

FIFTEEN ROPE FERRY ROAD
WATERFORD, CT 06385-2886



PHONE: 860-442-0553
www.waterfordct.org

BOARD OF FINANCE
AGENDA

Waterford Town Hall
Budget Hearing

Monday, March 2, 2026
Town Hall 7:00 p.m.

1. Call to Order
2. Public Comment
3. 10136 – Library
4. 10129 - Police Department
5. 10123 – Fire Services
6. 10103 - Board of Finance
7. 10121 - Contingency
8. Adjournment

RECEIVED FOR RECORD
WATERFORD, CT
2026 FEB 26 1 P 2:31
ATTEST: *David A. Langston*
TOWN CLERK

Glenn Patterson, Chairman

**TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET**

DEPT/AGENCY: 10136 WATERFORD PUBLIC LIBRARY

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 APPROVED BD/COMM (12/10/25)	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
PERSONNEL COSTS											
51110	ADMINISTRATION	101,225	388	103,756		51,291	106,349	106,349	106,349	2,593	2.50%
51210	CLERICAL/TECHNICAL	738,278	14,185	739,630		359,446	764,602	764,602	764,602	24,972	3.38%
51220	CUSTODIAL-MAINTENANCE	91,729	-1,388	73,540		36,609	75,612	75,612	75,612	2,072	2.82%
51810	OVERTIME/SUNDAY HOURS	13		7,739		2,784	7,930	7,930	7,930	191	2.47%
51910	FRINGE BENEFITS	953	2,251	3,500		0	4,500	4,500	4,500	1,000	28.57%
51920	FICA	67,778	-1,251	71,005		32,889	73,363	73,363	73,363	2,358	3.32%
	SUBTOTAL	999,976	14,185	999,170	0	483,019	1,032,356	1,032,356	1,032,356	33,186	3.32%
SERVICES											
52020	POSTAGE	386	156	325		164	325	325	325	-	0.00%
52070	REIMBURSABLE EXPENSE	717		835		358	860	860	860	25	2.99%
	SUBTOTAL	1,103	156	1,160	0	522	1,185	1,185	1,185	25	2.16%
MATERIALS & SUPPLIES											
53010	OFFICE SUPPLIES	228	-156	450		38	450	450	450	-	0.00%
53020	OTHER SUPPLIES	0		1,500		1,220	1,500	1,500	1,500	-	0.00%
	SUBTOTAL	228	(156)	1,950	0	1,258	1,950	1,950	1,950	-	0.00%
EQUIPMENT											
54160	BOOKS/RELATED MATERIAL	11,661		10,500		10,500	10,500	10,500	10,500	-	0.00%
	SUBTOTAL	11,661	0	10,500	0	10,500	10,500	10,500	10,500	-	0.00%
	DEPARTMENT TOTAL	1,012,968	14,185	1,012,780	0	495,299	1,045,991	1,045,991	1,045,991	33,211	3.28%

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



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TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



BUDGET FUNCTION

The Waterford Public Library is a town-owned and supported institution maintained for the benefit of the townspeople. By resolution of the Representative Town Meeting to the Town of Waterford, dated August 7, 1967, it was designated to be the *Principal Public Library* of the Town of Waterford. It is governed by the Board of Trustees of the Waterford Public Library, Inc. The Board consists of twelve citizens of Waterford. The first selectman, the chair of the RTM Education Committee and the chair of the RTM Finance, Wage & Personnel Committee are ex-officio board members.

The Waterford Public Library is a non-partisan, non-sectarian organization dedicated to serving the public in the areas of education, information and recreation, making its services known and available to all. Per Connecticut State Statute, Chapter 190, Section 11-24b:

- Principal public libraries shall not charge individuals residing in the town in which the library is located or the town in which the contract library is located for borrowing and lending library materials, accessing information, advice and assistance and programs and services which promote literacy; and
- Principal public libraries shall provide equal access to library service for all individuals and shall not discriminate upon the basis of age, race, sex, gender identity or expression, religion, national origin, handicap or place of residency in the town in which the library is located or the town in which the contract library is located.

The Waterford Public Library participates in the state's Connecticard program, as defined in Sec. 11-31a: "Connecticard" means a cooperative program among public libraries in Connecticut which allows a resident of any town in the state who holds a valid borrower card issued by his home library to use that card to borrow materials from any public library in the state that is participating in the program." In return for participating, the library receives an annual reimbursement from the state based upon the number of net transactions to non-resident cardholders. For the most recent reporting period, ending in March of 2025, the library reported 40,366 circulations to non-resident cardholders. For this service, the library was reimbursed \$15,744.

The Waterford Public Library, Inc. is a nonprofit corporation with an endowment fund, the income of which is used toward the operational expenses of the Library, supplementing the annual appropriation of the Town. The board's contribution currently pays for the following:

- Over 91% of new physical library materials for all ages, including books, audio books (digital and on CD), DVDs, newspapers, magazines, music CDs, video games and Wi-Fi hotspots.
- Library of Things collection that includes museum passes, metal detectors, binoculars and ukuleles.
- Subscription access to e-books, e-audiobooks, e-magazines, streaming videos and music.
- Subscription access to online reference databases.
- All library programs, not funded by grants, for adults, children and teens, including related promotional materials.
- Furniture, equipment & special projects as determined by the trustees.
- Library office supplies including processing materials such as book covers, audiovisual cases, labels, and book tape in addition to supplies such as receipt paper, ink and specialty printing paper.
- Staff attendance at professional conferences, training workshops and continuing education.
- Dues and memberships in professional organizations.
- Special projects and initiatives such as FY2025's special initiative to build a robust Spanish language collection for adults and the library's support of Town-wide initiatives including the annual parade, tree lighting and trunk or treat events.

Thanks to the library trustees' prudent fiscal stewardship, the library's perpetual endowment has contributed a total of \$2,112,043 to the library's annual operating expenses since FY2006.

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



Mission

The mission of the Waterford Public Library is to enrich, educate and connect our community through discovery and access to ideas, information, technology and entertainment.

FY2025 Strategic Initiatives

The library's four foundational pillars are Belonging, Connection, Discovery & Education.

- Belonging – The Library welcomes all and fosters an inclusive environment.
- Connection – The Library builds relationships.
- Discovery – The Library supports innovation and curiosity.
- Education – The Library provides resources for lifelong learning.

In support of these core objectives, the library accomplished the following in FY2025:

1. Added the CollegeNow digital resource, which provides live skilled guidance for completing the college application and financial aid forms, writing an essay and offers access to eParachute vocational interest resources to aid teens and adults who are interested in furthering their education.
2. Offered a weekly English Conversation Circle program funded by a grant from the Community Foundation to support new teen and adult English language learners.
3. Curated an updated English language learning collection of circulating materials, funded by the Community Foundation.
4. Updated the library's Spanish language adult collection with funds provided by the library endowment.
5. Moved the 400s collection of language learning materials from the mezzanine to the main floor to be shelved adjacent to our Spanish language books for adults to aid in discovery.
6. Created bilingual English/Spanish library card application to foster a more inclusive environment.
7. Introduced staff to basic library-related Spanish language terms to assist in providing more inclusive service to all library users.
8. Added genre and short story labels to adult fiction collection to aid patron discovery.
9. Collaborated with the New London Day to accept and transport to the library, their donation of the complete back file of microfilm covering The Day newspaper from 1881 to 2022. Worked with Town IT to purchase The Day's microfilm reader/scanner and a new public computer, using funds from the library's endowment, to support access to this important local resource.
10. Utilized grant funds from SciStarter to offer two educational bird migration programs in partnership with CT Audubon to support education and lifelong learning.
11. Expanded programs for neurodivergent youth and families through Sensory Saturday programming funded by the Kelsey S. Harrington Foundation.
12. With matching funds from CT Humanities, offered monthly "Sign & Sing" storytime programs that incorporate American Sign Language for infants and toddlers.
13. Collaborated with Waterford Senior Services to offer quarterly book discussion at the Community Center.
14. Created and launched circulating toy collection, funded by Traveling Toys, Inc., to support families and children's discovery and learning and equitable access to resources.
15. Added 2nd self-check station in the Children's Room to better support families wishing to borrow library materials.

