



Memo

From the Office of the Town Manager

To: Colchester Selectboard
 From: Aaron Frank, Deputy Town Manager/CFO
 Cc: Dawn Francis, Town Manger
 Date: December 9, 2016
 Re: FY 2018 Draft Budget - Departmental Detail – Revised

This memo provides information about major departmental and cost center budget changes to aid the Selectboard in their consideration of the budget request by the Town administration.

Overall General Fund Operating Budget	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Total	12,452,325	12,155,259	2.4%	\$297,065

The current year and next year’s proposed budget for each of the twenty-six cost centers along with changes by dollar amount and percent for each area are outlined. Eight of the twenty six areas were reduced.

This proposed budget represents an increase of \$ \$297,065 (2.4%) and can be broken down into two general categories of expenses: maintenance of the current level of services which accounts for an increase of \$174,499 (1.4%) and some improvements to services, which account for an increase of \$122,566 (1%).

Changes to the level of services include:

- Volunteer fire department: operating and capital expense increases of \$39,800
- Public Works: staff to repair and maintain public highways and sidewalks which have increased in mileage by 10% in the last half decade, an increase of about \$50,000.
- Library: adult programming increase of four hours a week for \$4,500
- Police: additional Community Service Officer funding of \$3,400 and \$16,000 for special programs
- Special Services Transportation: increased for seniors and persons with disabilities of \$4,000

The Town Manager’s office has increased wages in support of emergency management, planning, and training, in the amount of \$41,000. This expense is offset with reductions in departments that previously provided the staff to fulfill these functions.

In drafting departmental budgets, department heads were made aware of the priority need to grow our highway department to better keep up with expanded responsibilities. As a result, their requests to the manager were pre-constrained, understanding that adding this capacity was a priority. The departments could better meet residents and taxpayer needs with more resources. However, we respect the will and the needs of the residents, businesses and voters 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 1/3 of the Town’s cost centers.

Departmental Information Summaries

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Selectboard	\$76,928	\$77,828	-1.2%	\$(900)

The Selectboard serves as both the judicial and legislative branch of Town government, meeting over 24 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 Selectboard stipends, printing of the annual Town report and binding a handful of paper copies of the Town ordinances.

The majority of the funds, \$66,000 is for "Selectboard Contingency" and could fund budget over-runs or items not budgeted. However, the funding for Selectboard Contingency does not come from tax revenues, but rather fund balance. So, if they are spent, they would need to be replaced with tax dollars. The Selectboard and Town Management are protective of these funds and would generally spend them only after all other sources of revenue are exhausted.

Changes to this cost center include a reduction of printing and binding costs as we have reduced the size and number printed of the annual report.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Transfers	126,000	\$182,742	-31.1%	\$(56,742)

This cost center includes transfers from the voter approved property tax supported general fund to other funds. 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) Reduction of transfer from the general fund to the park capital plan in the amount of \$82,742. This was a one-time transfer of funds that were originally designated as a reserve fund for "Mallets Bay Infrastructure." Given the time that has passed since this authorization was made, clarifications in Government Accounting Standards Board (GASB) #54 regarding fund balance classifications, and state statutes on reserve funds, the funds were authorized for use by the voters. This transfer expense was offset by \$82,742 in revenue reserved for the same purpose. The funds were subsequently spent on a dinghy dock for transient boaters at Bayside Park and on a needs assessment and plans for future improvements to Bayside Park and the Bayside Hazlett property.

2) A transfer of \$26,000 to the Dispatch Enterprise Fund to provide funding for \$28,704 in leave time liability that was transferred to the Dispatch Enterprise Fund from the General Fund upon creation of the Dispatch Enterprise Fund. The dispatch enterprise fund operates more like a private business and has its own revenues and expenses. This approach allows a better measurement of its expenses so that it can be properly cost shared with Milton, which pays about 40% of the Dispatch funds expenses.

We will also transfer \$100,000 to a leave time fund, for leave time expenses exceeding the annual budget. The Town has, as of June 30, 2016, an unfunded general fund leave time liability of \$390,282, which has been reduced from \$681,231 in FY2013. While we properly disclose this liability in our financial statements, we feel it is more fiscally responsible to fund the liability, at least in part, from employee vacancy savings which result in annual budget surpluses. This will allow the Town to pay out earned leave without exceeding the operating budget. *The FY 16 budget surplus of \$270,661 is*

budgeted as revenue for FY 17 and provides for the \$126,000 in leave time funding.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Civil Board	\$40,706	\$45,228	-10.0%	\$(4,522)

The Civil Board is overseen by the Town Clerk and provides 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 Town Clerk staff, who perform these functions as well as wages for the elected Justices of the Peace who perform these mandated election related functions.

