Driveway Aprons in conjunction with Road Improvement or Drainage work.
- Drainage swale cleaning, Mc Donald Road

- Remove Beaver dams interfering with Drainage – River Road, Old Amston Road, Cabin Road, Ruby Cohen Park, Miles Standish Road.
- Repainted 53 miles of collector street centerlines and stop bars.
- Repaired 85 Catch Basins. Replaced 40 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. Correct/Re-Built Upton Road Detention Basin outlet structure and dam.
- Conducted all scheduled crack sealing of roads called for under the Road Improvement Plan.
- Reset/Repair/Adjust Sanitary Manholes for Rt 85 Paving Project and Wall Street.
- Installed 800 ft Sanitary sewer lateral from Grounds Maintenance Building
- Assisted Grounds Crew to re-sod Bacon Academy Football field.
- Roadside Mowing Completed Town wide (twice).
- Contracted Grading Services for Gravel Road Reshaping and road side ditch restoration all gravel roads throughout town.
- Continued Town Owned Bridge repairs per State of Connecticut Inspection reports. Caverly Mill Road Bridge deck repair.

Measures (January 1 – December 31)	<u>2017</u>	<u>2016</u>	<u>2015</u>
• % Roads – Grade A:	19%	21%	20%
• % Roads – Grade B:	46%	45%	45%
• % Roads – Grade C:	33%	32%	31%
• % Roads – Grade D:	02%	04%	03%
• % Roads – Grade F:	00%	00%	00%

2018 – 2019 Objectives

- Continue to utilize Contracted and rental options, such as paving equipment, road grading, catch basin cleaning in an attempt to operate more efficiently.
- Adjusting baseline needs of the Town-wide road improvement plan dependent upon funding. Obtain productivity increase with Crack Sealing equipment.
- Assist Paper Mill Bridge reconstruction dependent on funding.
- 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 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	363,189	378,213	435,116	391,763	430,455
Overtime	12,581	8,064	12,500	12,500	12,500
Contractual, Temporary, Occasional Payroll	0	0	500	100	100
Employee Related Insurances	1,840	1,743	1,841	1,751	1,841
FICA & Retirement	44,481	45,625	60,064	53,035	61,589
Copier	0	0	240	0	0
Safety Equipment	5,453	5,940	4,176	4,176	4,174
Other Purchased Supplies	90,819	139,785	149,476	149,476	151,140
Mileage, Training & Meetings	1,669	1,002	2,800	2,800	2,800
Professional Services	29,961	35,705	35,500	37,860	42,700
Equipment Rental	4,551	7,100	10,350	10,350	10,350
Uniform Rental	4,089	3,844	4,600	4,600	4,600
Traffic Control	64,983	68,426	70,000	70,000	70,000
Equipment Repairs	0	175	200	210	200
Vehicle Maintenance & Fuel	167,267	148,918	141,550	135,701	146,674
Road Improvements	450,000	536,225	550,000	550,000	600,000
TOTAL	1,240,883	1,380,765	1,478,913	1,424,322	1,539,123

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13201 - HIGHWAY				
40101 - REGULAR PAYROLL				430,455
Public Works Supervisor	1.00	63,045.00	63,045	
Maintainer III	1.00	55,682.00	55,682	
Maintainer III	1.00	55,682.00	55,682	
Maintainer III	1.00	55,682.00	55,682	
Maintainer II	1.00	51,438.00	51,438	
Maintainer II	1.00	51,438.00	51,438	
Maintainer II	1.00	47,570.00	47,570	
Maintainer II	1.00	45,718.00	45,718	
Longevity	1.00	4,200.00	4,200	
40103 - OVERTIME				12,500
Roads Overtime (not snow)	1.00	12,500.00	12,500	
40105 - CONTR TEMP OCCAS				100
Tree Warden -\$100 stipend	1.00	100.00	100	
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				61,589
FICA/Medicare	1.00	33,884.00	33,884	
Defined Contribution 401(a) Plan - Road Crew @ 6% (8 employees)	1.00	27,705.00	27,705	
42233 - COPIER				0
Copier - monthly lease payments (full cost charged to PW Administration)			0	
42323 - PROT CLOTHING& SAFETY EQUIP				4,174
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	8.00	31.00	248	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				151,140
Meals in storms (emergencies)	1.00	150.00	150	
3 palletts CB Block, 1 pallett 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	370.00	19,240	
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				42,700
Tree removal services bucket truck. Blasting & other contracted services	1.00	25,000.00	25,000	
Emerald Ash Borer tree damage west portion of Town				
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	2.00	100.00	200	
Pre-employment physicals	2.00	150.00	300	
Hearing tests per OSHA regulations	8.00	50.00	400	
44237 - EQUIPMENT RENTAL				10,350
Equipment rental - mini excavator, bobcat with forestry attachment, pumps, generators, etc.	1.00	7,000.00	7,000	
Brush removal drainage - right of ways (shared cost with Water & Sewer)	1.00	3,350.00	3,350	
44238 - UNIFORM RENTALS				4,600
Uniform rental	1.00	4,600.00	4,600	

TOWN OF COLCHESTER
FY 2018 - 2019 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				146,674
Unleaded Gas	5,000.00	2.05	10,250	
Estimated gross receipts tax - unleaded gasoline	1.00	904.00	904	
Diesel gasoline	14,000.00	2.18	30,520	
Vehicle Repair Parts	1.00	105,000.00	105,000	
48439 - ROAD IMPROVEMENT				600,000
Road Improvement/Paving projects and Maintenance	1.00	600,000.00	600,000	
TOTAL HIGHWAY				1,539,123

**Town of Colchester
FY 2018 – 2019
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).

2017 – 2018 Accomplishments

- 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 one mechanic (retirement), and completed required training.
- Obtained necessary tools & equipment to stay current with new technology.

Measures (January 1 – December 31)	2017	<u>2016</u>	<u>2015</u>
• Work Orders (Opened)	2301	2321	2354
• Work Orders (Closed)	1410	1247	1645

2018 – 2019 Objectives

- Start on-line training courses to meet OSHA requirements.
- Strive for a safe working environment.
- Continue building repair in-house due to limited funding.
- Train staff for direct input of repair data into Fleet Maintenance software when operational.
- 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 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	247,899	252,690	246,653	223,378	250,316
Overtime	1,336	4,154	4,000	2,800	4,000
Contractual, Temporary, Occasional Payroll	900	850	1,800	1,550	1,800
Employee Related Insurances	1,019	958	1,029	925	1,029
FICA & Retirement	32,430	32,971	35,623	31,307	37,106
Office Supplies	442	434	930	430	464
Safety Equipment	1,559	1,599	1,400	1,400	1,400
Custodial/Maintenance Supplies	1,106	1,301	1,300	1,300	1,300
Fleet Repair & Maintenance Supplies	24,963	25,002	25,000	25,000	25,000
Mileage, Training & Meetings	0	117	450	500	270
Professional Memberships	200	200	200	200	200
Professional Services	325	656	455	455	705
Service Contracts	13,297	14,239	18,906	17,672	15,371
Uniform Rental	2,742	2,794	3,600	2,000	2,200
Fuel & Heating	1,886	2,698	4,538	3,800	5,440
Electricity	11,751	11,757	11,000	11,000	11,000
Equipment Repairs	970	2,800	2,800	2,500	1,500
Building Repairs	4,847	6,460	8,000	8,000	9,000
Vehicle Maintenance & Fuel	10,626	8,045	8,460	8,020	9,060
Machinery & Equipment	0	0	7,500	0	0
TOTAL	358,298	369,725	383,644	342,237	377,161

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13202 - FLEET SERVICES				
40101 - REGULAR PAYROLL				250,316
Fleet Maintenance Supervisor	1.00	88,020.00	88,020	
Mechanic III	1.00	57,866.00	57,866	
Mechanic III	1.00	54,496.00	54,496	
Mechanic II	1.00	48,734.00	48,734	
Longevity	1.00	1,200.00	1,200	
40103 - OVERTIME				4,000
Overtime	1.00	4,000.00	4,000	
40105 - CONTR TEMP OCCAS				1,800
Tool allowance - 3 employees @ \$50 per month	3.00	600.00	1,800	
41210 - EMPLOYEE RELATED INS.				1,029
Life/AD&D Insurance	1.00	540.00	540	
Long Term Disability Insurance	1.00	489.00	489	
41230 - FICA & RETIREMENT				37,106
FICA/Medicare	1.00	19,593.00	19,593	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	7,042.00	7,042	
Defined Contribution 401(a) Plan - Mechanics @ 6%	1.00	10,471.00	10,471	
42301 - OFFICE SUPPLIES				464
Copy/Printer Paper	2.00	32.00	64	
General Office Supplies	1.00	100.00	100	
Toner & ink cartridges for printers	1.00	300.00	300	
42323 - PROT CLOTHING& SAFETY EQUIP				1,400
OSHA required safety shoes	4.00	200.00	800	
Protective equipment for steam cleaning	1.00	200.00	200	
Protective Eyewear for welding, cutting & grinding	1.00	300.00	300	
Rubber & Regular work gloves	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				1,300
Paper towels, toilet paper, soaps & cleaners	1.00	1,300.00	1,300	
42341 - FLEET REPAIR & MAINT SUPPLIES				25,000
Shop supplies, oils & lubricants, nuts, bolts, welding & grinding material, etc.	1.00	25,000.00	25,000	
43213 - MILEAGE, TRAINING & MEETINGS				270
On-line training courses	5.00	54.00	270	

TOWN OF COLCHESTER
FY 2018 - 2019 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				705
OSHA required audiograms	4.00	50.00	200	
Random Drug Testing	2.00	65.00	130	
CDL physicals	3.00	125.00	375	
44223 - SERVICE CONTRACTS				15,371
Monitoring of security system	1.00	180.00	180	
Monitoring of fire alarm	1.00	300.00	300	
Annual service of fire alarm	1.00	150.00	150	
Annual service & repair of four propane units	1.00	500.00	500	
Annual Pressure washer service	1.00	600.00	600	
Annual Overhead hoist inspection & repairs	3.00	200.00	600	
Annual fire extinguisher inspection - OSHA required	1.00	205.00	205	
Internet	12.00	202.00	2,424	
Oxygen & acetylene bottle lease	1.00	400.00	400	
Oil filter removal	2.00	130.00	260	
Parts washer service	4.00	450.00	1,800	
Oil & water separator due 2020			0	
Service/repair of overhead doors (15)	1.00	2,500.00	2,500	
Annual RTA software maintenance fee	1.00	1,500.00	1,500	
Annual Navistar engine software fee	1.00	1,400.00	1,400	
Fire extinguisher testing/replacement (not inspection)	1.00	400.00	400	
Annual Tire Pressure Monitor System tool update	1.00	252.00	252	
Annual engine diagnostic tool update	1.00	800.00	800	
Annual Cummins engine software update fee	1.00	500.00	500	
Boiler inspection due 2018	1.00	100.00	100	
Annual inspection - vehicle lifts	2.00	250.00	500	
44238 - UNIFORM RENTALS				2,200
Uniforms and cloth wipers	1.00	2,200.00	2,200	
45221 - FUEL/HEATING				5,440
Propane for Town Garage	2,400.00	1.60	3,840	
Propane for Wash Bay	1,000.00	1.60	1,600	
45622 - ELECTRIC				11,000
Electricity for Town Garage complex	1.00	11,000.00	11,000	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
46224 - EQUIPMENT REPAIRS				1,500
Maintenance and repairs - Fuel monitor & delivery systems	1.00	1,500.00	1,500	
46226 - BUILDING REPAIRS				9,000
Maintain Interior/Exterior of Town Garage	1.00	6,000.00	6,000	
Install electric disconnect switches for three overhead hoists	1.00	2,000.00	2,000	
Propane modine unit for Highway Department work area	1.00	1,000.00	1,000	
46390 - VEHICLE MAINTENANCE & FUEL				9,060
Unleaded gasoline - Water Department	1,600.00	2.05	3,280	
Estimated gross receipts tax - unleaded gasoline	1.00	289.00	289	
Unleaded gasoline - Fleet	200.00	2.05	410	
Estimated gross receipts tax - unleaded gasoline	1.00	36.00	36	
Diesel gasoline - Water Department	1.00	87.00	87	
Diesel gasoline - Fleet	100.00	2.18	218	
Propane for forklift	8.00	30.00	240	
Vehicle & Equipment Repairs for Fleet & Water Department	1.00	4,500.00	4,500	
TOTAL FLEET SERVICES				377,161

**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Public Works – Division of Grounds Maintenance

Mission

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

Description

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

Staffing

DPW Supervisor

Maintainer II (full time -2)

Maintainer I (full time - 3)

2017 – 2018 Accomplishments

- Maintained over 360 acres of town and school grounds
- Over seeded Bacon Baseball, Softball field and Cody Camp baseball fields. Turf Replacement Bacon Academy Football Field.
- Cross trained with Fleet Maintenance and Highway to provide more efficient services.
- Conducted Facilities Work Orders completion, Youth Center, Senior Center, Town Hall.
- Complete Overseeding of R-8 Football Field.
- 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.
- Replace Roof on Recreation Maintenance Building Bathroom Building.