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



16. In response to a patron suggestion, launched a plant propagation station in February to support discovery and connection among library users.
17. Created small café area on lower level in response to survey requests.
18. Enabled curated lists in Overdrive to aid patron discovery of the library's e-resources.
19. Added shortcut searches to the library's online catalog to aid discovery of museum passes, toy collection and our popular "library of things."
20. Updated many catalog subject headings, as directed by the Library of Congress, to modernize terms in support of diversity, equity and inclusion.
21. Offered bi-weekly drop-in tech sessions to help increase digital literacy in support of lifelong learning.
22. In April, hosted our 2nd annual Community Volunteer Fair in support of area non-profits and organizations and support discovery and build community for those wishing to volunteer their time and talents.
23. In support of innovation and curiosity, Library Trustees Eileen Boyce and Mim Wagner with assistance from volunteer Marcia Benvenuti redesigned and planted the library's front pollinator garden. As part of this project, they offered two paver decorator programs to library patrons of all ages to create the border for the revitalized garden. Big thanks to Josh Therrien and his team at Rec & Parks for tilling the beds to support the replanting of this beautiful public space.
24. Launched monthly Silent Book Club to support belonging and connection in the community.
25. With funding support from the CT State Library, provided three months of innovative STEAM programming for children and families offered by The GIANT Room.
26. In May, in partnership with Sangam CT and Waterford RISE, hosted our first annual South Asian American heritage celebration.
27. Increased programs and enrichment activities for children, ages birth to 5, to support early literacy and school readiness and support Waterford parents and families.
28. Used social media to more proactively promote collections in addition to library programs & events.
29. Continued collaborations with Waterford Police Department to offer monthly "Read to Hodges" program and annual Hodges's birthday celebration, Coffee with a Cop and Back to School with SROs programs.
30. Continued collaborations with Waterford Fire Services to offer multiple Fire Safety Storytime programs and annual touch-a-truck summer reading event.
31. Continued partnership with Waterford Public Schools to support 1st grade school visits, hosted multicultural family night and participated in various school outreach events.
32. Supported Town of Waterford events including annual Waterford Day Parade, Harvest Festival, Trunk or Treat, Tree Lighting and Community Wellness Fair.
33. Strengthened existing partnerships with area organizations including the Waterford Historical Society, American Association of University Women, the Lions and Rotary clubs and Waterford RISE.

Our monthly e-newsletter, Discover More, has 1,667 subscribers; 1,359 people follow the library on Instagram; and our Facebook followers currently number 3,700.

The library staff, our board of trustees and our 6,337 cardholders very much appreciate the ongoing support provided to the library for the benefit of residents and library users by the Town of Waterford.

**TOWN OF WATERFORD
FY2027 BUDGET REQUEST
DEPARTMENT: LIBRARY**



BUDGET SUMMARY

**TOWN OF WATERFORD
GENERAL FUND
2026-2027**

DEPT/AGENCY: WATERFORD PUBLIC LIBRARY

LINE ITEM	DESCRIPTION	2024/2025 DEPT/AGENCY APPROVED	2025/2026 DEPT/AGENCY APPROVED	2026/2027 DEPT/AGENCY REQUEST
PERSONNEL COSTS				
51110	ADMINISTRATION	100,837	103,756	106,349
51210	CLERICAL/TECHNICAL	728,795	739,630	764,602
51220	CUSTODIAL- MAINTENANCE	93,336	73,540	75,612
51810	OVERTIME & SUNDAY	150	7,739	7,930
51910	FRINGE BENEFITS	0	3,500	4,500
51920	FICA (7.65%)	70,619	71,005	73,363
SUBTOTAL		993,737	999,170	1,032,356
SERVICES				
52020	POSTAGE	264	325	325
52070	REIMBURSABLE EXPENSE	720	835	860
SUBTOTAL		984	1,160	1,185
MATERIALS & SUPPLIES				
53010	OFFICE SUPPLIES	450	450	450
53020	OTHER SUPPLIES	5	1,500	1,500
SUBTOTAL		455	1,950	1,950
EQUIPMENT				
54160	BOOKS/RELATED MATERIAL	11,661	10,500	10,500
SUBTOTAL		11,661	10,500	10,500
DEPARTMENT TOTAL		1,006,837	1,012,780	1,045,991

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



BUDGET EXPLANATIONS BY CATEGORY

51000 SALARIES SERIES

Detailed information on salaries can be found in the *Personnel Worksheet* included in the packet. Personnel costs are calculated for a fiscal year with 261 working days (52.2 weeks) for FT staff. Calculations were made based on the wage schedules approved by the RTM at its December 1, 2025 meeting. The minimum wage/library page rate reflects the state minimum wage.

We are committed to controlling personnel costs. We analyze staffing and usage patterns to make efficient and effective use of personnel at all levels. We re-evaluate all positions as staff members resign or retire, update job descriptions and replace staff only when necessary.

From November through mid-March, the library is open 63 hours per week; from April through June and in September and October, the library is open 60 hours each week; in July and August, the library is open 56 hours each week. All public service staff work at least every other Saturday and one evening each week without differential pay. Sunday staff are paid regular wages without differentials but wages are segregated under the "Overtime" line of the budget as they are not part of regular library hours.

51110 ADMINISTRATION

\$106,349

This line reflects the compensation for the director based on the current non-union management professionals wage schedules.

51210 CLERICAL/TECHNICAL

\$764,602

This line reflects the compensation for four full-time librarians (MP) and twelve clerical/technical staff (AS) – full time and regularly scheduled part-time staff, and four library pages. Seven library staff hold Masters of Library & Information Science degrees. Also included are longevity increases for seven full-time employees. Six part-time staff will receive annual half-step increases.

51220 CUSTODIAL/MAINTENANCE

\$75,612

This line includes the full-time building and grounds manager and one part-time substitute custodian. These employees are responsible for cleaning and maintaining the library building, grounds, and mechanical systems and ensuring a safe, clean, sound, secure environment for customers and staff by sanitizing public and staff areas and workstations and periodic deep cleaning.

51810 OVERTIME & SUNDAY HOURS

\$7,930

Overtime support of \$150 is requested for maintenance and/or custodial work in case of a building, natural disaster, or weather related emergency. The balance of this line, \$7,780 will enable the library to open for 20 Sundays from 1 to 4 p.m., beginning on November 1 and ending on March 14 at an average cost of \$389 per Sunday which covers a custodian, 3 staff members and 1 page.

51910 FRINGE BENEFITS

\$4,500

As requested in the Board of Finance guidelines, we are including the anticipated unused sick time HSA payout for one full-time employee.

51920 FICA

\$73,363

FICA has been calculated at 7.65%, per Board of Finance guidelines, and is included in the Personnel Worksheet.