Notable changes to this cost center include: decrease in postage of \$1,500 (60%) and a decrease in miscellaneous supplies of \$3,500 (47%). This is related to a pattern of scheduled elections of one every other year and three every other year.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Manager, Selectboard Support, Emergency Mgmt. & Human Resources	643,161	\$548,397	17.3%	\$94,764

This cost center provides for: general management of the Town's ten external service departments and four internal service departments; operating and capital budget development and implementation; tax rate setting; 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 twelve boards and commissions so that they operate in concert with each other, town management and the Selectboard; oversight and coordination of fire department contracts and relationships; capital and operating budget coordination with six water entities so that water service complements overall development plans; resourcing the development of a sewer system in coordination with Colchester Fire District #2; coordination and contract management of regional entities such as Chittenden County Regional Planning Commission, Winooski Valley Parks District, Visiting Nurses Association, Lake Champlain Regional Chamber of Commerce, Greater Burlington Industrial Corporation, Green Mountain Transit (previously CCTA) and 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 all processes of the Selectboard; drafting, implementing and overseeing 28 Selectboard Policies; resourcing the governance committee and drafting charter changes and related ballot language; transportation options evaluation and prioritization; drafting legal documents; recruiting, hiring, and if needed concluding employee relationships; directly managing the finance, information technology, emergency management, and human resources departments; insurance and risk management for property casualty and employee liability, workers compensation and disability; oversight of townwide 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 lead in regionalization efforts for dispatch services; townwide 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 \$ 65,826 (19.7%); Employer taxes and benefit increases of 7,555 (6.3%); \$8,000 in legal expenses and \$5,000 in recruiting expenses. These changes are driven by:

- 1) Movement of wages for additional dedicated staff time to the emergency management training, planning, policy work, and operations from rescue and police of about \$41,000 in salaries and benefits to the Manager's office. This move was made because staff in police and rescue who were particularly skilled in this area have left their full time positions with the Town. As the Town manager's office is responsible for emergency management, these functions are now being funded from the Town Manager's budget, currently with part time and temporary help in a number of areas which allows us to continue this work.
- 2) Increased legal expenses for legal advice and advice on human resources and union negotiations of \$8,000. The Town Manager's office drafts proposals and contract language but it is ultimately reviewed by an attorney prior to adoption by the Selectboard. In FY 18, we will be negotiating two union contracts
- 3) Recruiting expenses of \$5,000: Individual departments do not budget for recruiting to fill vacant positions. While we are not certain where and when this may occur, we have a number of senior staff members for which we would at least have to do statewide if not regional recruiting should they choose to retire.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Economic Development	124,707	\$126,789	-1.6%	\$(2,082)

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 and 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.

Notable changes to this cost center include a \$4,854 (14%) decrease in employer taxes and benefits due to insurance plan changes.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Finance	389,651	\$376,416	3.5%	\$13,235

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 and performs accounts receivable, special assessment billings, wastewater loan management and billing, loans to housing entities, budget modeling and federal grant tracking and compliance, ongoing inventories of fixed assets, drafting, maintains and oversees townwide financial policies and procedures; and maintains financial records and adheres to policies and procedures in a manner that results in few audit findings.

Notable changes to this cost center include: \$8,895 (4.3%) increase in wages; \$7,465 (7.8%) increases in employer taxes and benefits consisting mostly of an employee choosing to become insured by the Town and a \$2,000 (5%) decrease in professional services. The department's only outside service is the Town Charter required annual audit and federal grant audits. Due to the extensive time spent on union issues by the Deputy Town Manager/CFO, who serves as the finance department head, the department

staff has taken on more responsibility for budget modeling and development.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Assessor	204,932	\$193,720	5.8%	\$11,212

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: 1) increases in wages of \$2,423 (2.8%) and employer taxes and benefits of \$1,789 (3.8%) of which \$1,485 is an increase in allocation of insurance (property, casualty, civil liability, bonding, and errors and omissions) and 2) an increase in legal expenses of \$7,500 due to the ongoing assessment of commercial and residential properties, at least one of which is known to be appealing to the courts.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Town Clerk	375,773	\$363,863	3.3%	\$11,910

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, and issue a variety of licenses and passports.