Measures (January 1 – December 31)	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Hours of Mowing	2800	2715	2780
• Hours of Snow Removal	931	650	630
• Hours of Field Maintenance/Prep	1290	1270	1260
• Hours of Trash Removal	560	570	575

2018– 2019 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 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	246,862	245,170	273,673	213,565	268,647
Overtime	5,998	9,030	8,600	8,600	8,600
Employee Related Insurances	1,327	1,304	1,368	747	1,369
FICA & Retirement	30,597	30,220	37,913	28,382	38,593
Safety Equipment	2,332	885	2,200	2,200	2,200
Custodial/Maintenance Supplies	2,937	3,057	3,000	3,000	3,000
Grounds Maintenance Supplies	13,952	23,380	28,000	28,000	28,000
Other Purchased Supplies	5,249	5,242	5,000	5,000	5,000
Mileage, Training & Meetings	599	425	450	0	450
Professional Services	8,264	4,696	5,400	5,945	5,500
Service Contracts	2,970	3,488	5,790	5,780	5,780
Advertising	0	0	200	0	0
Equipment Rental	0	490	500	500	500
Uniform Rental	2,957	2,386	2,800	1,800	2,400
Telephone	650	442	660	305	360
Fuel & Heating	807	1,216	1,858	1,100	1,760
Electricity	27,759	28,363	27,000	29,000	29,000
Equipment Repairs	1,305	953	1,000	1,200	1,200
Building Repairs	2,345	1,953	1,800	1,800	1,800
Other Repairs	2,645	1,977	2,000	2,000	2,000
Vehicle Maintenance & Fuel	38,260	43,734	36,590	35,143	38,770
TOTAL	397,815	408,411	445,802	374,067	444,929

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13203 - GROUNDS MAINTENANCE				
40101 - REGULAR PAYROLL				268,647
Public Works Supervisor	1.00	63,045.00	63,045	
Maintainer II	1.00	41,434.00	41,434	
Maintainer II	1.00	42,286.00	42,286	
Maintainer I	1.00	39,562.00	39,562	
Maintainer I	1.00	44,512.00	44,512	
Maintainer I	1.00	36,608.00	36,608	
Longevity	1.00	1,200.00	1,200	
40103 - OVERTIME				8,600
Overtime	1.00	8,600.00	8,600	
41210 - EMPLOYEE RELATED INS.				1,369
Life/AD&D insurance.	1.00	648.00	648	
Long Term Disability insurance.	1.00	721.00	721	
41230 - FICA & RETIREMENT				38,593
FICA/Medicare	1.00	21,209.00	21,209	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 6%	1.00	17,384.00	17,384	
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	6.00	75.00	450	
44208 - PROFESSIONAL SERVICES				5,500
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	1,200.00	1,200	
CDL drug/alcohol testing, pre-employment physicals	1.00	500.00	500	
Aerial lift for sports lighting bulb replacement	1.00	1,350.00	1,350	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				5,780
Fire extinguisher service	1.00	260.00	260	
Parks garage security monitoring	12.00	40.00	480	
Heater/Boiler inspection - Parks Garage	1.00	240.00	240	
Skylogix annual service agreement - sports lighting	1.00	1,800.00	1,800	
Plumbing & portable toilet facilities (Town Green/Ruby Cohen)	1.00	3,000.00	3,000	
44237 - EQUIPMENT RENTAL				500
Rental of generators, sod cutter, miscellaneous equipment	1.00	500.00	500	
44238 - UNIFORM RENTALS				2,400
Grounds Maintenance Crew uniforms.	1.00	2,400.00	2,400	
45216 - TELEPHONE				360
Cell Phone - PW Supervisor - monthly charges	12.00	30.00	360	
45221 - FUEL/HEATING				1,760
Parks Garage - Propane	1,100.00	1.60	1,760	
45622 - ELECTRIC				29,000
RecPlex sports lighting, Town Green, Grounds Garage, Concession Stand	1.00	29,000.00	29,000	
46224 - EQUIPMENT REPAIRS				1,200
General repairs on Parks equipment.	1.00	1,200.00	1,200	
46226 - BUILDING REPAIRS				1,800
General Building repairs, Storage areas, dugouts, bathrooms, pavilion roof	1.00	1,800.00	1,800	
46229 - OTHER REPAIR SERVICES				2,000
Repairs for picnic tables, bleachers, batting cages, equipment, scoreboards, fountains, etc. (Not for buildings)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				38,770
Vehicle and large equipment repairs	1.00	25,000.00	25,000	
Diesel gasoline	1,200.00	2.18	2,616	
Unleaded gasoline for vehicles and equipment	5,000.00	2.05	10,250	
Estimated gross receipts tax - unleaded gasoline	1.00	904.00	904	
TOTAL GROUNDS MAINTENANCE				444,929



**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Public Works – Snow Removal

Mission

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

Description

The Town work forces along contractors conduct Snow Removal and De-icing of 107.12 miles of paved roads and 8.75 miles of unpaved roads, all town facilities parking areas and sidewalks, all school parking areas and sidewalks, and all sidewalks that are adjacent to town owned properties throughout Colchester. This past year, the snow fall amount would have been considered an “average” season thru the end of February, however three March Nor’easter snowstorms doubled the total snowfall that had previously occurred. Snowfall for the year totaled 65 inches. 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.

2017 – 2018 Accomplishments

- Responded to 26 Snow-Icing Events (through 4/1/2018)
- Trained staff for additional road routes.
- Re-issued 3 year Contracted Snow Plowing contracts School Lots and Town Roads.
- Coordinated one source De-Icing Material between BOE and Town Facilities.
- Continued reduced cost of treated salt by 8.6% per ton for three year fixed price with delivery through more local port.
- Obtained multi implement mini –loader for increased productivity.

2018 – 2019 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SNOW REMOVAL

<u>ACCOUNT</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Overtime	84,295	101,782	110,000	127,309	110,000
FICA	6,102	7,372	8,415	9,384	8,415
Sand & Salt Supplies	147,657	166,365	166,800	181,150	161,700
Other Purchased Supplies	17,018	10,763	25,050	14,800	25,050
Professional Services	162,656	190,552	178,900	178,000	178,000
TOTAL	417,728	476,834	489,165	510,643	483,165

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13204 - SNOW REMOVAL				
40103 - OVERTIME				110,000
Town Crew - snow removal	1.00	110,000.00	110,000	
41230 - FICA				8,415
FICA/Medicare	1.00	8,415.00	8,415	
42333 - SAND SALT GRAVEL				161,700
300 tons sand @ \$22/ton	300.00	22.00	6,600	
1800 tons treated salt @ \$85/ton	1,800.00	85.00	153,000	
Icemelt for sidewalks - 6 pallets	6.00	350.00	2,100	
42340 - OTHER PURCHASED SUPPLIES				25,050
Mail boxes and posts	50.00	45.00	2,250	
Snow Plow cutting edges/blades	1.00	12,000.00	12,000	
Meals for town crew during snow storms	1.00	10,600.00	10,600	
Tools for grounds crew - shovels and spreaders	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				178,000
Contracted truck routes, emergency loaders, sanders and drivers	1.00	84,000.00	84,000	
Diesel fuel for contractors (included in contracted services scope)			0	
School parking lots - fixed price (year 2 of 3 year contract)	1.00	94,000.00	94,000	
TOTAL SNOW REMOVAL				483,165

**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Public Works – Division of Facilities

Mission

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

Description

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

Staffing

Custodians (full time - 1)

Custodian (part time) - Senior Center and Youth Center

2017-2018 Accomplishments

- Final M&V Report on Energy Performance Contract.
- Parking Lot Reconstruction Town Hall.
- Conduct deferred maintenance that has previously resulted in equipment failure in mechanical and HVAC systems Town wide, utilizing Energy Management System data, oversee annual maintenance.
- Continue to replace 30 year old miscellaneous items throughout Town Hall.
- Town Hall Carpet, Blinds, Divider Project.
- Various repair maintenance projects, Reconfigure File Storage Space Land Use. Recreation Complex Maintenance Building Roof.
- Develop on-call list of contractors to facilitate repairs outside of service contract providers, compare to previous shared employee costs.
- Conduct CIP scheduled work, contract and oversight.
- Utilize DPW existing staff skill sets to reduce contracted work.

2018 -2019 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

FACILITIES

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	44,655	27,457	15,847	9,401	12,624
Overtime	607	0	0	0	0
FICA & Retirement	5,099	1,235	1,212	719	965
Safety Equipment	241	273	100	100	100
Custodial/Maintenance Supplies	5,161	4,502	5,300	5,300	5,300
Paint & Paint Supplies	230	347	1,000	315	1,000
Professional Services	0	8,592	0	0	0
Service Contracts	34,113	26,986	16,829	16,984	18,408
Advertising	41	0	200	0	0
Telephone	11,447	11,346	11,131	12,369	6,787
Fuel & Heating	6,390	5,848	7,800	6,420	8,246
Electricity	44,620	43,010	45,000	44,500	45,000
Building Repairs	5,903	7,600	40,000	40,000	25,000
Vehicle Maintenance & Fuel	1,791	1,302	0	0	0
TOTAL	160,298	138,498	144,419	136,108	123,430

