



Memo

From the Office of the Town Manager

To: Colchester Selectboard
From: Aaron Frank, Town Manager and Lara Alemy, Finance Director
Date: November 18, 2020
Re: FY 2022 Draft Budget – General Expense Overview

This memo and the attached spreadsheets show departmental and cost center budget changes to aid the Selectboard in their consideration of the budget request by the Town administration. Six of the twenty five areas were reduced.

Overall General Fund Operating Budget	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Total	\$13,482,862	13,131,084	2.7%	\$351,779

This proposed budget represents an increase of \$351,779 (2.7%).

Changes to the level of services include:

- Town Manager’s Office: the Emergency Management Coordinator was moved from a few hours a month to up to 20 hours per week.
- Town Manager’s Office: a previously budgeted part time management position without benefits was made full time with benefits. This role is especially important during an emergency and the fiscal recovery therefrom as the state and federal grants and programs are extremely time consuming and complex.
- Cemetery Capital: \$35,000 in annual accumulating funding for capital improvements, which was transferred into the general fund from another cemetery fund.
- DPW Highway: more funding for gravel to maintain gravel roads and more winter sand.
- DPW Maintenance Garage: a part time position due to taking on the responsibility of the fire equipment; and an increase in services and utilities to address non capital repairs such as overhead doors, pressure washer reels, energy efficient lighting, adjustable dump body locks, flammables cabinet, pneumatic jack and jack stands, power and pneumatic tool replacements, large wrench set, metered lube guns and misc. tools.

In drafting departmental budgets, department heads were made aware of the administration and Selectboard priorities to keep the budget increase to a minimum, given the uncertain economic climate related to COVID. As a result, their requests to the manager were pre-constrained.

The departments could better meet residents and taxpayer needs with more resources. However, the residents, businesses and voters also wish to keep the tax rate affordable and this budget represents a balance of those competing goals. Finally, we have tried to resource services in new, different, and more cost effective ways as exemplified by the reduction of expenses in 1/5 of the Town’s cost centers.

Departmental Information Summaries

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Selectboard	\$ 75,574	\$ 75,574	0.0%	\$0

The Selectboard serves as both the judicial and legislative branch of Town government, usually meeting over 30 times a year to consider policy and significant operational and contractual issues. The Selectboard, is a representative form of government that provides input and guidance to the Town Manager. This cost center includes contingency, Selectboard stipends, printing of the annual Town report and binding a dozen paper copies of the Town ordinances. We have reduced the size and number printed of the annual reports and ordinances now that they are published on our web site.

The majority of the funds, \$49,000 is for "Selectboard Contingency" and could fund budget over-runs or items not budgeted. Additionally, there is \$17,000 reserved to cover interest on a loan, if needed, to cover State Education Taxes since the Town has to pay the State Education Taxes regardless of whether it collects the taxes from the taxpayers. The funding for Selectboard Contingency and the amount reserved to pay interest on education taxes does not come from FY 22 tax revenues, but rather from the fund balance. If the fund balance is spent, future tax dollars would be needed to replace the amount expended, if the Town desired to maintain the prior fund balance. The Selectboard and Town Management are protective of these funds and would generally spend them only after all other sources of revenue are exhausted.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Transfers	\$85,000	\$0	0.0%	\$85,000

This cost center includes transfers among various funds, some which are funded with property taxes and others from other sources. Other funds have special designated purposes, whereas the general fund does not, other than to support the town's general operations.