Notable changes to this cost center include: \$8,978 (4%) in wages and \$2,000 in legal expenses. The March 2015 Town Charter change, evolved the elected Cemetery Commission into an advisory committee due to a lack of interest in volunteers willing to be wholly responsible for managing the Town's six cemeteries. Responsibility for managing the cemeteries moved to Town staff. We are budgeting about five hours a week to covering the responsibilities formerly covered by a volunteer with a stipend.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Planning & Zoning & DRB	619,130	\$611,233	1.3%	\$7,897

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 in salaries and benefits of \$7,913 (2.2%), a decrease in employer taxes and benefits of \$1,538 (1%) and increase in professional services of \$2,000 (8.9%). The decrease in employer taxes and benefits is influenced by a decrease in insurance allocation of \$3,155. The \$2,000 for professional services may be used as local match to a grant should one come available which furthers the Town's goals, or to hire an intern or temp in the summer should we maintain our current level of permit activity.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Information Tech	160,713	\$158,957	1.1%	\$1,756

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, and 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)

Notable changes to this cost center include: increase in salaries of \$2,854 (2.8%); reduction of misc. expenses of \$4,000; and reduction in professional services of \$2,000. The Deputy Town Manager/CFO serves as department head for this area and been working on infrastructure design and contract management which have helped reduce the labor and operating costs in this area.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Police	3,641,745	\$3,537,453	2.9%	\$104,292

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 to co-produce public safety.

Services include: response to emergencies; proactive community contacts & patrols and public engagement; problem solving & crime prevention; investigation of crimes, crashes and reported incidents; provision of community services such as car seat inspections; fingerprinting, personal safety classes; traffic safety through enforcement & education, and special units, programs & activities.

Notable changes to this cost center include:

1) Wage and salary increases of \$64,363 (3%). This includes an increase in seasonal community service officer time of \$3,400. Next year we will separate the functions of boat access attendant from community service officer given their different needs and funding sources. The boat access attendant will no longer be funded by the general fund but rather a special purpose grant fund as we intend to provide an amount of service equal to the funding offered by the State.

2) Increase of \$ 18,429 (1.8%) in employer taxes and benefits.

3) Building maintenance cost increases of \$8,000. The building is relatively new but the key systems are now out of warranty and its 24/7/365 use requires ongoing maintenance and upkeep.

4) Decrease in gasoline of \$13,500 based of townwide projections, considering US Dept. of Energy estimates as well as our local cost experience.

5) Increase in special programs of \$16,500, which includes a social worker to work with CPD staff in an ongoing relationship as well as post traumatic incident debriefings; a new service to monitor social media for community threats; and \$1,500 in additional funding for community outreach.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Dispatch Enterprise Fund (includes Milton Funds)	651,205	612,529	6%	\$38,676
Dispatch General Fund (Colchester Contribution)	422,532	\$396,800	6.5%	\$25,732

Colchester's Public Safety Dispatch is managed by the Colchester Police Department, and dispatches for five Colchester entities including the Malletts Bay Fire Department, the Colchester Center Volunteer Fire Company (of which St. Michaels Fire is a sub-unit or battalion), Colchester Police, Colchester Rescue, and Colchester Technical Rescue.

Additionally, under contract, we dispatch for Milton Police, Milton Fire, and Milton Rescue. The Town of Milton reimburses Colchester, based on percentage of calls, for their share of wages, supervision, overhead and equipment through a contribution to a dispatch enterprise fund. The Town of Colchester also provides property tax funding to the dispatch enterprise fund.

Providing dispatch to another community allows us to provide more coverage than we could on our own at the same cost. It also allows calls to be shared among more dispatchers when emergencies arise. Calls for service have risen from 17,168 in FY 13 to 25,551 in FY 16.

Wages are projected to increase by \$ 10,825 (2.6%) and employer taxes and benefits are projected to increase by \$27,051 (14%), of which the primary increase is a \$16,756 increase in health care expense based on more employees being on family vs. single health insurance plans.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Fire Departments	918,400	\$878,600	4.5%	\$39,800

Firefighting services are provided to the Town through three volunteer fire companies: Colchester Center Volunteer Fire Company, Malletts Bay Fire Department, and Saint Michaels Fire and Rescue.

Saint Michaels Fire and Rescue provides firefighting and rescue services to the Route 15 area at no cost to the Town. Saint Michaels Fire is a battalion of the Colchester Center Volunteer Fire Company.

Colchester Center Volunteer Fire Company and Malletts Bay Fire Department are operated by volunteers but the Town provides funding through agreements with each entity to provide operating funding and capital funding for each organization.

The Malletts Bay Volunteer Fire Department (MBFD) has requested an additional \$9,300 of which \$1,300 is for special operations (ladder, heavy rescue and engine), as well as \$5,000 for additional volunteer stipends. We have funded the entire request of \$398,700 in the proposed budget.