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13205 - FACILITIES				
40101 - REGULAR PAYROLL				12,624
Part-time Custodian - Senior Ctr & Youth Services Ctr (19.5 hrs/week)	1.00	10,475.00	10,475	
Position reduced from 25.5 hrs/week				
Part-time Custodian - Fire Department - 4 hrs/week	1.00	2,149.00	2,149	
41230 - FICA & RETIREMENT				965
FICA/Medicare	1.00	965.00	965	
42323 - PROTECTIVE CLOTHING & SAFETY EQUIPMENT				100
Gloves, eye protection, personal protective equipment	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				5,300
Paper goods and general cleaning supplies for Town Hall	1.00	5,300.00	5,300	
42332 - PAINT & PAINT SUPPLIES				1,000
Supplies to paint offices as needed	1.00	1,000.00	1,000	
44223 - SERVICE CONTRACTS				18,408
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	1,500.00	1,500	
PA system maintenance and repair (meeting room) - Town Hall	1.00	500.00	500	
Exterminating services, pest control - Town Hall	12.00	120.00	1,440	
Annual Fire Extinguisher maintenance - Town Hall	1.00	150.00	150	
Fire Alarm Service and Monitoring - Town Hall	12.00	24.00	288	
Estimate of additional calls at contract rates	1.00	10,000.00	10,000	
45216 - TELEPHONE				6,787
Emergency phone - Elevator	12.00	76.00	912	
Telephone maintenance & change fees	1.00	475.00	475	
VOIP/Internet - monthly charges	12.00	450.00	5,400	
45221 - FUEL/HEATING				8,246
Heating oil - Town Hall	3,800.00	2.17	8,246	
45622 - ELECTRICITY				45,000
Electricity - Town Hall	1.00	45,000.00	45,000	
46226 - BUILDING REPAIRS				25,000
General unanticipated building repairs - contract services - Town Hall	1.00	25,000.00	25,000	
TOTAL FACILITIES				123,430

**Town of Colchester
FY 2018 - 2019
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)

2017 - 2018 Accomplishments

- Coordinated/supervised the 2017 household hazardous waste collection.
- Updated both Mail-a-map and TAR town road maps.
- Issued 8 roadwork permits and 15 driveway permits in 2017.
- Performed construction inspection for new residential subdivision road "Broad Meadow Rd" located off Lebanon Ave/Rte 16.; for repair of sidewalks and parking lot pavement at Galaxy Theater site on Old Hartford Rd; for site expansion of Alpha-Q facilities on Upton Rd; for William J. Johnston School reconstruction on Norwich Ave. and for public improvements associated with Pietka Subdivision on McDonald Rd and Homonick Rd.
- Prepared CT. DOT encroachment permit application for town to place "Yield To Pedestrian" sign at Bacon Academy High School on Norwich Ave.
- Secured warranty work to repair one defective town owned solar street light along Lebanon Avenue in area of Federated Church.
- Collaborated with PWD and Wetlands Agent to revise project scope and construction cost estimates for reconstruction of Halls Hill Road pavement and pedestrian/ cyclist accessibility improvements to address DOT comments for possible grant funding (\$698,355).
- Worked with Town's consultant and PWD to investigate and design a replacement bridge for Caverly Mill Road.
- Reviewed the DOT's 2017 bridge inspection reports for local structures in Colchester and summarized recommendations to facilitate needed maintenance by town's PWD.
- Performed plan reviews for proposed commercial site development at 71 & 79 Linwood Avenue/Rte. 16, for "Incord" site expansion at 151 and 181 Upton Rd, for expansion of "Goldi-

Locks” Self Storage facility on Lebanon Avenue/Rte. 16, for a re-subdivision on Waterhole Rd./Bigelow Rd. and for a Two-family lot development on Felicia Baber Lane.

- Reviewed ZBA variance requests submitted to facilitate a potential multifamily development on Wall Street and for expansion of “Incord” facilities on Upton Road.
- As the town’s Legal Traffic Authority representative, reviewed and approved requests for various running, cycling and motorcycling events with planned routes traversing Colchester.
- Worked with property owners on Bulkeley Hill Rd. and Pickerel Lake Dr. to resolve drainage issues and winter icing conditions.
- Worked with Eversource and the PWD to resolve utility pole/guy wire conflicts with town sidewalk/roadside maintenance activity.
- Completed a stop sign/stop-ahead warrant investigation for various locations as requested by the Public Works Department.
- Applied for and received approval for the town to participate in the State DOT’s project to upgrade and replace midblock pedestrian crossing signs and pavement markings on locally owned and maintained roads at no cost to the town.
- Reviewed DOT’s semifinal design for traffic control signal replacement for Route 16 at Route 85 (North Junction); Route 85 and Route 616 (Norwich Ave.) and Route 16 (Linwood Ave.) at Route 85 and Routes 16/85 (South Junction). Construction upgrades for these traffic controls and for existing pedestrian signal facilities are anticipated to start in spring of 2019.

2018 - 2019 Objectives

- Update State TAR map and town’s Mail-A-Map.
- Coordinate and supervise the 2018 household hazardous waste collection.
- Perform construction inspection for Incord site expansion on Upton Road, Alpha Q site expansion on Upton Road, White Oak Farm Subdivision – Broad Meadow Rd, and Dunkin Donuts site at intersection of Rte 16 and Rte 149.
- Follow-up with Local Traffic Authority traffic safety requests to State Traffic Commission including: 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); DOT program to upgrade signs and pavement markings for midblock crosswalks on local roads at no cost to town.
- 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 and work with PWD and town consultant to follow through with reconstruction of Caverly Mill Road Bridge by PWD.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

ENGINEERING

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	92,123	93,950	96,048	96,048	98,192
Employee Related Insurances	338	338	339	339	339
FICA & Retirement	13,858	14,032	14,971	14,971	15,306
Copier	792	792	792	792	792
Office Supplies	444	415	445	445	445
Mileage, Training & Meetings	154	261	500	500	500
Professional Memberships	597	605	650	610	650
TOTAL	108,306	110,393	113,745	113,705	116,224

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13301 - ENGINEERING				
40101 - REGULAR PAYROLL				98,192
Town Engineer	1.00	97,442.00	97,442	
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				15,306
FICA/Medicare	1.00	7,511.00	7,511	
Defined Contribution 401(a) Plan @ 8%	1.00	7,795.00	7,795	
42233 - COPIER				792
Monthly lease (shared cost w/ Planning & Code Administration)	12.00	66.00	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				116,224

**Town of Colchester
FY 2018 – 2019
Adopted Budget**

Department: Public Works - Division of Transfer Station

Mission:

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

Description:

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

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

Staff:

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

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

2017 - 2018 Accomplishments

- Transportation Services awarded for 3 year term with 2 year extension available at Town's request.
- Full implementation of no cost Mattress recycling program.
- Expanded no cost electronic recycling program and increased re-imbursement rate.
- Established no cost 20 lb propane container recycling and no cost Freon reclaim/recycle program.
- 358 households served at the Colchester Household Hazardous Waste Collection event.

Measures (January 1 – December 31)	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Waste Handled (tons):	1348.30	1452.96	1211.46

2018 – 2019 Objectives

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

**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFER STATION

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	86,135	86,659	94,762	91,230	93,473
Overtime	4,107	7,366	6,000	5,200	6,000
Employee Related Insurances	454	409	461	461	461
FICA & Retirement	10,692	10,920	13,348	12,815	13,648
Office Supplies	229	137	250	250	250
Safety Equipment	296	327	600	600	600
Other Purchased Supplies	1,125	536	1,196	1,196	1,196
Transportation	109,235	118,497	120,000	120,000	120,000
Mileage, Training & Meetings	472	366	690	625	630
Professional Services	21,113	18,659	29,065	24,600	27,600
Service Contracts	665	612	786	870	1,170
Uniform Rental	605	898	884	780	780
Landfill Operation	3,752	853	1,000	950	1,000
Telephone	416	769	480	450	480
Electricity	1,844	1,898	1,800	1,800	1,800
Building Repairs	747	373	1,000	1,000	1,000
Household Hazardous Waste Disposal	12,734	13,593	15,000	15,000	15,000
Vehicle Maintenance & Fuel	10,334	6,722	5,170	5,105	5,962
TOTAL	264,955	269,594	292,492	282,932	291,050

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13601- TRANSFER STATION				
40101 - REGULAR PAYROLL				93,473
Transfer Station Operator	1.00	41,434.00	41,434	
Equipment Operator	1.00	51,439.00	51,439	
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				13,648
FICA/Medicare	1.00	7,611.00	7,611	
Defined Contribution 401(a) Plan @ 6%	1.00	6,037.00	6,037	
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				630
2 training courses @ \$75 per course	2.00	75.00	150	
Mileage	12.00	40.00	480	
44208 - PROFESSIONAL SERVICES				27,600
Quarterly ground water monitoring	4.00	3,025.00	12,100	
Annual report/hydrogeologic study	1.00	1,500.00	1,500	
Contracted grinding services	1.00	10,000.00	10,000	
Staff physicals	2.00	65.00	130	
Drug/alcohol random testing	2.00	35.00	70	
General discharge permit - water quality monitoring	1.00	2,000.00	2,000	
Landfill contracted hillside mowing	1.00	1,800.00	1,800	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				1,170
Portable restroom	12.00	60.00	720	
Annual fire extinguisher services	1.00	90.00	90	
Rodent and pest control	12.00	30.00	360	
44238 - UNIFORM RENTALS				780
2 employees, 52 weeks	52.00	15.00	780	
44259 - LANDFILL OPERATION				1,000
DEEP Transfer Station Operation	1.00	850.00	850	
Incidental operating expenses	1.00	150.00	150	
45216 - TELEPHONE				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				5,962
Diesel gasoline	900.00	2.18	1,962	
Equipment Repairs	1.00	4,000.00	4,000	
TOTAL TRANSFER STATION				291,050



Community & Human Services



Community & Human Services

Departments

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



**Town of Colchester
FY 2018 – 2019
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)

2017 – 2018 Accomplishments

- Offered four “Community Conversations” to youth and families:
Oct 4, 2017: “Courage To Speak”
Feb. 22 201: “Hidden in Plain Sight”
March 14: “Screenagers”
Apr 5, 2018: “Adolescent Brain Development and Risk Taking”
May 2018: “Shine A Light On Heroin”
- 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: Approximately \$5,000 in fundraising and donations to Youth Services and \$37,290 in grant funding
- Increased access to adolescent substance abuse counseling.
- Created a community wide wellness fair, focused on substance abuse prevention and mental health.

Measures (January 1 – December 31, 2017) **duplicated*

	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Families Served by Food Bank*	1,647	1,859	1,719
• Pounds of food distributed	66,124	81,342	66,062
• Families served by Mobile Food Truck*	1,107	931	856
• Households Served by Fuel Bank	51	69	75
• Energy Assistance Applications (all sources)	304	310	383
• Number of Programs ⁺	290	302	362
• Program Participants* ⁺	6,048	7,429	7,041
• Volunteer Hours	1,860	1,762	1,570

⁺ *Reduced number of programs and participants due to program coordinator position vacancy*

2018 – 2019 Objectives

- Keep abreast of issues and trends impacting adolescents through professional development opportunities.
- Continue work on developing a school- based mentoring program while simultaneously growing our partnership with Nutmeg Big Brothers/Big Sisters to cultivate potential mentors and mentees for community- based programs.
- Administer a school-based survey to middle and high school students regarding social and emotional health and substance abuse.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

YOUTH & SOCIAL SERVICES

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	246,024	251,082	259,471	238,496	261,388
Contractual, Temporary, Occasional Payroll	9,270	9,900	12,164	11,460	12,545
Employee Related Insurances	1,051	1,093	1,094	957	1,094
FICA & Retirement	33,948	33,894	37,861	34,883	38,085
Copier	1,971	1,691	1,920	1,810	1,920
Office Supplies	1,659	1,091	1,800	1,600	1,800
Custodial/Maintenance Supplies	1,569	750	750	750	750
Mileage, Training & Meetings	1,998	887	2,000	1,085	2,000
Professional Memberships	602	602	625	655	680
Professional Services	9,865	11,438	20,460	15,816	20,460
Postage	791	516	800	530	600
Service Contracts	699	802	1,321	1,008	1,874
Printing & Publications	400	196	400	295	300
Telephone	1,887	1,817	2,040	1,978	2,040
Fuel & Heating	3,241	1,655	2,535	1,926	2,604
Electricity	1,719	2,598	2,400	2,015	2,400
Building Repairs	517	1,430	2,000	755	2,000
Vehicle Maintenance & Fuel	2,666	1,765	3,850	2,147	4,231
Programs	10,564	14,000	14,000	9,000	14,000
Building & Grounds Improvements	0	1,000	0	0	0
TOTAL	330,441	338,207	367,491	327,166	370,771