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



BUDGET EXPLANATIONS BY CATEGORY (CONTINUED)

52020 POSTAGE

\$325

- In FY25, we mailed 477 pieces comprised of 207 overdue notices, 270 pieces of library business mail (bill payments, etc.) and 5 miscellaneous charges. Over 95% of our overdue notices are transmitted via email. The trustee budget pays for all of our fundraising mailing expenses.
- In the first four months of this year, we have mailed 180 pieces.
- For FY27, we are anticipating mailing 415 pieces at the current rate of 78 cents. We plan to accomplish this decrease by paying more of our book vendor bills with e-checks.

Expended FY2023 – \$334 Expended FY2024 - \$312 Expended FY2025 - \$386 Budgeted FY2026 - \$325

52070 REIMBURSABLE EXPENSE

\$860

As the library does not have a fleet vehicle, this line item is used to reimburse the building and grounds manager for use of his personal vehicle for work-related mileage, i.e., trips to the Quaker Hill book drop, vendors, courier runs, etc. Mileage for the last three years has averaged 1,211/year. For the first five months of FY26, 511 miles have been logged. For FY27, we are budgeting 1,228 miles at the current federal reimbursement rate of \$0.70.

Expended FY2023 - \$778 Expended FY2024 - \$858 Expended FY2025- \$770* Budgeted FY2026 - \$835

*the Trustee budget covered \$52.50 in unbudgeted expenses for the month of June.

53010 OFFICE SUPPLIES

\$450

Historically, this line item had covered Town printing & copying expenses along with library-specific office supplies, which include vendor pre-processing of books, item and customer barcodes, spine labels, repair tape, book covers, video and audio jewel cases, and receipt paper for the circulation desk and self-check station. With the library's membership in a cooperative for purchasing library supplies at discounted prices, the support of the town's purchasing agent and streamlined processes and procedures, we had been able to maintain this line item at its previous level of \$4,000 from 2008 to 2024. Due to budgetary constraints, in FY2025, we reduced our office supplies request to \$450. This line is now used almost exclusively for Town printing & copying expenses. The Trustee budget is providing \$9,000 in FY26 and budgeting \$10,765 in FY27 to cover the balance of the library's office supplies expenses.

Expended FY2023 - \$3,749 Expended FY2024 - \$3,881 Expended FY2025 - \$384 Budgeted FY2026 - \$450

53020 OTHER SUPPLIES

\$1,500

Items purchased in this line item include consumables and cleaning products of all types including paper products, furniture and carpet cleaners, stain removers, lawn and ground supplies, etc. The amount requested should be enough to cover supplies for our combined seven public and staff restroom facilities. The library's trustee budget will continue to cover all other building maintenance supplies as well as special expenses such as carpet cleaning. For FY26, the trustees are allocating \$4,000, for FY27, the trustees are budgeting \$6,000 for this line.

Expended FY2023 - \$3,620 Expended FY2024 - \$3,858 Expended FY2025 - \$0 Budgeted FY2026 - \$1,500

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



BUDGET EXPLANATIONS BY CATEGORY (CONTINUED)

54160 BOOKS/RELATED MATERIAL

\$10,500

This line item is the town's contribution, approximately 6.4%, of the library's total planned FY27 expenditure of \$163,877, for the purchase of the following items:

- Books (regular and large print), DVDs, audio books (Playaways and CD), magazines, newspapers, music CDs, puzzles and video games for adults, children and teens.
- The library now offers for checkout: eight Wi-Fi hotspots, two CD players, two metal detectors, two ukuleles, two pairs of binoculars and thirteen museum passes that provide free or discounted admission.
- Access to: downloadable e-books, e-magazines, e-audio books, streaming videos and streaming music for adults, children and teens: *Bookflix* (Scholastic e-books for grades K-3), *hoopla* (e-books, e-audiobooks, music and video streaming), *Kanopy* (film streaming including documentaries, the Great Courses, and international films), *Overdrive*, as part of the Library Connection, Inc. consortium (downloadable e-books and e-audiobooks and magazines using the *Libby* app), and *Tumblebooks* (animated picture books for children).
- Online resources include: *Ancestry Library Edition* (genealogical research), *JobNow* (resume writing, test prep, career resources), *CollegeNow* (expert live guidance and resources for college admissions success) and *Transparent Language* (language learning for 110 languages, including English for new speakers and Kidspeak language learning for children).

The library's professionally trained staff continually monitors how the collections are used and looks for new formats, collections and resources to ensure that the community has what it wants and needs. Each year a larger percentage of this budget is allocated for e-content. Last year, the use of e-resources began to level off with only a 3% increase, after a 24% increase from 2023 to 2024 and 13% increase from 2022 to 2023. We are happy to see that patrons are continuing to enjoy library resources 24/7 whether or not they physically visit the library. However, it must be noted that the cost of electronic resources is exponentially higher than that of print books. Also, publishers place greater restrictions on access to library e-resource through the employment of embargoes, i.e., not providing access to new bestseller titles, and an artificial 2-year end date (or sometimes sooner on bestsellers) for online access requiring the library to repurchase more popular titles.

This past year, the library received a grant from Traveling Toys, Inc., a local non-profit, to support the creation of a circulating toy library. The new collection currently has 40 toys and we will be adding more in the coming months. Families are enjoying using the toys in the library as well as checking them out for use at home.

In FY2025, library staff selected, ordered, received, cataloged and made shelf-ready over 5,200 new physical items for the library's collections.

The library's goal is to be as responsive as possible to the public while operating in an efficient and cost effective manner. The library board partners with the town and this year will again fund over 90% of the total library books, materials and services purchased. From 2010 to 2022, the Town had funded this line at a flat rate of \$45,000 (reduced to \$44,000 for FY2023). As mentioned above, the Trustees have approved \$114,050 for physical materials and \$39,327 for digital resources, for total support of \$153,377 for FY27.

Expended FY23 - \$43,999 Expended FY24 - \$44,999 Expended FY25 - \$11,661 Budgeted FY26 - \$10,500