Notable changes to this cost center include:

- 1) The transfer of \$50,000 to the fire capital fund for long term capital items, which is offset by a \$50,000 reduction in the fire departments operating budget. We will be adjusting this over the next few years as we determine the funds needed to maintain our equipment and what we can save towards future high cost items like fire trucks.
- 2) The transfer of \$35,000 to the Cemetery Capital improvements fund, which is offset by a transfer of \$35,000 in revenue from a Cemetery Maintenance fund to the general fund. This funding comes from lot fee sales and was transferred to the Town when the elected Cemetery Commission disbanded in favor of a Town operated cemetery service. The Town Clerk's office took on the responsibilities for lot sales and sexton services and the Parks Department took on responsibilities for maintaining the cemeteries.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Civil Board	\$39,223	\$41,808	-6.2%	\$(2,585)

The Civil Board is overseen by the Town Clerk and provides support for running elections including registering voters; drafting and ordering ballots; mailing and storage of absentee ballots; overseeing and certifying voting results. Expenses primarily include partial support of one Town Clerk staff member who performs these functions, as well as wages for the elected Justices of the Peace who perform these mandated election related functions, should they wish to be paid.

Notable changes to this cost center include a decrease of \$3,083 in wages due to the number of elections expected in FY 22.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Manager	\$781,936	\$719,400	8.7%	\$62,536

This cost center provides for: general management of the Town's twelve external service groups and three internal service groups; operating and capital budget development and implementation; tax rate setting; collection of \$57M in taxes and fees including the State Education taxes on behalf of the Colchester School District; identification, procurement, application and compliance with grants; negotiation and implementation of two labor agreements; negotiation and drafting of benefits and vendor contracts on behalf of all Town departments; emergency planning and management; coordination of work by eighty-six elected and appointed officials serving on twelve boards and commissions so that they operate in concert with each other, Town management and the Selectboard; capital and operating budget coordination with six water entities so that water service complements overall development plans; resourcing the development of the Bayside Hazlett property for Selectboard consideration and possible future public vote; coordination and contract management of regional entities such as Chittenden County Regional Planning Commission, Winooski Valley Park District, Lake Champlain Regional Chamber of Commerce, Greater Burlington Industrial Corporation, Green Mountain Transit Special Services Transportation Agency; Chittenden Solid Waste District; coordination with the Colchester School District; oversight of contracted town attorneys in the areas of labor law, development law, general municipal law, and finance law; reporting to and implementing recommendations of the independent external Auditor who is overseen by the Selectboard; drafting, organizing and managing the flow of information and processes of the Selectboard; drafting, implementing and overseeing 29 Selectboard Policies; drafting charter changes and related ballot language; transportation options evaluation and prioritization; drafting legal documents; recruiting, hiring, and, if needed, concluding employee relationships; leading the information technology, emergency management, and human resources departments; insurance and risk management for property casualty and employee liability, workers compensation and disability; oversight of town-wide safety; ongoing employee meetings; development and presentation of training on safety, technology, and business analysis and improvement for all town departments; resetting and analysis of all fees and user services; serving as a leader in regionalization efforts for dispatch services; town-wide communications coordination and document drafting; constituent concerns and complaints; review, analysis and testimony on Vermont legislation affecting the Town; review, interpretation and implementation of federal and state laws as they relate to our employees and diverse areas of operations; resourcing economic development planning and implementation; engaging with businesses for retention and development; engaging, planning and implementing improvements to Town facilities and services; drafting and presenting Town legislative briefings to our State legislators; and assisting the departments to manage the ongoing day to day business of the Town.

Notable changes to this cost center include: wage increases of \$40,623 (9.2%) and employer paid taxes and benefits increases of \$41,013 (27.2%) which primarily represent the cost of providing funding for a half time emergency manager and making a 29 hour a week management position without benefits 40 hours with benefits. These changes will help us to coordinate and maintain public services and provide public information during the COVID emergency, to aggressively apply for and manage state and federal funding to cover unbudgeted costs related to COVID (which could exceed \$500,000 in calendar year

2020); to continue integration of the fire service into the Town with centrally provided services and resource planning; management of the capital equipment, vehicles and equipment plan; provide capital project management, assist with general business management, advance our business improvement processes such as implementing a human resource information system linked to finance, and keep up with public information development. The ability to manage sixteen direct reports, and the above mentioned additional relationships has grown beyond the capacity of a two person management team. Services and utilities are down \$17,000 (27.2%) with the expectation that Manager's office staff will handle some work that has been delegated to contractors.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Economic Development	\$135,402	\$135,090	0.2%	\$312