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

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14102 - YOUTH & SOCIAL SERVICES				
40101 - REGULAR PAYROLL				261,388
Youth & Social Services Director	1.00	80,815.00	80,815	
Program Coordinator I (7 hrs/day)	1.00	48,412.00	48,412	
Program Coordinator I (7 hrs/day)	1.00	48,412.00	48,412	
Administrative Assistant & Program Coordinator (7 hrs/day)	1.00	45,355.00	45,355	
Social Services Coordinator - (28 hrs/week)	1.00	34,813.00	34,813	
Social Services Coordinator - Seasonal Part-time (7 hrs/week for 14 weeks)	1.00	2,221.00	2,221	
Longevity	1.00	750.00	750	
Social Services Coordinator - (increase from 28 to 29 hrs/week)	1.00	1,244.00	1,244	
Social Services Coordinator - Seasonal Part-time (reduce from 14 to 10 weeks)	1.00	(634.00)	(634)	
40105 - CONTR TEMP OCCAS				12,545
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	1,817.00	1,817	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,087.00	2,087	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,392.00	2,392	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,186.00	2,186	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	4,063.00	4,063	
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				38,085
FICA/Medicare	1.00	20,910.00	20,910	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	6,465.00	6,465	
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant @ 7.5%	1.00	10,664.00	10,664	
FICA/Medicare - Increase hours for Social Services Coordinator	1.00	95.00	95	
FICA/Medicare - Decrease weeks for Seasonal Social Services Coordinator	1.00	(49.00)	(49)	
42233 - COPIER				1,920
Copier lease - monthly payments	12.00	95.00	1,140	
Per image 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				680
CYSA Membership	1.00	600.00	600	
CT Local Administrators of Social Services	1.00	80.00	80	

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				20,460
Fees For Public Passenger Endorsement (DMV, physicals, background checks)	1.00	300.00	300	
Substance Abuse counseling program	1.00	20,160.00	20,160	
44217 - POSTAGE				600
44223 - SERVICE CONTRACTS				1,874
Fire alarm testing - Youth Center	1.00	150.00	150	
Fire alarm monitoring - Youth Center	12.00	24.00	288	
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	
Pest control - Youth Center	12.00	40.00	480	
44232 - PRINTING & PUBLICATIONS				300
Printing (projects that can't be printed in-house)	1.00	300.00	300	
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				2,604
Heating oil - Youth Center	1,200.00	2.17	2,604	
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				4,231
Repairs and maintenance	1.00	2,000.00	2,000	
Unleaded gasoline	1,000.00	2.05	2,050	
Estimated gross receipts tax - unleaded gasoline	1.00	181.00	181	
47282 - PROGRAMS				14,000
Program supplies (speakers, curriculums, materials, refreshments, etc)	1.00	14,000.00	14,000	
TOTAL YOUTH & SOCIAL SERVICES				370,771



**Town of Colchester
FY 2018 – 2019
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 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Chatham Health District	152,333	166,778	173,721	173,721	179,205
TOTAL	152,333	166,778	173,721	173,721	179,205

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14201 - HEALTH				
47260 - CHATHAM HEALTH DISTRICT				179,205
Per capita fees	1.00	179,205.00	179,205	
Based on Department of Public Health 2015 population estimate of 16,130				
TOTAL HEALTH				179,205



**Town of Colchester
FY 2018 - 2019
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 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Colchester Collaborative for Children (C3)	7,500	25,000	25,000	25,000	25,000
TOTAL	7,500	25,000	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 2018 - 2019 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 2018-2019
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 67,500 items and is open 49 hours each week. Forty percent of town residents have a valid library card. In addition to a comprehensive collection of book and media offerings, the Library provides free programs for all ages, personal service, Inter-Library Loan, public Internet computers, and Wireless Internet access to the Library's visitors. The Library also serves as a community destination, hosting hundreds of community activities for many organizations including scouts, sports league registration, and civic groups.

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

Staffing

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

2017-2018 Accomplishments

- Implemented Courtesy Renewals service to increase customer service satisfaction.
- Provided Mango Languages online foreign language learning program.
- Provided all recommended summer reading books for Bacon Academy, including multiple physical copies, audiobooks, and ebooks.
- Resumed regular outreach to early childhood programs.
- Launched *1,000 Books Before Kindergarten* reading program.
- Increased program offerings 23% and program attendance by 28%. New programs include:
 - Adult Book Discussion
 - Adult Tabletop Game Night
 - Middle school gaming group
 - Anime Club
- Installation of new Fiber Optic cable connection to the Internet, funded by State Library construction grant.

2017 Measures (January 1 – December 31)

	<u>2017</u>	<u>2016</u>	<u>2015</u>
Circulation (Total Items Borrowed):	103,536	111,793	124,714
Inter-Library Loan Items Borrowed:	4,551	6,024	8,942
Inter-Library Loan Items Loaned:	5,441	5,499	6,734
Computer Uses:	11,407	12,425	14,554
Reference Questions:	8,118	7,697	7,271
Total Programs:	648	498	466
Total Program Attendance:	11,962	8,663	9,844
Meeting Room Uses:	615	577	528
Meeting Room Attendance:	4,589	5,589	4,678

2018-2019 Goals

- Introduce circulating board game and cake pan collections.
- Implement PLA Project Outcome Program Impact surveys.
- Roving Library service at weekly Farmer's Market.
- With IT Department: Complete virtualization of public computers.
- With IT Department: Replace all staff computers.
- Review and update Library policies.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

CRAGIN MEMORIAL LIBRARY

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	341,526	355,904	368,840	364,006	377,261
Employee Related Insurances	1,296	1,451	1,458	1,451	1,464
FICA & Retirement	42,537	46,297	48,534	48,166	49,638
Copier	2,972	2,410	3,038	2,128	2,580
Office Supplies	4,530	2,043	3,900	3,500	3,900
Custodial/Maintenance Supplies	3,572	3,933	4,000	3,950	4,000
Books, Magazines, & Periodicals	48,932	49,996	52,500	52,500	53,000
Library Media Supplies	3,227	5,705	4,000	3,500	4,000
Mileage, Training & Meetings	530	995	1,000	975	1,000
Professional Memberships	1,284	1,345	1,515	1,515	1,490
Data Processing	31,740	31,987	32,056	32,056	32,056
Postage	70	46	250	125	150
Service Contracts	11,432	8,268	8,515	10,753	10,035
Printing & Publications	868	955	1,000	1,000	1,000
Telephone	2,820	3,106	3,600	3,597	3,636
Fuel & Heating	9,008	5,601	7,800	6,420	8,680
Water & Sewer	3,103	3,020	3,010	3,014	3,030
Electricity	27,675	32,251	28,600	32,250	33,000
Equipment Repairs	176	15	600	650	600
Building Repairs	874	448	1,800	700	1,800
Programs	545	527	750	745	750
TOTAL	538,717	556,303	576,766	573,001	593,070

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15101 - CRAGIN MEMORIAL LIBRARY				
40101 - REGULAR PAYROLL				377,261
Director	1.00	89,736.00	89,736	
Adult Services Librarian (7 hrs/day)	1.00	56,711.00	56,711	
Children's Librarian (7 hrs/day)	1.00	57,694.00	57,694	
Cataloger (7 hrs/day)	1.00	40,422.00	40,422	
Circulation Supervisor (7 hrs/day)	1.00	39,512.00	39,512	
Assistant to Children's Librarian (7 hrs/day)	1.00	32,323.00	32,323	
Programming Assistant (13 hrs/week) - includes Saturday hours	1.00	13,784.00	13,784	
Part-time Library Assistant (17.25 hrs/week) - includes Saturday hours	1.00	13,276.00	13,276	
Part-time Library Assistant (11 hrs/week) - includes Saturday hours	1.00	7,522.00	7,522	
Part-time Library Assistant (11 hrs/week) - includes Saturday hours	1.00	7,179.00	7,179	
Part-time Library Assistant (6.5 hrs/week) - includes Saturday hours	1.00	4,445.00	4,445	
Part-time Shelves - 3 positions (1.5 hrs/day)	3.00	4,119.00	12,357	
Longevity	1.00	2,300.00	2,300	
41210 - EMPLOYEE RELATED INS.				1,464
Life/AD&D insurance	1.00	756.00	756	
Long Term Disability insurance	1.00	708.00	708	
41230 - FICA & RETIREMENT				49,638
FICA/Medicare	1.00	28,859.00	28,859	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	7,179.00	7,179	
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	13,600.00	13,600	
42233 - COPIER				2,580
Annual lease payments - public copier/printer	12.00	177.50	2,130	
Per image charges	1.00	450.00	450	
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				53,000
Books, magazines, DVDs, music, audiobooks, ebooks and databases for all ages	1.00	52,500.00	52,500	
Increase funding for materials	1.00	500.00	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 2018 - 2019 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				1,490
American Library Association (ALA) - Professional journal, continuing education, and discounted purchases	1.00	140.00	140	
Connecticut Library Consortium (CLC)	1.00	850.00	850	
Statewide Library discount program & continuing education				
Connecticut Library Association (CLA)	1.00	310.00	310	
Continuing Education and discounts.				
Public Library Association (PLA) - Professional journal, continuing education, and discounted purchases	1.00	75.00	75	
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				150
Business correspondence, out-of-State inter-library loans, overdue notices	1.00	150.00	150	
44223 - SERVICE CONTRACTS				10,035
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	4.00	75.00	300	
Fire alarm service & repair	1.00	100.00	100	
Fire alarm monitoring	1.00	125.00	125	
Security system service & repair	1.00	100.00	100	
Security system monitoring	1.00	480.00	480	
Fire extinguisher service	1.00	600.00	600	
Call backs for repairs & service and electrician	1.00	1,200.00	1,200	
Mandated 5-year sprinkler obstruction test	1.00	950.00	950	
Annual Cataloging Fee	1.00	425.00	425	
Movie licensing fees (MPLC & MLUSA)	1.00	430.00	430	
Historical Hartford Courant	1.00	400.00	400	
Software contracts - desktop & workstation security, public computer session & print management	1.00	875.00	875	
CEN Fiber internet connection - annual maintenance & monitoring	12.00	150.00	1,800	
44232 - PRINTING & PUBLICATIONS				1,000
Library share of distribution costs of Colchester Connection	1.00	1,000.00	1,000	
45216 - TELEPHONE				3,636
Monthly telephone charges	12.00	68.00	816	
Monthly VOIP service	12.00	235.00	2,820	

**TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				8,680
Heating oil - Library	4,000.00	2.17	8,680	
45222 - WATER & SEWER				3,030
Water - quarterly billing	4.00	175.00	700	
Sewer - quarterly billing	4.00	140.00	560	
Fire protection - quarterly billing	4.00	395.00	1,580	
Backflow inspection	1.00	80.00	80	
Backflow test	1.00	110.00	110	
45622 - ELECTRIC				33,000
Cragin Library	1.00	33,000.00	33,000	
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	750.00	750	
TOTAL CRAGIN MEMORIAL LIBRARY				593,070

**Town of Colchester
FY 2018 - 2019
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 and special events. We collaborate with many local organizations and business to bring top notch opportunities to the Colchester community. Some of our partners include the Colchester Community Theater, Colchester Civic Orchestra, Youth Soccer, Football, and Cheerleading, Basketball and Baseball and more.