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



TOWN OF WATERFORD

PERSONNEL WORKSHEET - 36 WATERFORD PUBLIC LIBRARY

2026-2027 FISCAL YEAR

									LINE 51920
DATE OF HIRE	EMPLOYEE	HRS	HOURLY RT FY27	SALARY FY26	LONGEVITY FY26	SALARY FY27	LONGEVITY FY27	TOTAL EMPLOYEE SALARY	PAYROLL TAXES (FICA)
51110 - ADMINISTRATION									
12/14/2020	Library Director	40	-	103,755.33	-	106,349.21	-	106,349.21	8,135.71
	TOTALS			103,755.33	0.00	106,349.21	0.00	106,349.21	8,135.71
51210 - CLERICAL TECHNICAL									
09/15/2008	Dept Head Adult Svcs	40	38.7337	78,903.29	1,183.55	80,875.55	1,213.13	82,088.68	6,279.78
08/15/2022	Dept Head - Children's Svcs	40	35.9981	73,330.74	-	75,164.01	-	75,164.01	5,750.05
06/28/2007	Dept Head - Technical Svcs	40	42.6034	86,786.18	1,301.79	88,956.11	1,334.34	90,290.45	6,907.22
09/08/2025	Dept Ass't - Technical & Adult Svcs	40	28.0089	57,219.03	-	58,649.51	-	58,649.51	4,486.69
05/30/2006	SEC 2-Secretary II	35	35.2497	62,830.53	500.00	64,401.75	500.00	64,901.75	4,964.98
04/04/2022	Info/Ref Technical Asst- Children's	35	30.0587	51,875.11	-	54,917.38	-	54,917.38	4,201.18
03/09/1992	Technician II	35	31.9400	56,929.32	600.00	58,354.38	600.00	58,954.38	4,510.01
11/22/1993	Technician II	35	31.9400	56,929.32	600.00	58,354.38	600.00	58,954.38	4,510.01
01/04/1988	Technician II	35	31.9400	56,929.32	600.00	58,354.38	600.00	58,954.38	4,510.01
10/31/2022	Tech I - PT - Graphics	14	23.7500	16,385.18	-	17,356.50	-	17,356.50	1,327.77
10/31/2025	Info/Ref Assistant PT - Adult	16.5	26.6550	16,201.15	-	22,957.95	-	22,957.95	1,756.28
09/10/2021	Info/Ref Assistant PT - Adult	16	28.9400	21,463.32	-	24,170.69	-	24,170.69	1,849.06
06/10/2019	Info/Ref Assistant PT - Children's	16	29.6910	26,450.39	-	24,797.92	-	24,797.92	1,897.04
11/01/2008	Technician I PT	16	28.9400	23,577.70	-	24,170.69	-	24,170.69	1,849.06
08/07/2017	Technician I PT	12	26.9099	16,017.05	-	16,856.36	-	16,856.36	1,289.51
11/25/2022	Technician I PT	7.5	23.6071	13,433.96	-	9,242.18	-	9,242.18	707.03
Vacancy	PAGE 1-Library Page I	6	17.6109	4,831.37	-	5,515.73	-	5,515.73	421.95
05/17/2022	PAGE 1-Library Page I	6	17.7900	5,475.11	-	5,571.83	-	5,571.83	426.24
09/15/2025	PAGE 1-Library Page I	6	17.6109	4,831.37	-	5,515.73	-	5,515.73	421.95
10/01/2024	PAGE 1-Library Page I	6	17.7900	5,475.11	-	5,571.83	-	5,571.83	426.24
	TOTALS			735,874.54	4,785.34	759,754.87	4,847.47	764,602.34	58,492.08
51220 - CUSTODIAL MAINTENANCE									
09/14/2015	Buildings & Grounds Manager	40	35.2200	71,743.68	250.00	73,539.36	250.00	73,789.36	5,644.89
06/21/2001	Custodian II SUB	60	30.3707	1,893.50	-	1,822.24	-	1,822.24	139.40
	TOTALS			73,637.18	250.00	75,118.64	250.00	75,611.60	5,784.29

TOWN OF WATERFORD FY2027 BUDGET REQUEST DEPARTMENT: LIBRARY



				SALARY FY26	LONGEVITY FY26	SALARY FY27	LONGEVITY FY27	TOTAL EMPLOYEE SALARY	PAYROLL TAXES (FICA)
51810 - OVERTIME	OVERTIME & SUNDAYS			7,500.00	-	7,930.00	-	7,930	606.65
51910- FRINGE F.I.C.A.	HRA FUNDING			3,500.00		4,500		4,500.00	344.25
TOTALS				924,267.05	5,035.34	949,152.72	5,097.27	958,993.15	73,362.98
BUDGET TOTAL W/F.I.C.A				994,973.48				1,032,356.13	

WORKDAYS
2026/2027

WEEKS TO BUDGET

261

52.2

TOWN OF WATERFORD FRINGE BENEFITS WORKSHEET - 36 WATERFORD PUBLIC LIBRARY 2026/2027 FISCAL YEAR

			LINE 51910	LINE 51920
	POSITION	HRA FUNDING	TOTAL FRINGE BENEFIT S	PAYROLL TAXES (F.I.C.A)
	Dept Head - Technical Svcs	4000	4,500.00	344.25
			0.00	
			0.00	
			0.00	
			0.00	
			0.00	
	TOTALS - FRINGE BENEFITS		4,500.00	344.25

*HRA best estimate, fluctuates w/sick usage

***ADDED TO FICA ON PERSONNEL
WORKSHEET

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



REVENUE PROJECTION

TOWN OF WATERFORD PROPOSED REVENUE BY DEPARTMENT GENERAL FUND 2026-2027 FISCAL YEAR

All revenues from each department must be listed in the following categories. Please add any revenue lines that are not listed below.

DEPARTMENT: Library

LINE ITEM	2024-2025 ACTUAL	2025-2026 YTD	2025-2026 BUDGET	2026-2027 PROPOSED	VARIANCE
Alarm Monitoring					0
Alarm Penalties					0
Ambulance Subsidy					0
Beach Admission Fees					0
Benefit Assessments					0
Bulky Waste Fees					0
Conveyance Tax					0
Copy Fees					0
East Lyme Animal Control Fee					0
Enhanced E 9-1-1					0
Fines/Penalties					0
Hazardous Household Waste					0
Inspection Fees					0
Interest/Lien Fees					0
Inter-Municipal Revenues					0
Library Fines	\$1,440.84	\$552.50	\$1,598.00	\$1,650.	\$52
Miscellaneous					0
Permitting/Licensing Fees					0
Program/Registration Fees					0
Recording Fees					0
Regional Communications Fees					0
Rentals					0
Sale of Recyclables					0
State Operational Grants					0
Tipping Fees					0
Versa Kart/Blue Box Purchases					0
TOTALS	\$1,440.84	\$552.50	\$1,598.00	\$1,650.	\$52

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



ANNUAL STATISTICS

	FY2023	FY2024	FY2025	% CHANGE 2025 VS 2024
CIRCULATION				
ADULT	96,048	114,182	115,558	1%
CHILDREN	49,732	61,485	60,384	-2%
TEEN	3,083	3,908	3,772	-3%
TOTAL	148,863	179,575	179,714	0%
ADULT				
BOOKS	56,505	67,293	69,199	3%
MAGAZINES	1,575	2,322	1,809	-22%
VIDEOS	8,896	8,338	7,025	-16%
BOOKS-on-CD	1,952	1,915	1,942	1%
PLAYAWAY	879	1,151	1,341	17%
MUSIC CDs	1,054	1,538	1,469	-4%
MUSEUM PASSES	207	239	322	35%
DOWNLOADS	24,224	30,300	31,305	3%
GAMES/LAUNCHPADS	604	767	775	1%
EQUIPMENT/HOTSPOTS/THINGS	152	319	371	16%
TOTAL	96,048	114,182	115,558	1%
CHILDREN				
BOOKS	46,247	56,473	55,892	-1%
MAGAZINES	155	323	252	-22%
VIDEOS	2,247	2,118	1,729	-18%
AUDIOBOOKS	767	2,110	2,057	-3%
MUSIC CDs	316	461	454	-2%
TOTAL	49,732	61,485	60,384	-2%
TEEN				
BOOKS	3,083	3,908	3,772	-3%
DOWNLOADS (ADULT CIRC.)				
E-BOOKS	10,969	11,702	11,732	0%
E-AUDIOBOOKS	10,702	13,209	13,257	0%
E-MAGAZINES	1,418	3,840	4,474	17%
E-VIDEOS	1,064	1,470	1,752	19%
E-MUSIC	71	79	90	14%
TOTAL	24,224	30,300	31,305	3%
CHECK-INS	112,931	108,073	104,626	-3%
WEBSITE HITS	63,500	54,421	55,214	1%
ONLINE SEARCHES	3,741	3,797	3,663	-4%