The Economic Development Department facilitates the effective management of the growth and development of our community while preserving our natural assets. The departmental goals include facilitating Colchester's planned growth; efforts to create, recruit, and retain high quality jobs while protecting and building upon the community characteristics most valued by residents; and developing alternative funding opportunities. In the last year, Economic development has been active in making businesses aware of state and federal funding opportunities and in providing public information to the community.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Finance	\$436,689	\$408,001	7.0%	\$28,687

The Finance Department provides for accounts payable, payroll, retirement, debt management, financial reporting to the department heads and Selectboard, purchasing for twenty six general fund cost centers, wastewater, dispatch, and recreation enterprise funds and six capital funds. It also manages accounts receivable, special assessment billings, wastewater loan management and billing, loans to housing entities, budget modeling, federal grant tracking and compliance, ongoing inventories of fixed assets, drafting and maintaining oversight of town-wide financial policies and procedures; and maintains financial records and adheres to policies and procedures in a manner that results in few audit findings. The department's outside services include the Town Charter required annual audit, federal grant audits, as well as upkeep of the Town's financial software and hardware. Since the reorganization of the Deputy Town Manager position, the finance department has taken on additional responsibility for budget development and department oversight.

Notable changes to this cost center include: a \$21,515 (9.1%) increase in wages primarily due to compensation changes; a \$2,623 (2.6%) increase reduction in employer taxes and benefits; a \$4,350 (6.2%) increase in Services and utilities comprised primarily of software maintenance and postage.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Assessor	\$230,186	\$218,090	5.5%	\$12,096

The Assessor's office assesses property in a manner such that no property owner pays more than their fair share in property taxes. This is accomplished through developing up to date, fair, and accurate assessments that are based on detailed information and research.

Notable changes to this cost center include: increases in wages of \$4,573 (4.2%) due in part to the property tax specialist taking on responsibilities previous assistant town clerk/treasurer; and an increase in services and utilities of \$7,000 (12.6%) comprised of software maintenance costs.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Town Clerk	\$361,433	\$351,995	2.7%	\$9,438

The Town Clerk's office provides for tax billing and collections, including tax sales when necessary and receipt of cash and checks from billed services. The Clerks offices also records all documents related to land, vital records, elections, issue a variety of licenses and passports; and are responsible for cemetery lot sales and records.

Notable changes to this cost center include: an increase of \$5,995 (2.8%) in wages and an increase of \$6,643 (6.6%) in employer paid taxes and benefits.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Planning & Zoning & DRB	\$669,319	\$651,101	2.8%	\$18,218

The Department of Planning and Zoning provides regulatory oversight to construction and development within the community as well as quality of life and environmental concerns. The department's activities are comprised within four major divisions: zoning, building, wastewater, and planning and administration.

Notable changes to this cost center include: an increase of \$10,490 (2.7%) in salaries; an increase in employer taxes and benefits of \$10,228 (6.1%) of which the biggest component make up for a mistake in workers compensation budgeting in this area in the prior year; and a decrease in services and utilities of \$2,500 (2.7%) due to the likelihood of decreased travel for training.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Information Tech	\$185,774	\$173,433	7.1%	\$12,341

Information Technology provides central hardware, networking IT and telecom services for all Town Departments. Purchases of equipment are planned centrally and made through a multi-year capital plan. Departments are responsible for maintaining special purpose software although its hardware requirements are met by the IT department. The department maintains six servers, seven switches, three firewalls, three back up devices which provide access for four public use software systems, seven

departmental software systems and seven police software systems. IT also provides user support for 166 PC's/laptops/readers/terminals used by about as many users who include staff, rescue volunteers, board members, and the public (readers are loaned out from the library). The Town Manager's offices oversee this area given its important link to all departments. IT staff set up servers, firewalls, and advanced backup systems, and are less reliant on external consultants. These changes recognize a shift in approach to IT that has occurred over the last six years. In the last six months, IT has been especially busy setting up remote working, helping with conferencing, reconfiguring our telecom system, and spreading people out within our workspaces.