Colchester Center Volunteer Fire Company (CCVFC) has requested an additional \$24,300, of which a \$4,800 is a 1% across the board increase, \$4,500 is for increased audit costs (CCVFC dissolved and was absorbed by CFD#3 which is a government entity and requires an audit vs. reviewed financials) and \$15,000 for ongoing capital support. The Selectboard asked CCFVC to defer the request for additional capital from FY 17 to FY 18. We have funded the entire request of \$513,500 in the proposed budget.

Due to the installation of a larger water tower by Champlain Water District which decreased radio coverage for the fire departments, the Town had to lease tower space to restore the previous level of fire department radio transmissions. The Town pays this bill directly but this is a function of our fire operating expenses and so we have included the \$6,200 lease fee in the fire department cost center.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Rescue	555,366	\$567,019	-2.1%	\$(11,653)

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 30 volunteers, a few “per-diem” staff, three career staff, an Assistant Chief and a Chief.

Notable changes to this cost center include: a 6,044 (1.8%) increase in wages and a \$19,397 (12.5%) decrease in employer taxes and benefits. The decrease in taxes and benefits is due to more employees being on single health care plans than in the past.

In the last year, rescue was contributing a lot of time to overall emergency management planning and operations as well as providing one of the two emergency management coordinators to resource that function. Ongoing emergency management preparation will be more generally assigned to the Town Manager’s office for FY 18. Rescue will continue to contribute staff to the function in exercises and actual operations.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Technical Rescue	\$36,080	\$34,140	5.7%	\$1,940

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, and state wide. CTR performs 50 actual rescues per year, some are to mutual aid communities and some are state responses that are reimbursed by Vermont Emergency Management.

Notable changes to this cost center include an increase of \$3,000 (200%) in vehicle maintenance based on the need to replace tires more frequently on heavily loaded vehicles and trailers that travel over the interstates and state highways on the way to scenes. This increase was offset by \$1,060 in reductions in employer taxes, health and safety, and gasoline. .

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Public Works-Admin	610,674	\$594,536	2.7%	\$16,138

The Administrative Division consists of the Director, Assistant Director/Town Engineer, Operations Manager, Project Manager and Facilities Manager. This division is responsible for the overall 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 investment, protect and preserve the communities environmental resources, improve the quality of life for citizens, ensure public safety and preserve and promote economic vitality within the community.

Notable changes to this cost center include an increase in wages of \$17,716 (4.8%) which is due in part to the expansion of an existing position to include management of buildings and grounds, and a \$2,474 (1.4%) decrease in employer taxes and benefits due to a staff member obtaining insurance from outside of the Town. The buildings function has grown over the last three years as we have moved to a more central model of vendor hiring, contract management and oversight which has reduced costs and applied a more specialized dedicated resource to address the need to maintain Town buildings. This was possible in part to the expansion of the Capital Equipment Plan's expansion to include facilities.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Highway	1,159,977	\$1,105,671	4.9%	\$54,306

The division is responsible for the management, maintenance, repair, and inspection of the Town's overall transportation system consisting of 90 miles of public roadways, 20 miles of private roads, and 37 miles of bike paths and sidewalks. The mission of this division is to improve the overall quality of life within 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 a \$50,366 (11.1%) increase in wages and an \$11,200 (18.7%) increase in street light expenses. DPW highways responsibility for public right of way maintenance have increased by 10% in the last five years with 8.16 miles of roads and sidewalks that need plowing, repair and maintenance. Staff was expanded by one in FY 17 for a total of nine employees in this division. Street light expenses were increased because Green Mountain Power discovered that they were not charging the Town a lease fee for our streetlights being mounted to their poles.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Maintenance Facility	314,238	\$346,034	-9.2%	\$(31,796)

The division is responsible for the management, maintenance, repair, and inspection of the Town's overall equipment fleet consisting of 64 pieces of rolling stock equipment as well as 53 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.

Notable changes to this cost center include a \$32,137 (15.7%) decrease in wages. This is a result in a departmental restructuring including a substantial change in the way the police department vehicles are rotated in various uses. This was completed through a Capital Equipment and Facilities Plan change approved for FY 17. This change resulted in capital savings but is now going to contribute to reduced operating costs as well.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Stormwater	210,123	\$206,028	2.0%	\$4,095

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

Notable changes to this cost center include \$2,261 (2.5%) in wages and \$2,243 (4.4%) in employer taxes and benefits. The increase in taxes and benefits is due to an increased general liability (property/casualty) insurance allocation increase.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Buildings	172,056	\$161,479	6.6%	\$10,577

The Buildings Division is responsible for the management and care of 15 Town buildings. This division consists of one maintenance worker who is managed by the department's Facilities Manager. The service objectives are to improve the overall 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, 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.