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



ANNUAL STATISTICS, CONTINUED

	FY2023	FY2024	FY2025	2025 VS 2024
ADULT QUESTIONS	16,081	10,764	10,634	-1%
CHILDREN'S QUESTIONS	5,460	5,356	7,241	35%
CIRCULATION DESK QUESTIONS	11,011	12,727	10,179	-20%
WIFI LOGINS	27,492	31,362	32,229	3%
COMPUTER USE				
ADULT	5,618	6,417	7,161	12%
CHILDREN	2,455	3,439	3,686	7%
TOTAL	8,073	9,856	10,847	10%
INTERLIBRARY LOAN				
TO WATERFORD				
GPL, MN, BILL	5,111	4,908	4,752	-3%
OTHER LIBRARIES	904	1,343	1,577	17%
TOTAL	6,015	6,251	6,329	1%
FROM WATERFORD				
GPL, MN, BILL	3,817	4,340	3,595	-17%
OTHER LIBRARIES	386	390	332	-15%
TOTAL	4,203	4,730	3,927	-17%
CUSTOMER DOOR COUNT	78,921	84,786	88,283	4%
borrowIT (C-Card) CIRCULATION	35,161	42,245	39,384	-7%
PROGRAMS				
ADULT SESSIONS	182	224	289	29%
ADULT ATTENDANCE	2,995	3,498	3,794	8%
CHILDREN SESSIONS	248	373	331	-11%
CHILDREN ATTENDANCE	13,525	16,808	17,241	3%
TEEN SESSIONS	39	44	25	-43%
TEEN ATTENDANCE	373	399	326	-18%
TOTAL SESSIONS	469	641	645	1%
TOTAL ATTENDANCE	16,893	20,705	21,361	3%
LIBRARY CARD REGISTRATION	1,127	1,023	1,119	-9%
ACTIVE CARDHOLDERS				
RESIDENT	5,408	5,602	5,061	-10%
NON-RESIDENT	1517	1529	1,276	-17%
TOTAL	6925	7131	6,337	-11%
COMMUNITY USE OF MEETING ROOMS	509	592	609	3%

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



MEETING ROOM GROUPS

American Association of University Women (AAUW)	Pequot Point Beach
AAUW Book Club	Pokémon Group
Advanced College Planning	Post House Condo Association
ARC of Eastern CT	Rep. Gauthier + Sen. Marx Town Hall
Auxiliary L&M Hospital	Rope Ferry Commons Condo Association
Book Babes Book Club	RTM Meet & Greet
The Book Group	Safe Futures
Child First United Community & Family Services (UCFS)	Safe Harbor Home Aide
Clam Shell Quilt Guild	Service Employees International Union (SEIU) 1199 Union
Community Conversation with Senator Martha Marx	Shoreline Ladies Book Club
Community Foundation of Eastern CT	Simple Learning Solutions
CSEA (Retired State Employees Union)	Sound Lab Reunion
Cub Scouts Pack 36 Den 2	Spark Makerspace
Cub Scouts Pack 36 Tiger Den	Stoneheights Condo Association
Department of Defense (Employment Screenings)	Student Nursing Study Group
East Neck Cemetery Society	Student Transportation of America (STA)
EB Study Group	Survivors of Homicide
Friends of Harkness	Thames Landing Homeowners Association
Gamblers Anonymous (GA)	Thames River Garden Club
Girl Scout Troop #63431	Thames Stamp Club
Girl Scout Troop #63433	Thames Valley Co-op Cultural Fair
Glenbrook Green HOA	Tuesday Club
Governors Landing Homeowner Association	Uke Gals
Guardians of Democracy	Ukuleles By the Sea
Hartford Healthcare Ayer Neuroscience Institute	Waterford High School Debate Practice
Individual Meetings	Waterford High School Girls Swim Team
Jehovah's Witnesses	Waterford Historic Cemeteries
Joseph Lawrence School of Nursing	Waterford Historical Society
Kiwanis Club of New London	Waterford Land Trust
LEARN School Meeting	Waterford Little League
The Light House	Waterford Police Department Training
Longview Village	Waterford Public Schools Multilingual Learners
Mothers Against Drunk Driving (MADD) SMART	Information Night
Moms of SE CT	Waterford Regional Lions Club
Nerds of New London	Waterford Regional Lions Club - Leos
New Mama Support Circle	Waterford Women's Club
Nurturing Families Network	Waterford Women's Club - Book Discussion
One More Chapter Book Club	West Neck Beach Association
Parent Support Services (Circle of Security)	W H. Chapman Foundation
Pequot Chapel	Women of Waterford Book Club (WOW)

TOWN OF WATERFORD

FY2027 BUDGET REQUEST

DEPARTMENT: LIBRARY



GRANTS RECEIVED

In FY2025, the library applied for and received the following program grants totaling \$7,602:

- \$400 from SciStarter to support programs around the fall bird migration in October
- \$1,110 from the Kelsey S. Harrington Foundation to support 3 sessions of Sensory Saturday programs
- \$300 from Charter Oak Federal Credit Union to support Irish music events in March
- \$1,442 CT State Aid to Libraries grant used to fund the attendance of 6 staff members at the annual CT Library Association conference at the Mystic Marriott in April and to partially fund our Juneteenth lecture, Connecticut, Color and the Civil War by John Mills
- \$350 from CorePlus Credit Union to support our Sangam celebration of South Asian American Heritage in May, offered in partnership with Sangam CT and Waterford RISE
- \$3,000 from M&T Bank in support of 2025 youth summer reading
- \$500 from Waterford Rotary in support of youth STEM programs
- \$500 from the Katherine Forest Crafts Foundation to support a traditional Mexican embroidery program for teens during Hispanic Heritage Month in the fall 2025

In addition, the library was selected to participate in a one year Bonterra/Network for Good's Jumpstart fundraising support & training program funded by the Community Foundation of Eastern CT and was selected by the CT State Library to offer the GIANT Room youth-engagement programming series, funded by the CT State Library. CT Humanities has continued to provide program support for our monthly *Sign & Sing* storytimes on Saturday mornings.

LOOKING AHEAD

The library continues to provide materials, programs and services for Waterford residents of all ages. We have a particular focus on providing early literacy support and school readiness for children, ages birth to 5. In October, the library's youth services team added a monthly "Baby & Me" lapsit program for babies and toddlers, up to 18 months, with a caregiver. This program is in addition to our weekly Monday morning storytime that is open to all ages and two alternating monthly toddler programs: Toddler Story and Sensory Play and Tale & Tinker. Parents have asked for more programming for this age group, but with our current staffing, we do not have the capacity to add additional programs.

To commemorate CT/America 250, the library applied for and received a \$1,500 grant to provide monthly programs beginning in January 2026 and continuing through the summer.

Our long awaited HVAC replacement/upgrade project is nearing completion. Next up will be the replacement of the library's electrical service. It is our understanding that the Department of Public Works will also be scheduling the replacement of the library's roof in FY2027. Looking further ahead, the library needs an elevator upgrade as our current elevator to the lower level is not ADA-accessible, nor is there any elevator or lift access to the library's mezzanine level. A longer-term goal, once a lift is installed, is to create a dedicated Tween-Teen space on the mezzanine.

In FY27, either with grant funds or funded by the endowment, the library will be upgrading our meeting room audiovisual equipment as it is now at end-of-life.