Notable changes to this cost center include: an increase in salaries of \$9,994 (8.5%) due mostly to an 20% increase in hours of part time staff; an increase in employer paid taxes and benefits of \$2,348 (5.7%) due primarily to changes in wages.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Police	\$3,996,688	\$3,884,413	2.9%	\$112,275

The Colchester Police Department provides 24/7/365 police services to the Colchester community. CPD provides emergency and non-emergency response to a broad variety of citizen and officer initiated calls for service. CPD strives to work collaboratively with citizens, other Town departments and all stakeholders in public safety.

Services include: response to emergencies; proactive community contacts, patrols, public engagement; problem solving, crime prevention; investigation of crimes, crashes, reported incidents; provision of community services such as car seat inspections, fingerprinting and personal safety classes; traffic safety through enforcement and education; and special units, programs and activities. The Colchester Police budget includes funding for Outreach workers from Howard Human Services and Essex Community Justices. These services are under contract with the Town so are not shown as direct allocations.

Notable changes to this cost center include:

- 1) Wage and salary increase of \$83,487 (3.6%)
- 2) Employee benefits and employer paid taxes increase of \$36,788 (3.3%) which is primarily comprised of social security, retirement, and unemployment increases.
- 3) A \$13,000 (4.6%) reduction in services and utilities due to expected reductions in fuel costs vs. FY 21 projections.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Dispatch	\$508,253	\$507,646	0.1%	\$607

Colchester's Public Safety Dispatch is managed by the Colchester Police Department, and dispatches for four Colchester entities including the Colchester Fire Department (which will include the Saint Michaels Fire a connected unit), Colchester Police, Colchester Rescue, and Colchester Technical Rescue.

The dispatch fund is operated as an enterprise fund as it has historically provided services to other communities and provided a very significant portion of its budget in fees. Colchester is interested in finding a significant operating partner and actively exploring regionalization. If regionalization of this service occurs, dispatch funding would be provided to the regional entity. The primarily property tax supported general fund makes an annual transfer to the Dispatch fund.

Notable changes to this cost center include: wage increase of \$10,969 (3.1%) including overtime, training pay and holiday pay and a \$3,000 or 50% decrease in part time dispatcher pay.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Fire Department	\$1,096,531	\$1,217,079	-9.9%	\$(120,547)

BACKGROUND: A local fire service consolidation was initiated by your Town Selectboard in the spring of 2019 and implemented June 1, 2020 a month ahead of the scheduled start date. This service has a combination of professional firefighters, both volunteer and career. We continue to recruit, train, call up, and honor the nearly 90 current volunteers. We thank the past volunteers who provided for seventy years of fire coverage in Colchester. This change brought our current three fire departments' staff and four stations under a single command. The Town will continue to support Saint Michaels Fire from a financial perspective and we have incorporated them into the town-wide command structure.

BASIS FOR CHANGE: The fire chiefs from Colchester Center and Malletts Bay asked the Town Selectboard to add paid firefighters during weekday daytime when we have inadequate coverage to respond to a structure fire. *This was a dangerous situation that was improved by providing three career staff during the daytime when there are not enough volunteers in Town during weekday daytime to protect life and property from fires.*

PRIOR FINANCING: Because it is difficult to add a full time chief and three full time firefighters to the budget in a single year, we agreed last year to use some of the Town's fund balance to ease in to these new expenses over a three year period. Fund balance is what individuals think of as a savings account for emergencies or what businesses call working capital. Last year we intended that the Town would use \$175,000 in Fund Balance, and decrease the use by \$58,333 annually in steps over three years, not unlike the grant, consuming a total of \$350,000 of the fund balance.