Notable changes to this cost center include \$1,205 (2.3%) increase in wages and a \$1,132 (4.7%) decrease in employer taxes and benefits. The decrease in employer taxes and benefits is due to a decreased general liability insurance allocation. Utilities and maintenance expenses at Town Hall are projected to increase by \$10,849

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Health Services	\$58,794	\$57,850	1.6%	\$944

Health Services includes funding to external entities that assist with protecting and improving the health and welfare of the community. In FY 17 funding has included \$36,000 for the Visiting Nurses Association, \$17,750 for the contracted animal control officer, and \$4,100 for contracted kennel fees (for animals picked up by the animal control officer whereby the owner does not take responsibility).

Changes to this cost center include a \$944 (2.5%) increase to the animal control officer's contract and a payment to Steps to End Domestic Violence (formerly Women Helping Battered Women) in the amount of \$500, as requested by the Selectboard.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Parks	365,618	\$387,891	-5.7%	\$(22,273)

The Colchester parks division staff maintain 13 parks, amenities 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, and 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 amount covers approximately 388 acres of land and 10.85 miles of bike/pedestrian paths. This division is also involved in snow removal around all municipal buildings and parks.

Notable changes to this cost center include a \$19,082 (10%) decrease in wages and a \$9,283 decrease in employer taxes and benefits. This department was restructured with management responsibility transferred to the Assistant Parks and Recreation director and we are continuing to evolve the way the department is staffed. There is one year round employee and six seasonal employees. As a result of the new managements analysis, Parks will take over mowing of cemeteries in summer 2017 saving almost \$20,000 in contracted mowing expenses. Employer benefit changes are due, in approximately equal parts to an employee covered by another health plan, and to employee expenses that coincide with direct labor costs including unemployment insurance, social security, and workers compensation.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Recreation	232,361	\$224,440	3.5%	\$7,921

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 \$4,602 (3.6%) increase in wages and a \$2,394 (5%) increase in employer taxes and benefits. Increased costs were due in part to the enhanced focus on parks management, which as noted above has proved worthwhile. Benefit changes are due to change in the number of dependents covered by a health care plan.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Library	697,026	\$674,571	3.3%	\$22,455

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 literacy in children. Colchester residents will 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.

Notable changes to this cost center include: 1) \$11,764 (3.1%) in increased wages of which about 1/3 is an increase in adult program staff hours to provide additional adult library programs and to begin to provide staff for programs and activities at the meeting house and 2) an increase in employer taxes and benefits of \$15,192 (9.3%) which is influenced by an employee moving to a plan covering more dependents. The increase in staff costs were offset in reductions in other areas.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Cemetery	\$-	\$20,558	-100.0%	\$(20,558)

Included in the charter changes of November 2014, was a change from an elected Cemetery Commission to an appointed (by the Selectboard) Advisory Cemetery Commission. The charter change designated the Town Manager to operate, manage and maintain the cemeteries with the advice and assistance of the committee.

As a result, and noted above, the Parks Department will take over the mowing and maintenance with a net cost savings. The Clerk's office has been allotted about 5 hours per week to perform the administrative functions of a Sexton, which include lot sales, recordkeeping and working with families for burial as well as other cemetery related duties. The Parks director asked for \$1,000 annually for removal of trees from Cemeteries. That was added to the Parks budget.

The Cemetery funding in the Town Budget represents only the property tax contribution to the Cemeteries. When the Cemeteries were overseen by an elected board, the Town only funded the mowing the cemeteries a stipend of about \$2,500 to a volunteer Sexton. Recognizing that this was inadequate, we have provided both the previous stipend, as well as an additional \$2,500 in staff time for the Clerk's office to oversee the lot sales, recordkeeping and working with families.

	Proposed FY 18	FY 17	% Change From FY 17	\$ change from FY 17
Intergovernmental	295,632	\$277,016	6.7%	\$18,616

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 Council, Chittenden County Regional Planning Commission, Winooski Valley Park District, Vermont League of Cities and Towns, Green Mountain Transit (formerly (Chittenden County Transportation Authority) fixed route and services for persons with disabilities, Special Services Transportation Agency (services for seniors and persons with disabilities), Local Motion, Chittenden County (funding for the Chittenden Superior Court, Probate Court and the County Sherriff), and the Colchester Conservation Commission.

Notable changes to this cost center include: an increase of \$1,858 (4.3%) for the Winooski Valley Park district; \$1,314 (3%) for GMT's fixed route services, and \$4,000 (29%) for SSTA's services; and a Town staff estimate of County Tax increase of \$10,181 (10.8%). SSTA's cost increases are based on a trend of increased usage by Town residents.