**TOWN OF WATERFORD
FY2027 BUDGET REQUEST
DEPARTMENT: LIBRARY**



WATERFORD PUBLIC LIBRARY, INC. FY 2027 BUDGET

**THE WATERFORD PUBLIC LIBRARY, INC.
TRUSTEE BUDGET**

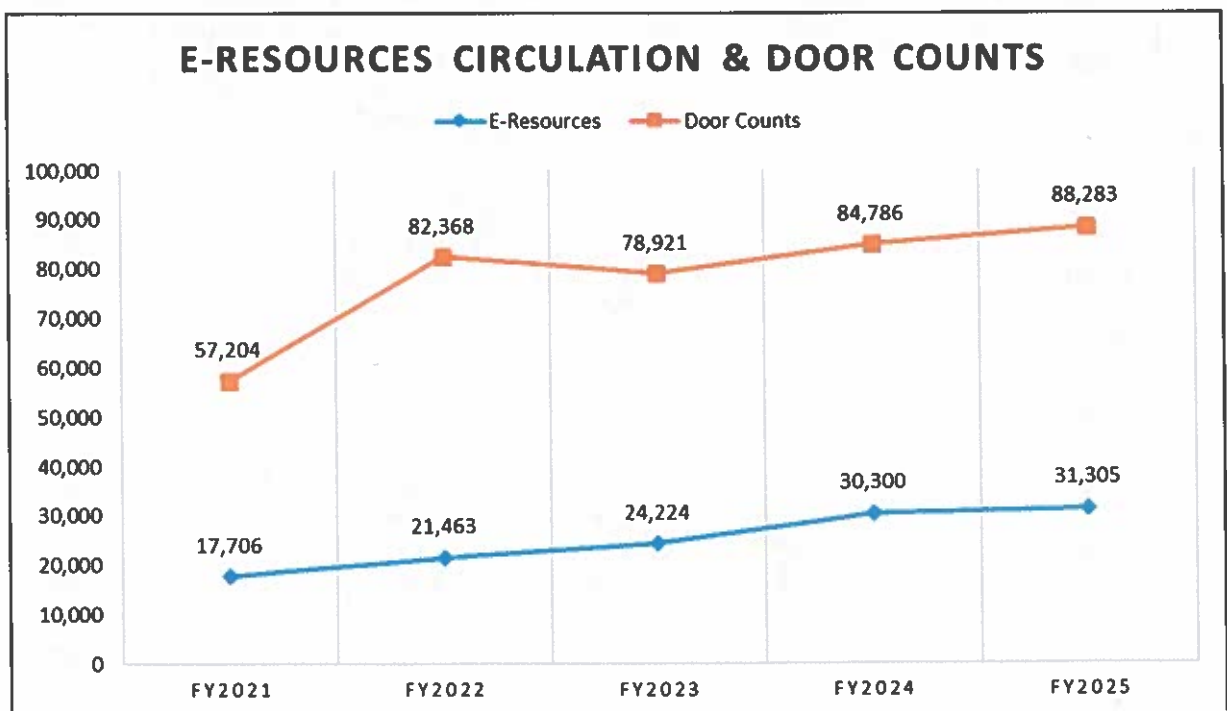
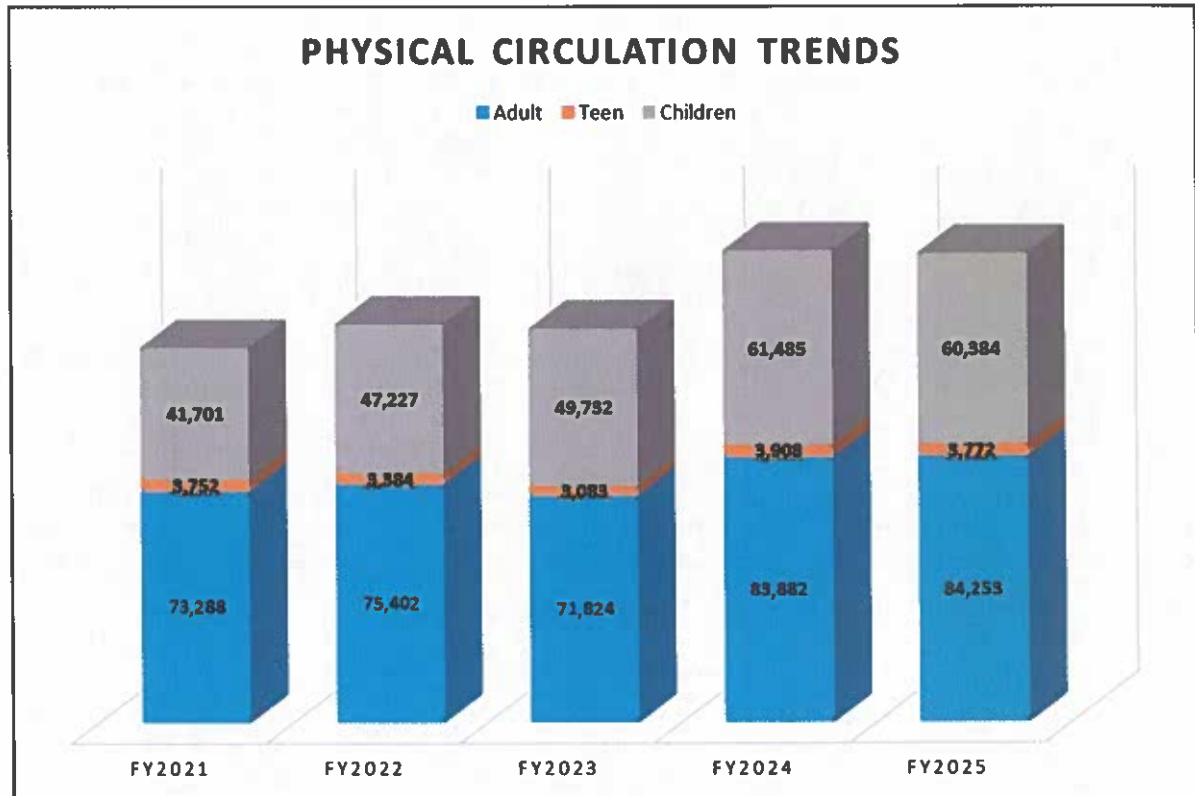
	FY'27	FY'26	Change '27 over '26	25 Actual
INCOME				
Anonymous Ill/Strochlitz	\$14,400	\$14,350	\$50	\$14,410
Book sale	\$6,700	\$6,000	\$700	\$6,639
Connecticard reimbursement	\$14,300	\$14,300	\$0	\$14,302
Endowment transfers	\$182,495	\$156,162	\$26,333	\$151,889
Fundraising	\$40,000	\$35,000	\$5,000	\$69,161
Grants	\$7,500	\$5,000	\$2,500	\$7,602
Lost and damaged books	\$1,800	\$2,000	(\$200)	\$1,721
Miscellaneous (copies, lost library cards, etc.)	\$3,500	\$3,500	\$0	\$3,087
Public copier income	\$4,500	\$4,750	(\$250)	\$4,213
Special projects income				\$627
TOTAL INCOME	\$275,195	\$241,062	\$34,133	\$273,651
EXPENSES				
Auditor	\$6,000	\$5,000	\$1,000	\$5,000
Books & materials	\$114,050	\$113,266	\$784	\$113,149
Building maintenance & improvement	\$6,000	\$4,000	\$2,000	\$7,329
Dues, conferences, education	\$4,000	\$4,500	(\$500)	\$3,179
Fundraising expenses	\$3,750	\$2,100	\$1,650	\$1,617
Fundraising to endowment	\$36,250	\$32,900	\$3,350	\$43,500
Furniture & shelving	\$4,000	\$3,500	\$500	\$3,456
Grant expenses	\$7,500	\$5,000	\$2,500	\$19,575
Innovation & Miscellaneous	\$2,000	\$1,500	\$500	\$1,035
Insurance	\$2,823	\$191	\$2,632	\$191
Meeting Room A/V Project	\$14,300		\$14,300	
Office equipment & supplies	\$10,765	\$9,000	\$1,765	\$10,958
Online subscriptions	\$44,007	\$40,474	\$3,533	\$36,040
Programs & community relations				
Adult Programs	\$5,750	\$5,500	\$250	\$5,920
Children's & Teen Programs	\$5,750	\$5,500	\$250	\$5,229
Public copier lease & fees	\$5,000	\$4,881	\$119	\$4,183
Special Projects	\$3,250	\$3,750	\$0	\$8,016
TOTAL EXPENDITURES	\$275,195	\$241,062	\$34,633	\$268,377

The library's annual audited financial statement for FY2025 is attached.