Fund Balance Use - FY 21 Plan	
Year	Amount
FY 21	\$ 175,000
FY 22	\$ 116,667
FY 23	\$ 58,333
Total	\$ 350,000

This approach will allow the Town to phase in the expense of daytime firefighting coverage, resulting in a safer situation than we have now with a lack of available staff to respond. Essentially it addressed two of the outlined uses of the fund balance, to address emergencies, and to avoid tax spikes, which is what would occur if we were to fund all the new costs of the daytime firefighters without using the fund balance.

FUND BALANCE: The fund balance helps the Town in a multiple ways: 1) it serves to provide cash flow, to avoid borrowing between the beginning of the fiscal year and 45 days later when taxes are first due; 2) it allows the Town to pay its share of the Statewide Education Taxes in a timely manner, which allows the Colchester School District to avoid borrowing; 3) helps cover the costs when not everyone pays their taxes or less than expected revenue comes in (the Town ultimately collect all taxes but it can take a number of years); 4) expenses could exceed budget when there is a natural disaster or an unusual or extended public safety response; 5) and reducing the cost of borrowing by having a healthy financial situation. The Town fund balance policy is available [here](#).

LATEST FINANCING: Due to COVID and the fiscal impacts on some of our residents and businesses, we are proposing to use more of the fund balance to stretch out the Town's funding of the full time chief and three firefighters through current year property taxes over a four year period. This will use an additional \$175,000 in fund balance for a total of \$525,000 of the fund balance. Fortunately, we saved some money through purchasing, hiring, capital freezes and furloughs this summer so we can afford to do this.

Fund Balance Use	FY 22 Plan
Year	Amount
FY 21	\$ 175,000
FY 22	\$ 175,000
FY 23	\$ 116,667
FY 24	\$ 58,333
Total	\$ 525,000

Notable changes to this cost center include:

- 1) An increase of \$8,593 (2.5%) in wages overtime, per-diem and volunteer pay;
- 2) a decrease of \$39,140 (19.8%) in employer paid benefits and taxes increase primarily due to employees changing dependents on health care plans general liability insurance cost, and workers compensation insurance;
- 3) a decrease of \$5,000 in services due to work the Town Manager's office is performing with regard to contracts, fiscal, and legal issues;
- 4) a decrease of \$35,000 in supplies and parts due to the DPW garage performing at least that level of maintenance work in house, and
- 5) a decrease of \$50,000 in capital and transfers which is being budgeted separately to flow directly into the fire capital fund for major equipment or facility needs.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Rescue	\$230,404	\$197,965	16.4%	\$ 32,439

Rescue services are provided to Colchester through Saint Michaels Fire and Rescue in the Route 15 area of Town and the Colchester Rescue Squad elsewhere. The Colchester Rescue squad is both a Town Department and a volunteer organization. We provide ambulances service with a squad of 40 volunteers, a few "per-diem" staff, four career staff, an Assistant Chief and a Chief.

The Town has been diligently working for the last seven years to operate Town services which can produce their own revenues more like a business. In the case of Colchester Rescue, it is projected to generate 72% or \$579,560 of its estimated operating costs of \$809,965 for FY 22, leaving the Town's share of the costs at \$230,404. For comparison, FY 20 actual revenue was \$541,191 and operating expenses were \$789,958, making cost recovery 68%. This lower than expected revenue recovery was due to reduced earnings during COVID and extra expenses due to COVID. We are aggressively applying for grants to cover both lost revenues and increased costs in FY 20 and FY 21.

Rescue is growing pretty rapidly with calls for service as follows: FY20 - 1607 (COVID Reduction); FY19 - 1672; FY18 - 1458; FY17 - 1469, and FY16 - 1246. Operating Colchester Rescue more like a business allows us to adjust staffing up and down as service needs grow and contract with the market. This is more effectively done outside of the government funding model and allows revenues and opportunities to earn more revenues float with demand. In contrast for general fund services, expenses are fixed by a budget that is drafted 9-21 months in advance of the time of service delivery. In recognition of the both the success of running rescue more like a business but one which still needs some property tax support, this budget includes transferring \$230,404 to a Rescue Enterprise Fund, with the remainder of the funding coming from earned rescue revenues.