Staffing

Recreation Director (full time)

Recreation Supervisor (full time)

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

2017 - 2018 Accomplishments

- Produce monthly community events.
- The Program Fund continues to grow and offer support to our mission and goals.
- Provide online registration and facility reservation for customers, sport leagues and the Board of Education.
- Coordinate, edit and distribute the town-wide Colchester Connections program brochure.
- Collaborate with other area towns to offer the Ghost Run, Duathlon, Splash & Dash and National Trails Day.
- Continued use of coupons and discounts to increase participation in programs and encourage early registrations.
- Attended the Board of Education's "New Parent Orientation" at each school to facilitate program information and registration.
- Improved the Food Festival by increasing the number of Food Vendors.
- Hosted several fundraisers to financially support the "Campership" program.
- Continue to offer sponsorship opportunities to local residents and businesses.
- Play an administrative role in several community organizations
- Endorse local Youth Sport Leagues and local Adult Sport leagues!

Measures (January 1 – December 31)	<u>2017</u>	<u>2016</u>	<u>2015</u>
• Programs:	199*	1249	1258
• Participants:	3,139*	18,137	14,544
• Large Events:	26	28	28

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

2018 - 2019 Objectives

- Increase community participation through opportunities to volunteer, donate and sponsor events, programs, activities and collaborate on new committees.
- Increase sponsorship opportunities and donations for programs and events by streamlining and simplifying the process.
- Support and grow the positive fund balance in the Recreation Program Fund
- Attend professional development opportunities and networking to increase knowledge, incentive, information and collaboration.
- Scrutinize current programs and events for opportunities to reorganize and gain fiscal advantage and community participation.
- Build partnerships and collaborate with town departments, local organizations and businesses to support the sharing of resources.
- Evaluate, research and propose new registration, reservation and marketing software to better serve the community.
- Introduce and implement a system of surveys at the end of each program and event to gain a better understanding of the community's needs and opinions.
- Review, respond and evaluate the programs and events based on feedback.
- Make changes to programs and events based on real information and consumer needs.
- Research, review and implement safety standards and plans for programs and events.
- Research, review, write and implement Strategic and Long Range plans for the Program Fund and Field Management.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

RECREATION

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	129,788	133,617	140,499	122,891	121,624
Overtime	502	1,048	1,401	1,342	1,433
Contractual, Temporary, Occasional Payroll	5,038	5,030	0	0	0
Employee Related Insurances	503	503	505	305	505
FICA & Retirement	17,720	18,246	19,200	15,810	17,586
Copier	2,531	3,194	2,730	3,090	3,046
Office Supplies	2,198	1,885	1,900	1,900	1,900
Other Purchased Supplies	404	396	0	0	0
Mileage, Training & Meetings	3,938	5,233	4,500	2,200	3,000
Professional Memberships	1,035	1,140	1,190	775	905
Professional Services	300	50	350	350	350
Postage	556	391	1,400	700	700
Service Contracts	3,770	4,997	0	0	0
Advertising	657	0	0	0	0
Printing & Publications	1,990	3,012	0	0	0
Equipment Rental	199	219	0	0	0
Uniforms	455	454	0	0	0
Telephone	2,853	2,600	2,280	1,298	1,140
TOTAL	174,437	182,015	175,955	150,661	152,189

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15201 - RECREATION				
40101 - REGULAR PAYROLL				121,624
Recreation Director	1.00	63,395.00	63,395	
Recreation Supervisor	1.00	58,229.00	58,229	
Administrative Assistant - Part-time (position eliminated)				
40103 - OVERTIME				1,433
Meeting Clerk - Parks & Recreation Commission	1.00	1,433.00	1,433	
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				17,586
FICA/Medicare	1.00	9,415.00	9,415	
Defined Contribution 401(a) Plan - Recreation Director @ 6%	1.00	3,804.00	3,804	
Defined Contribution 401(a) Plan - Recreation Supervisor @ 7.5%	1.00	4,367.00	4,367	
42233 - COPIER				3,046
Monthly lease payments	12.00	120.50	1,446	
Copier paper	1.00	300.00	300	
Per image charges	1.00	1,300.00	1,300	
42301 - OFFICE SUPPLIES				1,900
43213 - MILEAGE, TRAINING & MEETINGS				3,000
Mileage	1.00	1,000.00	1,000	
CRPA, CPA, ACA & other training	1.00	2,000.00	2,000	
43258 - PROFESSIONAL MEMBERSHIPS				905
Professional certification renewal & test fee (CPRP, CEUs)	1.00	255.00	255	
National Recreation & Parks Association	1.00	390.00	390	
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				700
45216 - TELEPHONE				1,140
Cell phone - department use	12.00	30.00	360	
Land Line Phone & internet at Recreation Complex	12.00	65.00	780	
TOTAL RECREATION				152,189

**Town of Colchester
FY 2018-2019
Adopted Budget**

Department: Senior Services

Mission Statement

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

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)

Nutrition Site Server (contracted with TVCCA)

2017-2018 Accomplishments

- The Colchester Senior Center continued its pattern of growth; registering more members and exceeding previous levels of member participation, for the 5th year in a row. Registered 1,000th member in February, 2017.
- Worked with Strategic Planning Team to complete, submit and get approval for a Strategic Plan for the Department of Senior Services for 2017-2022. Director served as Committee Chair.
- Hired and trained a new Making Memories Program Coordinator in January, 2017.
- Secured grant awards totaling \$101,585; including Section 5310 award to fund a new wheel chair accessible mini-bus, CTDOT Municipal Grant Program for medical transportation and Title III funding for the Making Memories Program.
- Fundraising efforts totaling \$16,653.75.
- Increased number of community partnerships to over 40 agencies, businesses and organizations, who provide programs and/or supplies for our center.
- Director trained to administer Renter's Rebate Program, offering support during long term medical leave of the Administrative Assistant.
- Director worked with TVCCA to maintain Senior Nutrition Program at the Colchester Senior Center, 5 days per week.
- Director attended monthly Commission on Aging committee meetings.

- Director served as staff liaison to the Senior Center Sub-Committee, evaluating potential sites for a new senior center.
- Town purchased parcel of land on Lebanon Avenue, earmarked as the site of the future Colchester Senior Center, February, 2017.
- Director served as Chair of the TRIAD Committee, promoting senior safety, advocacy and awareness.
- Director actively participated in CASC, CAMAE and SECT organizations.
- Director developed Power Point Presentation to educate the public about how Senior Centers serve their communities. Presentation was given to several community groups, including the Colchester Chapter of AARP.
- Hosted a Senior Community Art Show, with winners of each category competing in a Regional Senior Art Show.
- Increased participation in evening activities and programs; travel experiences and computer/tech educational classes.

Measures (January 1 – December 31)

	2017	2016	2015
Active Membership	1,089	979	894
Total Visits to the Senior Center (unduplicated)	15,141	14,492	13,658
Total Clients Served (duplicated)	18,127	17,465	16,568
Total Programs Sessions Offered	2,051	1,939	1,994
Transportation, non-medical (total # of rides)	7,252	9,025	9,369
Transportation, medical (total # of rides)	1,833	1,780	2,450
Information and Referrals	4,232	3,407	9,369
Social Service Clients (total served)	266	267	331
Memories Program (total units of service)	3,069	4,345.5	3,331
Volunteer Hours (total hours)	5,870.75	5,775.75	5,269.25
Senior Center sponsored Travel Opportunities (attendees)	617	428	461
Meals On Wheels Deliveries	5,322	7,468	5,603
Meals Served Onsite (Community Café/Bistro/Specials)	2,139	2,667	2,687

2018-2019 Objectives

- Continue to meet the needs of the growing senior population through innovative programs and services.
- Increase the amount of parking at the senior center.
- Install security measures (cameras and panic button) at the senior center to increase safety/security.
- Section 5310 wheelchair lift equipped vehicle, with anticipated delivery of July, 2018.
- Director to serve on the Building Committee for the design and build of a new senior center.
- Celebrate the 40th Anniversary of the Colchester Senior Center with a Gala Event in September, 2018.
- Develop an Annual Membership Satisfaction Survey to be distributed in September, 2018.

**TOWN OF COLCHESTER
ADOPTED BUDGET**

SENIOR SERVICES

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Regular Payroll	188,621	190,964	194,051	193,063	198,501
Contractual, Temporary, Occasional Payroll	4,175	4,229	4,500	5,277	3,000
Employee Related Insurances	1,052	1,057	1,060	1,057	1,062
FICA & Retirement	25,881	25,843	27,484	27,468	27,989
Copier	1,506	3,134	2,788	2,788	2,788
Office Supplies	1,155	447	1,000	500	1,000
Custodial/Maintenance Supplies	1,345	1,462	1,500	1,500	1,500
Mileage, Training & Meetings	215	145	250	250	250
Professional Memberships	150	150	295	150	295
Professional Services	314	817	18,440	17,282	17,900
Building Rental	16,000	4,000	0	0	0
Postage	296	388	450	450	500
Service Contracts	3,443	3,310	3,297	3,297	4,445
Printing & Publications	501	908	800	800	1,000
Telephone	3,443	3,732	3,840	3,309	3,600
Fuel & Heating	6,643	5,918	6,825	5,617	7,595
Electricity	5,617	5,541	6,500	5,950	6,000
Equipment Repairs	448	169	500	250	500
Building Repairs	1,020	2,549	1,500	1,500	1,500
Vehicle Maintenance & Fuel	15,649	11,796	13,325	12,393	15,038
TOTAL	277,474	266,559	288,405	282,901	294,463

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15401 - SENIOR SERVICES				
40101 - REGULAR PAYROLL				198,501
Director	1.00	59,426.00	59,426	
Program Coordinator (7.5 hrs/day)	1.00	43,830.00	43,830	
Administrative Assistant (7.5 hrs/day)	1.00	45,357.00	45,357	
Bus Driver (7 hrs/day)	1.00	29,775.00	29,775	
Part-time bus driver (5 hrs/day)	1.00	19,513.00	19,513	
Longevity	1.00	600.00	600	
40105 - CONTR TEMP OCCAS				3,000
Substitute drivers to cover employee leaves	1.00	2,000.00	2,000	
Temporary staff for office coverage	1.00	1,000.00	1,000	
41210 - EMPLOYEE RELATED INS.				1,062
Life/AD&D Insurance.	1.00	605.00	605	
Long Term Disability insurance.	1.00	457.00	457	
41230 - FICA & RETIREMENT				27,989
FICA/Medicare	1.00	15,416.00	15,416	
Defined Contribution 401(a) Plan - Senior Citizens Director @ 8%	1.00	4,754.00	4,754	
Defined Contribution 401(a) Plan - Program Coordinator & FT Bus driver @ 6%	1.00	4,417.00	4,417	
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	3,402.00	3,402	
42233 - COPIER				2,788
Monthly lease payments	12.00	124.00	1,488	
Per image 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 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				17,900
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	17,000.00	17,000	
Coordinate Senior nutrition program and Meals on Wheels deliveries				
44217 - POSTAGE				500
Mailings to clients, agencies, service providers, and funders	1.00	500.00	500	
44223 - SERVICE CONTRACTS				4,445
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	35.00	420	
MySeniorCenter data tracking system	1.00	1,200.00	1,200	
Update exterior bait traps for pest control	1.00	300.00	300	
Install security camera system and DVR	1.00	550.00	550	
Extension of panic button system to Senior Center	1.00	250.00	250	
44232 - PRINTING & PUBLICATIONS				1,000
Quarterly costs of printing Colchester Connections publication	4.00	150.00	600	
Outreach information, marketing materials & business cards, bus inspection books	1.00	400.00	400	
45216 - TELEPHONE				3,600
Monthly VOIP phone service	12.00	220.00	2,640	
Monthly cell phone service for senior transportation drivers	12.00	80.00	960	
45221 - FUEL/HEATING				7,595
Heating oil	3,500.00	2.17	7,595	
45622 - ELECTRIC				6,000
Electricity	1.00	6,000.00	6,000	
46224 - EQUIPMENT REPAIRS				500
Small equipment repairs	1.00	500.00	500	
46226 - BUILDING REPAIRS				1,500
Minor building repairs	1.00	1,500.00	1,500	
46390 - VEHICLE MAINTENANCE & FUEL				15,038
Equipment repairs/parts	1.00	5,000.00	5,000	
Unleaded gasoline - Senior Center fleet	4,500.00	2.05	9,225	
Estimated gross receipts tax - unleaded gasoline	1.00	813.00	813	
TOTAL SENIOR SERVICES				294,463