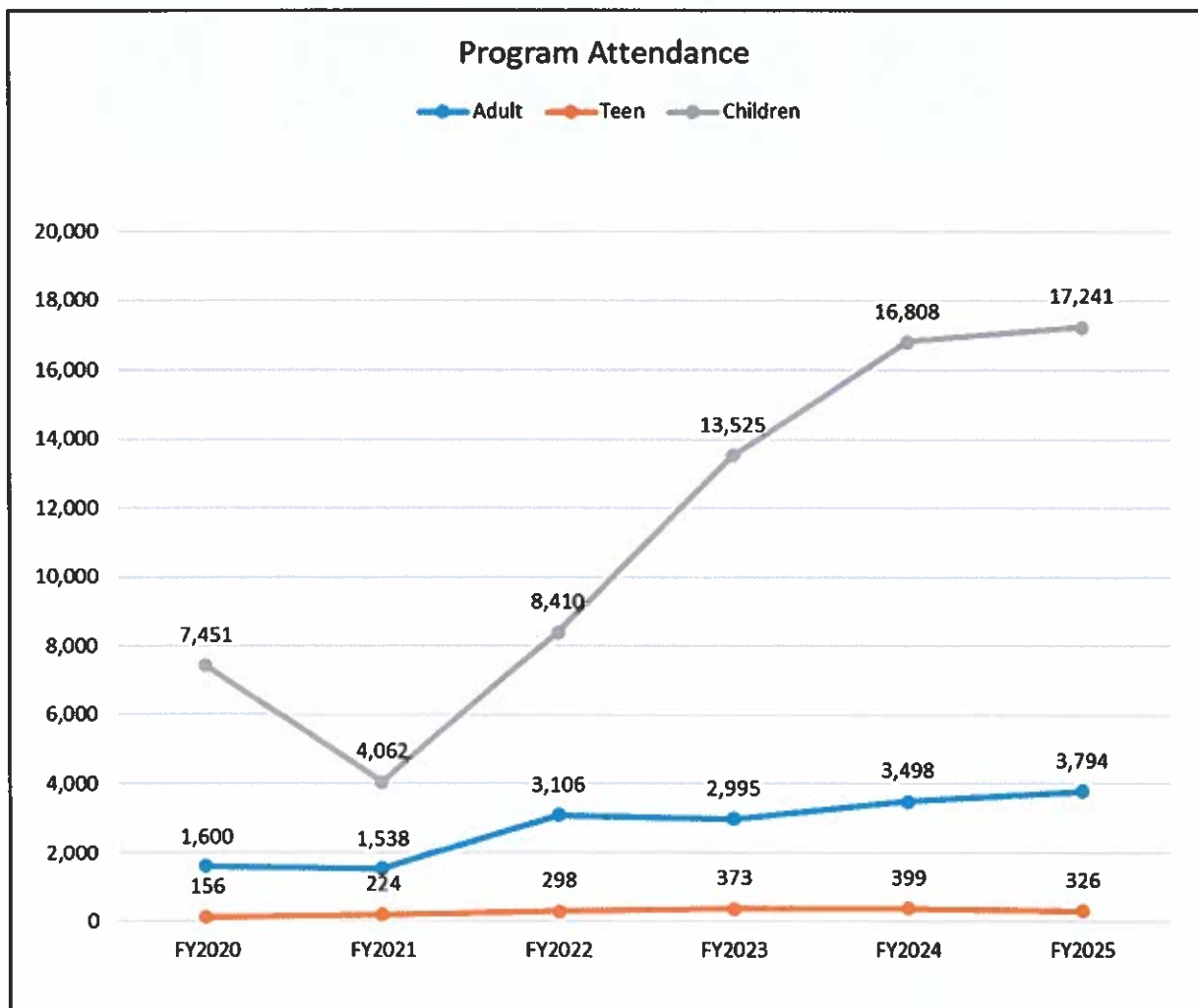
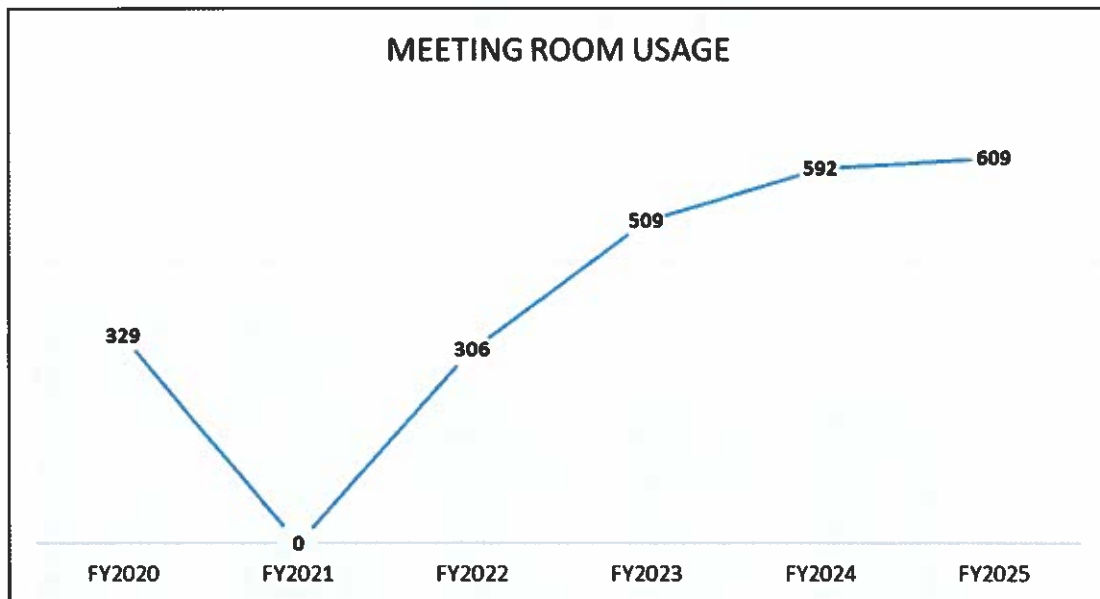
TOWN OF WATERFORD FY2027 BUDGET REQUEST DEPARTMENT: LIBRARY



WATERFORD PUBLIC LIBRARY 5-YEAR TRENDS



TOWN OF WATERFORD FY2027 BUDGET REQUEST DEPARTMENT: LIBRARY



OUR PURPOSE:

The mission of the Waterford Public Library is to enrich, educate and connect our community through discovery and access to ideas, information, technology and entertainment.

OUR VISION:

The Waterford Public Library aspires to be a welcoming center for a vibrant community. Working together, we will create an inclusive and thriving Waterford.