Notable changes to this cost center include: wage increase of \$22,934 (5.1%) including overtime, per-diem pay; employer paid benefits and taxes increase \$13,485 (7.7%) primarily due to health insurance costs and employees changing dependents on health care plans; and an increase of the state ambulance tax of \$8,200 (59%) due to increased earnings.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Tech Rescue	\$36,348	\$36,607	-0.7%	\$(258)

Colchester Technical Rescue (CTR) provides primary search and rescue services for the entire Town of Colchester. These disciplines include, water, dive, rope, trench, confined space and structural collapse rescue and recovery. Services are provided to the residents of Colchester, surrounding communities, state-wide, and nationally. CTR performs 30-40 activations per year, some are to mutual aid communities and some are State responses that are reimbursed by Vermont Emergency Management and through agreements with other States. CTR is also supported by our multi-year capital equipment fund.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Public Works-Admin	\$602,109	\$626,355	-3.9%	\$(24,246)

The Administrative Division consists of the Director, Town Engineer, Operations Manager, Project Manager, Technical Services/Stormwater Manager, and Coordinator. This division is responsible for the management of the Public Works Department which provides all planning, policy development, program development, finance, engineering, construction and maintenance relative to the Town's critical infrastructure. The Administrative Division manages five maintenance divisions and two capital plans. The overall service objectives are to preserve capital investments, protect and preserve the community's environmental resources; improve the quality of life for citizens, ensure public safety and preserve and promote economic vitality within the community.

Notable changes in DPW Administration are: a decrease in wages of \$9,816 (2.3%) due to more senior staff departing and a decrease in employer paid taxes and benefits of \$14,080 (9.4%) primarily due to employees changing the number dependents on healthcare plans.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Highway	\$1,375,780	\$1,377,723	-0.1%	\$(1,943)

The division is responsible for the management, maintenance, repair, and inspection of the Town's transportation system consisting of 90 miles of public roadways and 37 miles of bike paths and sidewalks. The mission of this division is to improve the overall quality of life of the community through the development of a superior infrastructure; by providing safety improvements and services to the transportation system; preserving the community's investment through preventative maintenance programs; and protecting and preserving the Town's natural resources through sensible maintenance programs.

Notable changes to this cost center include

- 1) a wage decrease of \$1,068 (0.2%) due to more senior employees retiring. We have put in place a new position of working foreman to provide more leadership and training to newer workers to help mitigate this loss of knowledge and experience.
- 2) a \$17,045 (5.1%) decrease in employer paid taxes and benefits increases which are primarily due to decreases in workers compensation and employees changing dependents on the health care plan
- 3) an increase in services and utilities of \$7,900 (5.2%) primarily due to increase of \$2,430 in line striping, \$2,500 in tree maintenance, \$1,500 in traffic signal maintenance, and \$1,200 in street light maintenance
- 4) an increase in supplies and parts of \$8,270 (2.4%) due to a 60% increase in gravel to better maintain our gravel roads; a winter sand increase of \$2,400, winter salt increase of \$2,000, which are significantly offset by a projected fuel cost decrease of \$12,475

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Maintenance Facility	\$435,630	\$360,260	20.9%	\$75,370

The division is responsible for the management, maintenance, repair, and inspection of the Town's equipment fleet consisting of 79 pieces of rolling stock equipment and 56 other small pieces of equipment. The mission of the Equipment Maintenance Division is to provide safe and efficient equipment to Town departments; preserve the capital investment made in the Town's equipment fleet; provide a safe working environment for the equipment maintenance personnel; and protect and preserve the natural resources within the area of the maintenance facility. Significantly, the Maintenance Division of Public Works took on maintenance of our nine fire engines and support vehicles just this June.