Debt Service



**TOWN OF COLCHESTER
ADOPTED BUDGET**

DEBT SERVICE

<u>ACCOUNT</u>	FY 2015-2016 ACTUAL <u>EXPENDITURES</u>	FY 2016-2017 ACTUAL <u>EXPENDITURES</u>	FY 2017-2018 ADOPTED <u>BUDGET</u>	FY 2017-2018 PROJECTED <u>ACTUALS</u>	FY 2018-2019 ADOPTED <u>BUDGET</u>
Bond Principal	1,530,000	1,515,000	1,525,000	1,525,000	1,495,000
Bond Interest	371,465	327,265	266,666	266,665	215,415
TOTAL	1,901,465	1,842,265	1,791,666	1,791,665	1,710,415

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18101 - DEBT SERVICE				
49245 - BOND PRINCIPAL				1,495,000
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	280,000.00	280,000	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	390,000.00	390,000	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	825,000.00	825,000	
49246 - BOND INTEREST				215,415
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	28,000.00	28,000	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	52,650.00	52,650	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	134,765.00	134,765	
TOTAL DEBT SERVICE				1,710,415

Transfers & Capital



**TOWN OF COLCHESTER
ADOPTED BUDGET**

TRANSFERS & CAPITAL

<u>ACCOUNT</u>	<u>FY 2015-2016 ACTUAL EXPENDITURES</u>	<u>FY 2016-2017 ACTUAL EXPENDITURES</u>	<u>FY 2017-2018 ADOPTED BUDGET</u>	<u>FY 2017-2018 PROJECTED ACTUALS</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
Transfer to Capital Reserve	279,350	313,750	366,100	366,100	419,300
Transfer to Snow Reserve	85,215	25,088	0	0	0
Transfer to Animal Control Fund	30,975	30,926	30,223	30,223	35,830
Transfer to Capital Improvement Fund	383,700	1,041,415	599,317	553,017	479,700
Transfer to Debt Service Fund	239,240	262,705	362,230	362,230	442,020
Transfer to BOE Capital Reserve	67,500	117,960	0	0	0
TOTAL	1,085,980	1,791,844	1,357,870	1,311,570	1,376,850

TOWN OF COLCHESTER
FY 2018 - 2019 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18501 - TRANSFERS				
50474 - TRANSFER TO CAPITAL RESERVE				419,300
Contribution to Equipment Reserve	1.00	50,000	50,000	
Contribution to Vehicle Replacement Reserve	1.00	289,300	289,300	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	80,000	80,000	
50496 - ACO - TOWN FUNDING				35,830
General Fund contribution to support Animal Control Fund	1.00	35,830	35,830	
50500 - TRANSFER TO CAPITAL				479,700
Town Wide Revaluation	1.00	26,000	26,000	
Open Space	1.00	5,000	5,000	
Police cruiser	1.00	60,000	60,000	
Per vehicle replacement plan				
Information Technology - equipment replacement	1.00	25,000	25,000	
GIS - Map corrections, GPS location	1.00	10,000	10,000	
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	23,000	23,000	
Cragin Library - pavement overlay	1.00	5,000	5,000	
Parks & Grounds - pavement overlay & striping	1.00	16,000	16,000	
Fleet/Highway Garage - structural study, moisture intrusion repairs	1.00	30,000	30,000	
Fire - Thermal imaging cameras	1.00	8,500	8,500	
Paper Mill Bridge - Town matching funds	1.00	75,000	75,000	
Town Hall - replacement of 3 AHUs - 3 year funding plan	1.00	8,750	8,750	
Fire - Company 1 - new Overhead doors (5 per year for 2 years)	1.00	28,000	28,000	
Cragin Library - HVAC, Boiler, Roof repair/replacement	1.00	9,000	9,000	
Fleet/Highway Garage - replace RTUs	1.00	10,000	10,000	
Planning & Code Enforcement - replace Ford F-150 pickup truck	1.00	35,000	35,000	
Fleet/Highway Garage - Propane rooftop unit to replace waste oil furnace	1.00	16,000	16,000	
50700 - TRANSFER TO DEBT SERVICE FUND				442,020
Heavy Rescue lease purchase dated 1/20/14 - payments due 4/27/19, 7/27/19, 10/27/19 and 1/27/20	1.00	51,598	51,598	
Energy Project lease payment due 1/5/19 (Town share)	1.00	82,712	82,712	
Funding for future bond principal & interest payments	1.00	262,450	262,450	
Proposed lease financing to replace Ambulance 628 - Year 2 of 7 year lease	1.00	45,260	45,260	
TOTAL TRANSFERS				1,376,850

Animal Control Fund



TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

ANIMAL CONTROL FUND

	<u>FY 2015-2016</u>	<u>FY 2016-2017</u>	<u>FY 2017-2018</u>	<u>FY 2017-2018</u>	<u>FY 2018-2019</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>EXPENDITURES</u>	<u>EXPENDITURES</u>	<u>BUDGET</u>	<u>ACTUALS</u>	<u>BUDGET</u>
EXPENDITURES:					
REGULAR PAYROLL	33,320	4,867	0	0	0
OVERTIME	2,371	0	0	0	0
FICA	2,739	372	0	0	0
OTHER PURCHASED SUPPLIES	290	149	300	150	150
TRAVEL, TRAINING & MEETINGS	788	75	0	0	0
PROFESSIONAL SERVICES	14,321	5,532	0	275	300
DUE TO STATE OF CT	7,570	6,878	6,900	6,748	6,840
ADVERTISING	184	53	0	0	0
PRINTING	117	0	100	80	100
TELEPHONE	403	197	0	0	0
FUEL/HEATING	577	934	903	1,107	1,138
ELECTRICITY	619	619	750	720	750
BUILDING REPAIRS	0	0	300	532	300
REGIONAL ANIMAL CONTROL DISTRICT	0	22,935	50,810	52,423	50,592
TOTAL EXPENDITURES	63,299	42,611	60,063	62,035	60,170

	<u>FY 2015-2016</u>	<u>FY 2016-2017</u>	<u>FY 2017-2018</u>	<u>FY 2017-2018</u>	<u>FY 2018-2019</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ADOPTED</u>	<u>PROJECTED</u>	<u>ADOPTED</u>
	<u>REVENUES</u>	<u>REVENUES</u>	<u>BUDGET</u>	<u>ACTUALS</u>	<u>BUDGET</u>
REVENUES:					
TOWN CLERK DOG LICENSES	12,149	11,918	12,500	12,000	12,000
ANIMAL CONTROL OFFICER FEES	1,826	75	0	0	0
RENT & ASSISTANT ACO	2,340	5,340	2,340	2,340	2,340
TRANSFER FROM GENERAL FUND	30,975	30,926	30,223	30,223	35,830
USE OF FUND BALANCE	15,000	15,000	15,000	15,000	10,000
TOTAL REVENUES	62,290	63,259	60,063	59,563	60,170

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET

Animal Control Fund - Detail Budget

<u>EXPENDITURES</u>	<u>FY 2018-2019 ADOPTED BUDGET</u>
OTHER PURCHASED SUPPLIES	150
Cleaning supplies for Dog Pound	
PROFESSIONAL SERVICES	300
Exterminating services - Dog Pound	
DUE TO STATE OF CONNECTICUT	6,840
State share of license revenue	
PRINTING & PUBLICATIONS	100
License tags	
FUEL/HEATING	1,138
ELECTRICITY	750
BUILDING REPAIRS	300
Minor repairs to the dog pound	
REGIONAL ANIMAL CONTROL DISTRICT	50,592
Per capita fees	
TOTAL EXPENDITURES	60,170

SECTION FIVE

Capital Improvement Plan





TOWN OF COLCHESTER
FY 2018 – 2019
ADOPTED BUDGET

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
FY2018-2019 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Facilities & Grounds							
	Cooling Tower Replacement - Town Hall	Facilities	\$ 14,000				
	Oil Tank Replacement - Town Hall	Facilities	\$ 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	\$ 23,000	\$ 28,000			
	Pavement Overlay - Cragin Library	Facilities	\$ 5,000				
	HVAC Replacement - Cragin Library	Facilities	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	Boiler Replacement - Cragin Library	Facilities	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	Roof Repair/Replacement - Cragin Library	Facilities	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	Electrical Upgrade - Youth Center	Facilities		\$ 10,000			
	Boiler Room Roof Repair - Youth Center	Facilities		\$ 10,000			
	Oil Tank Replacement - Senior Center	Facilities			\$ 40,000		
	Window Replacement - Senior Center (Energy)	Facilities	\$ 115,000				
	Resurface Tennis Court (Program Fund)	Grounds Maintenance	\$ 11,000				
	Basketball Courts (Parks Improvement)	Grounds Maintenance		\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,000
	Concession Stand-Pre-cast (Parks Improvement)	Grounds Maintenance			\$ 35,000		
	Pavement Overlay & Striping	Grounds Maintenance	\$ 16,000	\$ 16,000	\$ 16,000		
	Replacement RTUs	Fleet/Highway	\$ 10,000				
	Structural Study/Moisture Intrusion	Fleet/Highway	\$ 30,000				
	Propane Rooftop Unit	Fleet/Highway	\$ 16,000				
	Automatic Transfer Genset 50kw	Fleet/Highway		\$ 27,000			
	Vehicle Coverage	Fleet			\$ 90,000	\$ 90,000	\$ 90,000
	Co. 1 New Overhead Doors (5 each year)	Fire Department	\$ 28,000	\$ 28,000			
	Paper Mill Road Bridge - Grant Match	Highway	\$ 75,000				
	Road Improvements	Public Works	\$ 600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000
	Road Improvements (TAR)	Public Works				\$ 200,000	\$ 200,000
		ANNUAL TOTAL	\$ 982,000	\$ 818,000	\$ 908,750	\$ 1,069,750	\$ 1,119,750

Equipment							
	Equipment Replacement	Information Technology	\$ 25,000	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000
	GIS Improvements	Information Technology	\$ 10,000	\$ 10,000	\$ 10,000		
	SCBA Units/Masks/Bottles	Fire Department	\$ 54,200	\$ 54,200	\$ 54,000	\$ 27,000	\$ 27,000
	Thermal Imaging Cameras	Fire Department	\$ 8,500	\$ 8,500			
		ANNUAL TOTAL	\$ 97,700	\$ 122,700	\$ 89,000	\$ 52,000	\$ 52,000

TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
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	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
	Plow Truck (Town Aid Road)	Public Works	\$ 155,000	\$ 155,000	\$ 160,000		
	Plow Truck (Vehicle Reserve)	Public Works				\$ 160,000	\$ 160,000
	Utility 128	Fire Department			\$ 80,000		
	Chief 128 (Command Vehicle)	Fire Department					\$ 40,000
	Backhoe/Mini Excavator (Town Aid Road)	Public Works			\$ 80,000		
	Payloader (Town Aid Road)	Public Works	\$ 150,000				
	Roller (Town Aid Road)	Public Works			\$ 30,000		
	Rail Mower (Town Aid Road)	Public Works				\$ 120,000	
	Scag Mower (Vehicle Reserve)	Grounds Maintenance		\$ 10,000			
	Scag Mower (Vehicle Reserve)	Grounds Maintenance			\$ 10,000		
	Scag Mower (Equipment Reserve)	Grounds Maintenance					\$ 10,000
	Skidsteer	Grounds Maintenance		\$ 30,000			
	Mower Attachment - Compact Tractor	Grounds Maintenance			\$ 14,000		
		ANNUAL TOTAL	\$ 400,000	\$ 290,000	\$ 484,000	\$ 340,000	\$ 270,000

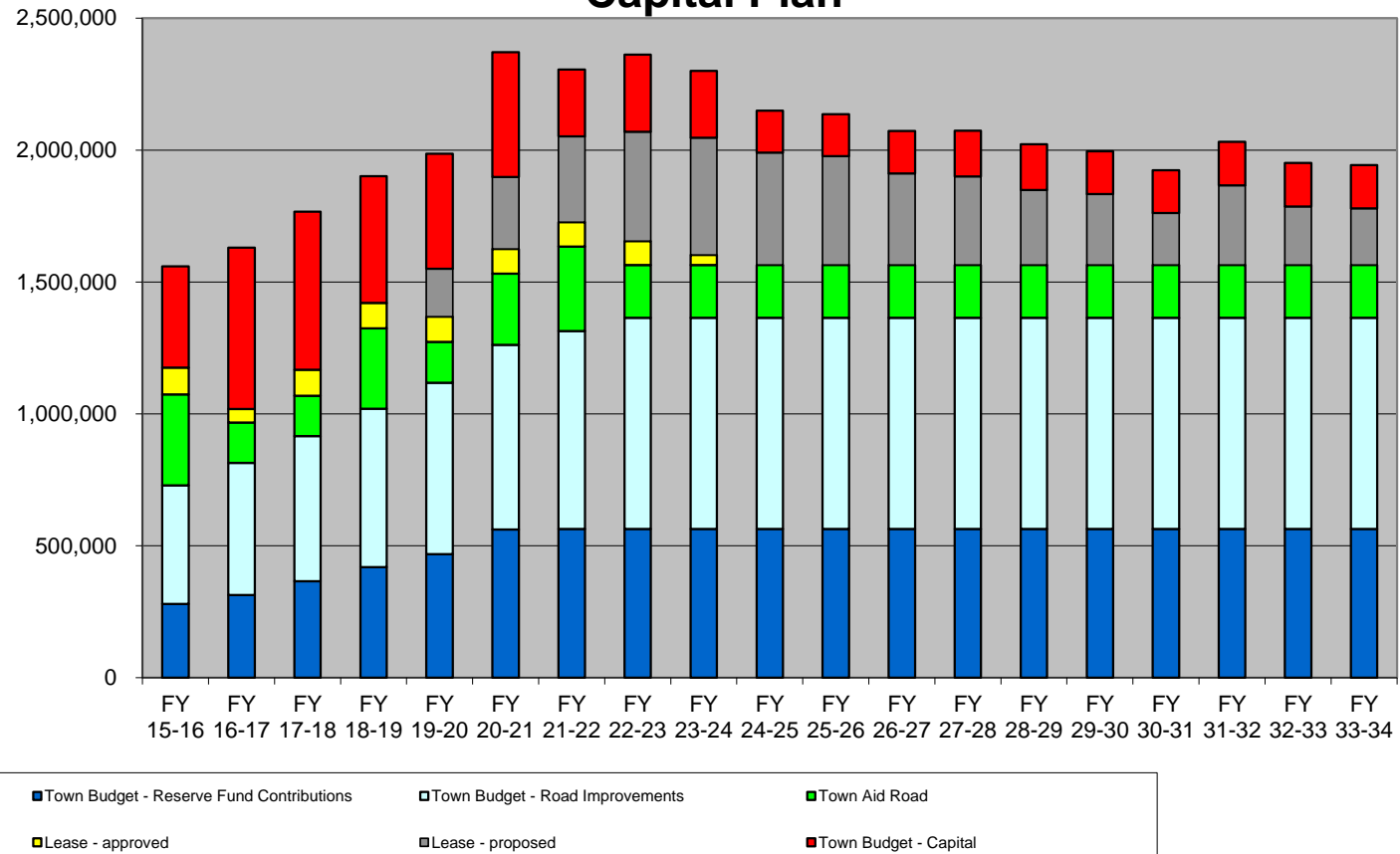
Lease Financing							
	Heavy Rescue 128 lease (January 2014)	Fire Department	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598	\$ 51,598
	Ambulance 628	Fire Department	\$ 45,260	\$ 43,800	\$ 42,340	\$ 40,880	\$ 39,420
	Engine Tank 328	Fire Department		\$ 71,000	\$ 69,200	\$ 67,400	\$ 65,600
	Tanker - Replace Hose Tender 128	Fire Department			\$ 54,600	\$ 53,000	\$ 51,400
	Engine Tank 128	Fire Department					\$ 98,000
	Ladder 128	Fire Department		\$ 110,000	\$ 107,200	\$ 104,400	\$ 101,600
	Ambulance 528	Fire Department			\$ 41,600	\$ 40,400	\$ 39,200
	Street Sweeper	Public Works				\$ 60,000	\$ 58,000
		ANNUAL TOTAL	\$ 96,858	\$ 276,398	\$ 366,538	\$ 417,678	\$ 504,818

Reserves							
	Revaluation	Assessor (annual funding)	\$ 26,000	\$ 26,000	\$ 26,000	\$ 28,500	\$ 28,500
	Open Space	Planning & Zoning	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	Building & Grounds Maintenance	Facilities	\$ 80,000	\$ 90,000	\$ 100,000	\$ 100,000	\$ 100,000
	Equipment	Various	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	Fire Vehicles (excluding large apparatus)	Fire Department	\$ 42,550	\$ 47,050	\$ 81,050	\$ 81,050	\$ 81,050
	Pick-Up Trucks	Public Works & Grounds	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000
	Plow Trucks	Public Works	\$ 121,700	\$ 136,100	\$ 150,850	\$ 150,850	\$ 150,850
	Specialized Vehicles	Public Works & Grounds	\$ 51,250	\$ 67,950	\$ 98,625	\$ 98,625	\$ 98,625
	Town Hall/Community Service Vehicles	Various	\$ 30,800	\$ 34,300	\$ 37,800	\$ 40,600	\$ 40,600
		ANNUAL TOTAL	\$ 450,300	\$ 499,400	\$ 592,325	\$ 597,625	\$ 597,625

GRAND TOTAL	\$ 2,026,858	\$ 2,006,498	\$ 2,440,613	\$ 2,477,053	\$ 2,544,193
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Note: Funding for the Capital Improvement Plan for all years presented, including any lease financing is subject to funding authorizations.

Capital Plan





SECTION SIX

Debt





TOWN OF COLCHESTER
FY 2018 – 2019 ADOPTED BUDGET

Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan



**TOWN OF COLCHESTER
FY 2018-2019 ADOPTED BUDGET**

**Debt Summary
As of June 30, 2018 (Unaudited)**

Outstanding Short-term Debt

As of June 30, 2018, the Town has outstanding bond anticipation notes for the William J. Johnston School Project in the amount of \$20,850,000.

Outstanding Bonded Debt¹

<u>Dated Date</u>	<u>Final Maturity</u>	<u>Purpose</u>	<u>Interest Rate</u>	<u>Original Issue</u>	<u>Amount Outstanding</u>
06/03/10	06/01/21	Various purpose	2.25–5.00	2,525,000	560,000
06/03/10	06/01/21	Refunding	2.25–5.00	4,070,000	1,170,000
03/01/12	06/15/25	Refunding	2.00–4.00	8,400,000	4,905,000
07/31/09	07/31/28	Drinking Water Fund	2.12	2,496,990	<u>1,376,896</u>
Total					<u>\$8,011,896</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 2018-2019 ADOPTED BUDGET**

**Bonded Debt Maturity Schedule¹
As of June 30, 2018 (Unaudited)**

<u>Fiscal Year Ending</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	<u>Total Payments</u>	<u>Cumulative Percent of Principal Retired</u>
2019	1,618,795	243,407	1,862,202	20.20
2020	1,616,445	182,507	1,798,952	40.38
2021	1,329,151	121,700	1,450,851	56.97
2022	931,916	80,985	1,012,901	68.60
2023	694,740	54,161	748,901	77.27
2024	687,625	38,957	726,582	85.86
2025	680,571	23,636	704,207	94.35
2026	143,580	8,206	151,786	96.14
2027	146,654	5,133	151,787	97.97
2028	149,793	1,993	151,786	99.84
2029	<u>12,626</u>	<u>22</u>	<u>12,648</u>	100.00
Total	\$8,011,896	\$760,707	\$8,772,603	

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, 2018 (Unaudited)**

Population, 2015 ¹	16,784
Per capita income (2016) ¹	\$41,248
Net taxable grand list, 10/1/17	\$1,213,314,735
Estimated full value @ 70%	\$1,733,306,764
Equalized net grand list (10/1/15) ²	\$1,697,800,704

	<u>Total Long Term Debt</u> <u>\$8,011,896</u>	<u>Overall Debt</u> <u>\$28,861,896</u>	<u>Overall Net Debt</u> <u>\$28,861,896</u>
Per capita	\$477.35	\$1,719.61	\$1,719.61
To net taxable grand list	0.66%	2.38%	2.38%
To estimated full value	0.46%	1.67%	1.67%
To equalized net grand list	0.47%	1.70%	1.70%
Ratio of debt per capita to per capita income	1.16%	4.17%	4.17%

¹ Source: U.S. Census Bureau 2012-2016 American Community Survey 5 year estimates.

² State of Connecticut, Office of Policy and Management.

**TOWN OF COLCHESTER
FY 2018-2019 ADOPTED BUDGET**

**Statement of Statutory Debt Limitation
As of June 30, 2018 (Unaudited)**

Debt Limitation Base

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2018 (unaudited)	\$39,484,008
Reimbursement for elderly homeowners tax relief	<u>0</u>
Debt Limitation Base	\$39,484,008

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	\$88,839,018				
4.50 x base	—	\$177,678,036			
3.75 x base	—	—	\$148,065,030		
3.25 x base	—	—	—	\$128,323,026	
3.00 x base	—	—	—	—	\$118,452,024
Total debt limitation	88,839,018	177,678,036	148,065,030	128,323,026	118,452,024
Less indebtedness: ¹					
Bonds payable	858,000 ²	5,777,000	—	—	—
Bonds anticipation notes.....	—	20,850,000	—	—	—
Bonds authorized but unissued	—	<u>12,444,893³</u>	—	—	—
Total overall debt	858,000	39,071,893	—	—	—
Less estimated school construction grant progress payments	—	<u>13,799,618⁴</u>	—	—	—
Total overall net debt	858,000	25,272,275	—	—	—
Debt limitation in excess of outstanding and authorized debt	\$87,981,018	\$152,405,761	\$148,065,030	\$128,323,026	\$118,452,024

¹ Does not include the Refunded Bonds.

² \$1,376,896 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 6/30/18.