Notable changes to this cost center include:

- 1) a \$39,939 (21.5%) increase in wages and part time wages, of which \$35,000 was for additional part time staff due to taking on the responsibility of the fire equipment;
- 2) a \$24,470 (67%) increase in services and utilities to address non-capital repairs such as overhead doors, pressure washer reels, energy efficient lighting, adjustable dump body locks, flammables cabinet, pneumatic jack and jack stands, power and pneumatic tool replacements, large wrench set, metered lube guns and misc. tools; and
- 3) a \$7,000 or (29.6%) increase in supplies such as oil, fluids, filters and other consumables not charged out to departments, and much of it related to the maintenance of the fire equipment.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Stormwater	\$137,500	\$133,000	3.4%	\$4,500

The division is responsible for the overall management, maintenance, repair, and inspection of the Town's storm water system consisting of 2,500 structures and associated piping, street sweeping, drainage ditches, water quality sampling and the compliance requirements associated with the Town's Phase II MS4 Storm Water Permit. The mission of the Storm Water Division is to improve the quality of life within the community through the development of a superior infrastructure and preserving and protecting the community's environment and natural resources. Funding is provided through the Town's Stormwater Utility, plus the above noted fee for services from the General Fund.

The change to this cost center is an increase in the estimated fee to be paid by the general fund of \$4,500. We expect an update in the impervious surface of all properties in Town in FY 22. The Town has about 3.3 acres of new impervious due to new roads, the replacement of the worn out parks maintenance building at airport park and the new pickleball courts.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Buildings	\$180,187	\$167,853	7.3%	\$12,334

The Buildings Division is responsible for the management and care of 15 Town buildings. This division consists of one full time employee equivalent whose tasks are fulfilled by DPW highway staff and whose assignments are managed by the department's Operations Manager. The service objectives are to improve the quality of life within the community through the development of a superior infrastructure by providing maintenance and improvements to Town facilities used for the delivery of Town services and programs and the overall management of the community. We have been assertive in rebidding contracts for cleaning, rubbish, elevator maintenance, copier leases, etc. which have allowed us to reduce expenses in these labor intensive functions. The Parks Department is now providing winter snow removal from Town buildings and parking lots, allowing the Public Works staff to focus more on winter road and path maintenance.

Notable changes to this cost center include a \$4,348 (9.6%) increase in wages due primarily due to an the labor rate to replace a retiring employee being higher than expected but less than the retiring employee and a \$7,361 (7.8%) increase in services and utilities due to increased utilities costs, increased cleaning costs and solar maintenance costs.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Health Services	\$64,310	\$63,777	0.8%	\$533

Health Services includes funding to external entities that assist with protecting and improving the health and welfare of the community. The proposed FY 22 budget for health services includes

- 1) \$36,000 for the University of Vermont Health Network Home Health and Hospice (formerly Visiting Nurses Association), which is the current budgeted expense;
- 2) \$20,260 for the contracted animal control officers (which is proposed to increase by \$533)
- 3) \$6,500 for kennel fees
- 4) \$1,000 for the Turning Point Center; and
- 5) \$550 for Steps to End Domestic Violence (formerly Women Helping Battered Women).

Additionally, the Town has received requests from Vermont Adult Learning for a non-specific amount and from Age Well (formerly CVAA) in the amount of \$3,000. We have shared these requests with the Selectboard for their consideration but have not budgeted for them.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Parks	\$444,125	\$431,806	2.9%	\$12,319

The Colchester parks division staff maintain 13 parks with amenities that include: 6 tennis courts, 3 basketball courts, 6 play structures, 4 sand volleyball courts, 4 soccer fields, 4 baseball fields, 1 softball field, 1 lacrosse/football field, 2 pavilions, 6 horseshoe pits, 3 bathhouses, 2 shuffleboard courts, 4 dedicated pickleball courts, a skateboard park, 6 cemeteries, 2 beaches and swim areas, 1 dingy dock, 5 bike/pedestrian paths, 1 ice rink, 8 miles of Nordic trails, 4 pump stations and all Municipal building grounds. (Bayside Activity Center, Burnham Library, Town Hall, Police, Rescue, Public Works, Park Maintenance and Historical Society) This covers approximately 388 acres of land and 10.8 miles of bike/pedestrian paths. This division provides snow removal around all municipal buildings and parks.