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 \$276,388,056.

**TOWN OF COLCHESTER
FY 2018-2019 ADOPTED BUDGET**

Five-year Debt Statement Summary

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>
	<u>(Unaudited)</u>				
Population ¹	16,784	16,142	16,143	16,119	16,068
Net taxable grand list	\$1,213,314,735	\$1,201,704,429	\$1,216,010,210	\$1,201,873,865	\$1,191,172,264
Estimated full value	\$1,733,306,764	\$1,716,720,613	\$1,737,157,443	\$1,716,962,664	\$1,701,674,663
Equalized net taxable grand list ²	\$1,697,800,704	\$1,686,095,860	\$1,683,452,351	\$1,683,452,351	\$1,713,186,821
Per capita income ³	\$41,248	\$38,599	\$38,875	\$36,860	\$36,455
Short-term debt	\$20,850,000	\$9,550,000	\$—	\$—	\$—
Bonded debt	<u>8,011,896</u>	<u>9,658,096</u>	<u>11,291,756</u>	<u>12,937,929</u>	<u>14,601,667</u>
Overall debt	28,861,896	19,206,096	11,291,756	12,937,929	14,601,667
Less school construction grants	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Overall net debt	\$28,861,896	\$19,206,096	\$11,291,756	\$12,937,929	\$14,601,667

¹ U.S. Department of Commerce, Bureau of Census, 2010 Census, and 2010-2014, 2011-2015 & 2012-2016 American Community Survey 5 year estimates.

² State of Connecticut, Office of Policy and Management.

³ U.S. Department of Commerce, Bureau of Census, 2008-2012 thru 2012-2016 American Community Survey 5 year estimates.

Five-year Debt Statement Summary Ratios

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>
	<u>(Unaudited)</u>				
Overall debt:					
Per capita	\$1,719.61	\$1,189.95	\$699.48	\$802.65	\$908.74
To net taxable grand list	2.38%	1.60%	0.93%	1.08%	1.23%
To estimated full value	1.67%	1.12%	0.65%	0.75%	0.86%
To equalized net taxable grand list	1.70%	1.14%	0.67%	0.77%	0.85%
Overall debt per capita to per capita income	4.17%	3.08%	1.80%	2.18%	2.49%
Overall net debt:					
Per capita	\$1,719.61	\$1,189.95	\$699.48	\$802.65	\$908.74
To net taxable grand list	2.38%	1.60%	0.93%	1.08%	1.23%
To estimated full value	1.67%	1.12%	0.65%	0.75%	0.86%
To equalized net taxable grand list	1.70%	1.14%	0.67%	0.77%	0.85%
Overall net debt per capita to per capita income	4.17%	3.08%	1.80%	2.18%	2.49%

**TOWN OF COLCHESTER
FY 2018-2019 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
2018 (unaudited).....	\$1,791,665	\$60,705,858	2.95%
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%

**Authorized but Unissued Debt
As of June 30, 2018 (Unaudited)**

Project	Date Authorized	Amount Authorized	Bonds Issued	Notes Issued	Grants/ Paydowns	Authorized but Unissued¹
Portable classrooms	05/09/06	\$ 850,000	\$ 425,000	\$ 0	\$399,712	\$ 25,288
William J. Johnston Middle School ²	06/16/15	<u>48,860,000</u>	<u>0</u>	<u>20,850,000</u>	<u>15,590,395</u>	<u>12,419,605</u>
Total		\$49,710,000	\$425,000	\$20,850,000	\$15,990,107	\$12,444,893

¹ Does not include Refunding Bonds.

² Does not reflect remaining estimated school construction grant payments of \$13,799,618

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.

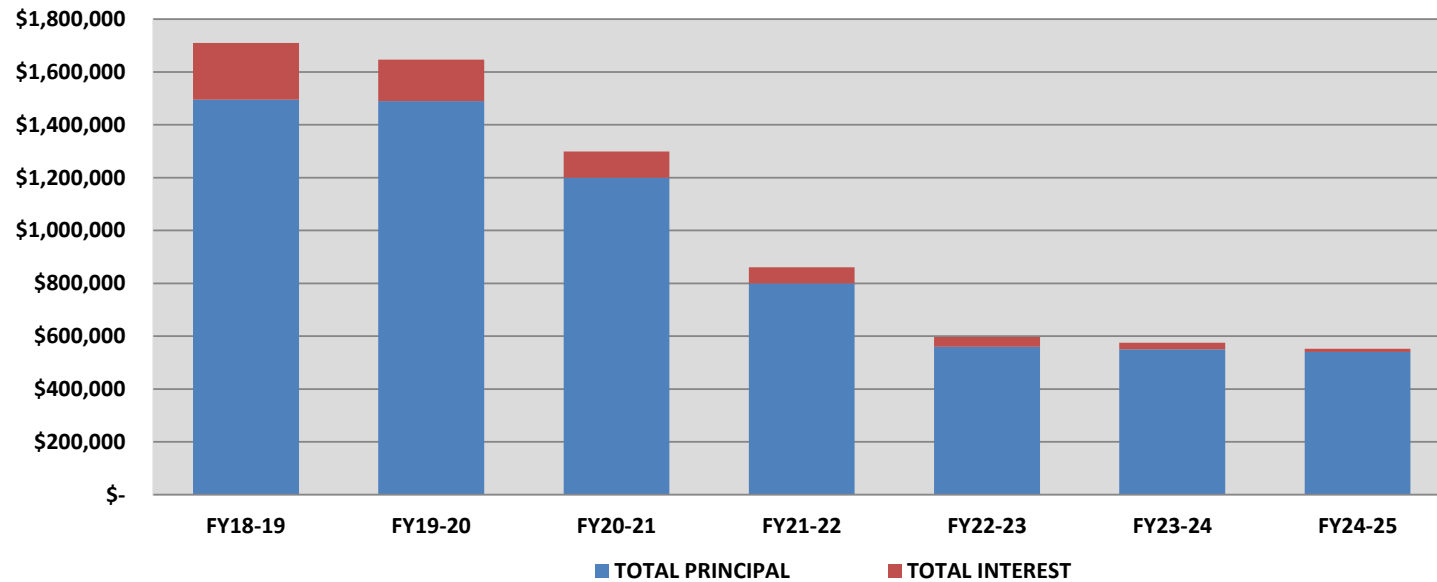
Temporary notes must be permanently funded no later than ten years from their initial borrowing date, except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the sewer notes from time to time in terms not to exceed six months 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
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	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
FY18-19	\$ 1,495,000	\$ 215,415	\$ 1,710,415
FY19-20	\$ 1,490,000	\$ 157,165	\$ 1,647,165
FY20-21	\$ 1,200,000	\$ 99,065	\$ 1,299,065
FY21-22	\$ 800,000	\$ 61,115	\$ 861,115
FY22-23	\$ 560,000	\$ 37,115	\$ 597,115
FY23-24	\$ 550,000	\$ 24,795	\$ 574,795
FY24-25	\$ 540,000	\$ 12,420	\$ 552,420

**DEBT PAYMENT SCHEDULE
GENERAL OBLIGATION BONDS**



SECTION SEVEN

Glossary





Section Seven – Glossary

Item

- Description of Funds
- Financial Policies
- Definition of Terms



Description of Funds

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

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

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

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

The Town reports the following major governmental funds:

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

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

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

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

The Town reports the following major proprietary fund:

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

Additionally, the Town reports the following fund types:

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

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

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

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

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

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

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

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

Financial Policies

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

DEFINITION AND TARGET

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

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

USE OF FUND BALANCE

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

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

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

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

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

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

Purchasing Policy –

Section A: Definitions and General Requirements

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

Section B: Procedures for Request for Proposal/Competitive Bid

Section C: Procedures for Optional Request for Qualification

Section D: Preferred Professional Services Vendor List

Section E: Acceptance/Rejection of Bids

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

Section G: Purchasing in Emergency Situations or Under Extraordinary Conditions

Section H: Mandatory Review of Purchasing Policy

SECTION A - DEFINITIONS & GENERAL REQUIREMENTS

1. DEFINITIONS

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

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

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

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

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

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

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

Superintendent: the Superintendent of the Colchester School District.

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

2. PURPOSE

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

3. COORDINATION WITH OTHER APPLICABLE LAWS

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

4. OBJECTIVES

The objectives of this policy are as follows:

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

5. RESPONSIBILITY FOR COMPLIANCE

Compliance with this Purchasing Policy shall be monitored as follows:

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

6. COMMUNICATION WITH VENDORS

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

7. BULK PURCHASING

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

8. ENVIRONMENTALLY-PREFERABLE PURCHASES

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

9. OTHER FORMS OF PURCHASING

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

10. PURCHASE ORDERS AND BLANKET PURCHASE ORDERS

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

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

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

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

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

11. EXPENDITURES NOT REQUIRING A PURCHASE ORDER

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

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

12. REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

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

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

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

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

c. AUTOMATIC ADJUSTMENT OF DOLLAR AMOUNT

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

13. BID SECURITY

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

14. BIDDERS LIST

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

15. INSURANCE REQUIREMENTS

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

SECTION B - PROCEDURES FOR REQUEST FOR PROPOSAL/COMPETITIVE BID

1. PREPARATION

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

2. SPECIFICATIONS

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

Bid specifications must include:

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

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

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

3. NOTIFICATION OF REQUEST FOR PROPOSAL/COMPETITIVE BID

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

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

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

4. BID OPENING & AWARD

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

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

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

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

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

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

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

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

5. CONSIDERATION FOR LOCAL VENDORS

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

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

6. PROCEDURES IN THE EVENT OF A TIE BID

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

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

7. BID AWARD

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

8. POST BID NEGOTIATION

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

9. BID FILE

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

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

SECTION C - PROCEDURES FOR OPTIONAL REQUESTS FOR QUALIFICATION

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

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

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

1. SPECIFICATIONS

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

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

2. RESPONSES TO RFQ

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

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

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

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

procedures set forth in the notice.

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

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

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

SECTION D - PREFERRED PROFESSIONAL SERVICES VENDOR LIST

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

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

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

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

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

SECTION E - ACCEPTANCE/REJECTION OF BIDS

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

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

conditional bids, incomplete bids, and unexplained erasures;

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

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

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

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

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

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

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

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

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

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

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

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

SECTION G - PURCHASING IN EMERGENCY SITUATIONS OR UNDER EXTRAORDINARY CONDITIONS

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

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

Emergency situations shall be defined as situations in which:

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

Extraordinary conditions shall be defined as conditions which:

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

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

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

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

SECTION H - MANDATORY REVIEW OF PURCHASING POLICY

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

Approved by Board of Selectmen: 05/07/15

Approved by Board of Education: 06/09/15

Approved by Board of Finance: 06/03/15

Use of Capital Reserve Fund Policy –

USE OF CAPITAL RESERVE FUND

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

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

Approved by Board of Selectmen: 11/6/2014

Approved by Board of Finance: 11/5/2014

Rev: 10/6/2015

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

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

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

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

§ C-601 The Board of Finance

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

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

ARTICLE 1110, Budget Transfers

§ C-1110a Budget Transfers

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

ARTICLE 1111, Supplemental Appropriations

§ C-1111a Supplemental Appropriations

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

**TOWN OF COLCHESTER
FY2018-2019 ADOPTED BUDGET**

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

Approved: 11/5/2017

Snow Reserve Policy –

Due to the uncertainty in regard to;

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

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

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

Approved by Board of Finance: 3/2/16

Approved by Board of Selectmen: 3/17/16

**TOWN OF COLCHESTER
ANNUAL BUDGET**

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Compensation – Salaries for employees.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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