Notable changes to this cost center include: a decrease in wages of \$1,932 (.9%) due to the contracting of our restroom cleaning; a decrease in employer paid taxes and benefits of \$2,730 (4.0%) due to a decrease in workers compensation insurance; and an increase in services and utilities of \$16,981 (14.8%) due to contracted cleaning at parks and an increase in utility costs.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Recreation	\$255,591	\$247,973	3.1%	\$7,619

The Recreation cost center provides management and administration for the Parks and Recreation Department and the Recreation Program Fund, manages the parks capital plan, the recreation impact fees on new residential properties, develops plans and oversees Park maintenance, pavilion, athletic field and park rentals, plans and implements special events and activities throughout the year, and pays for non-fee generating activities of recreation. The recreation program fund operates services and programs for fees and does not require general fund property tax funds.

Notable changes to this cost center include \$4,689 (3.2%) for wage increases and a \$1,510 (3.0%)

increase in employer paid taxes and benefits due to increases in unemployment insurance and retirement, and an increase of \$1,420 (2.8%) for services and utilities mostly comprised of utility cost increases).

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Library	\$776,402	\$757,933	2.4%	\$18,469

The Burnham Memorial Library welcomes people of all ages and economic backgrounds to enrich their lives through books, audio-visual materials, and programs. The Library will provide materials for life-long learning and assistance in using information resources, with an emphasis on early childhood literacy. Colchester residents look to the Library as a place that is attractive and welcoming, with an atmosphere that inspires them to learn, grow, and become better citizens. Library staff have taken over the management of the Library Meeting House on Main Street where a plethora of programming is typically available for all ages as well as space for community events and meetings.

Notable changes to this cost center include: \$10,764 (2.6%) increase for wages, an increase of \$7,304 (3.7%) for employer paid taxes and benefits due to health insurance and unemployment insurance increases.

	Proposed FY 22	FY 21	% Change From FY 21	\$ change from FY 21
Intergovernmental	\$342,469	\$346,203	-1.1%	\$(3,734)

This cost center provides for the Town of Colchester’s support of regional entities including: the Lake Champlain Regional Chamber of Commerce, the Vermont Council on World Affairs, Greater Burlington Industrial Corporation, Chittenden County Regional Planning Commission, Winooski Valley Park District, Vermont League of Cities and Towns, Green Mountain Transit fixed route and services for persons with disabilities, Special Services Transportation Agency (services for Elders and Persons with Disabilities), Chittenden County (funding for the Chittenden Superior Court, Probate Court and the County Sheriff), and the Colchester Conservation Commission. In 2020, the Selectboard approved a substantially renegotiated contract with Green Mountain Transit that saves about \$15,000 in annual transit fees with the same level of service.

Notable proposed changes to this cost center include: a decrease of \$3,000 to Greater Burlington Industrial Corporation, a decrease of \$2,500 to Local Motion which receives [\\$85,000 annually from federal and state tax dollars through CCRPC](#) and [\\$180,000 annually from the State of Vermont](#), a decrease of \$1,256 to Chittenden County Regional Planning Commission dues (which matches their request). We have budgeted an increase of \$917 for Winooski Valley Park District; an increase of \$837 for Vermont League of Cities and Towns dues; an increase of \$268 for Green Mountain Transit; and a county tax increase of \$1,000. We have budgeted the same as last year for the Lake Champlain Regional Chamber of Commerce, the Vermont Council on World Affairs, and the Colchester Conservation Commission.

Additionally, the Town has received requests from Winooski Natural Resources Conservation District for \$700. I have shared this request with the Selectboard for their consideration but have not budgeted for it.