Phone 860-444-5805
49 Rope Ferry Rd
Waterford, CT 06385
www.waterfordpubliclibrary.org



Discovery begins here

OUR CORE PRINCIPLES:

At the Waterford Public Library, our values define what we stand for and guide our actions.

- We believe in intellectual freedom, confidentiality of records, and accessibility to all, as articulated in the First Amendment of the United States Constitution, the American Library Association's Library Bill of Rights and the Freedom to Read Principle.
- We value literacy and lifelong learning.
- We value trust, honesty, responsibility, diversity, equity, inclusivity, and respect for all.
- We value responsive and friendly service, focused on individual needs in a comfortable and welcoming atmosphere.
- We value teamwork, collaboration, and community engagement.
- We value helpful and skilled staff and leadership, and continuous quality improvement in all that we do.
- We value innovation and flexibility.
- We value sensible and sustainable use of resources.
- We value providing a space for community to gather and foster open discussion and self-directed learning.
- We value community outreach.

2024-2027

WATERFORD PUBLIC LIBRARY STRATEGIC PLAN



THE LIBRARY IS A PLACE OF:



Belonging

The Waterford Public Library welcomes all and fosters an inclusive environment.

- Serve as a community hub and provide a welcoming space, open to all.
- Support and develop the open exchange of diverse perspectives and ideas.
- Identify and serve marginalized populations.
- Actively seek and listen to community feedback and incorporate input, as appropriate, into library services.



Connection

The Waterford Public Library builds relationships.

- Provide excellent and equitable customer service.
- Foster community engagement and discussion.
- Develop spaces for learning, engagement and collaboration.
- Discover, cultivate and grow community partnerships.



Discovery

The Waterford Public Library supports innovation and curiosity.

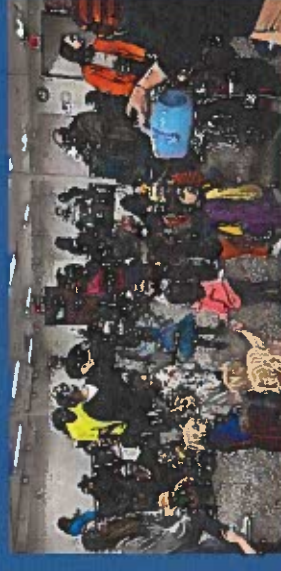
- Strengthen community awareness of the library's collections, programs and services.
- Incorporate new technologies to increase access.
- Adapt new tools and techniques to encourage discovery, innovation and creativity.
- Provide opportunities for engagement beyond the physical walls of the library.



Education

The Waterford Public Library provides resources for lifelong learning.

- Develop and maintain robust collections that reflect the diversity of our community and the world.
- Provide access to ideas, information, technology and entertainment.
- Offer engaging and informative programs for all ages.
- Promote school readiness with early literacy initiatives for both children and caregivers.



THE WATERFORD PUBLIC LIBRARY, INC.

FINANCIAL STATEMENTS
JUNE 30, 2025
(WITH SUMMARIZED COMPARATIVE FINANCIAL
INFORMATION FOR THE YEAR ENDED JUNE 30, 2024)

TOGETHER WITH INDEPENDENT
AUDITOR'S REPORT



MYSTIC
ACCOUNTING
GROUP, LLP

CERTIFIED PUBLIC ACCOUNTANTS

THE WATERFORD PUBLIC LIBRARY, INC.
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JUNE 30, 2025

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Statement of Functional Expenses – Modified Cash Basis	5
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**MYSTIC
ACCOUNTING
GROUP, LLP**

CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees
The Waterford Public Library, Inc.
Waterford, Connecticut

Opinion

We have audited the accompanying financial statements of The Waterford Public Library, Inc. (a nonprofit organization), which comprise the statement of assets, liabilities, and net assets - modified cash basis as of June 30, 2025, and the related statements of revenues, expenses, and changes in net assets - modified cash basis, and statement of functional expenses - modified cash basis, for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and net assets of The Waterford Public Library, Inc. as of June 30, 2025, and its support, revenue, and expenses for the year then ended in accordance with the modified cash basis of accounting as described in Note 1.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of The Waterford Public Library, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis of Accounting

We draw attention to Note 1 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting described in Note 1, and for determining that the modified cash basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue the auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting in error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or

the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The Waterford Public Library, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgement, there are conditions or events, considered in the aggregate, that raise substantial doubt about The Waterford Public Library, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Summarized Comparative Information

We have previously audited The Waterford Public Library, Inc.'s 2024 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated December 30, 2024. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2024, is consistent, in all material respects, with the audited financial statements from which it has been derived.



Mystic, Connecticut
October 29, 2025

THE WATERFORD PUBLIC LIBRARY, INC.
STATEMENT OF ASSETS, LIABILITIES, AND NET ASSETS - MODIFIED CASH BASIS
JUNE 30, 2025
(with summarized financial information for 2024)

ASSETS	<u>2025</u>	<u>2024</u>
Current Assets		
Cash and cash equivalents	\$ 31,584	\$ 26,309
Total current assets	<u>31,584</u>	<u>26,309</u>
Investments		
Board designated endowment	3,978,428	3,677,553
Total investments	<u>3,978,428</u>	<u>3,677,553</u>
Non-current Assets		
Art collections	55,600	55,600
Total non-current assets	<u>55,600</u>	<u>55,600</u>
Total assets	<u><u>\$ 4,065,612</u></u>	<u><u>\$ 3,759,462</u></u>
LIABILITIES AND NET ASSETS		
Net Assets		
Net assets without donor restrictions:		
Available for operations	\$ 81,013	\$ 63,765
Board designated endowment	3,978,428	3,677,553
Total net assets without donor restrictions	<u>4,059,441</u>	<u>3,741,318</u>
Net assets with donor restrictions	6,171	18,144
Total net assets	<u>4,065,612</u>	<u>3,759,462</u>
Total liabilities and net assets	<u><u>\$ 4,065,612</u></u>	<u><u>\$ 3,759,462</u></u>

See accompanying notes to the financial statements

THE WATERFORD PUBLIC LIBRARY, INC.
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS - MODIFIED CASH BASIS
FOR THE YEAR ENDED JUNE 30, 2025
(with summarized financial information for 2024)

	Without Donor Restrictions	With Donor Restrictions	Total 2025	Total 2024
SUPPORT AND REVENUE				
Grants	\$ -	\$ 6,160	\$ 6,160	\$ 18,389
Annual mailing appeal	36,222	-	36,222	31,538
Other fundraising	6,647	-	6,647	470
Contributions and bequests	40,703	-	40,703	20,987
Intergovernmental	15,744	-	15,744	14,213
Book sales and service	6,639	-	6,639	6,832
Investment income	152,822	-	152,822	94,442
Gain on investment, net of fees	256,442	-	256,442	370,682
Miscellaneous	9,648	-	9,648	9,432
Net assets released from restriction:				
Satisfaction of time or purpose requirement	18,133	(18,133)	-	-
Total support and revenue	<u>543,000</u>	<u>(11,973)</u>	<u>531,027</u>	<u>566,985</u>
EXPENSES				
Program services	218,068	-	218,068	159,709
Management and general	5,191	-	5,191	5,191
Fundraising	1,618	-	1,618	1,888
Total expenses	<u>224,877</u>	<u>-</u>	<u>224,877</u>	<u>166,788</u>
Change in net assets	<u>318,123</u>	<u>(11,973)</u>	<u>306,150</u>	<u>400,197</u>
Net assets, beginning	3,741,318	18,144	3,759,462	3,359,265
Net assets, ending	<u>\$ 4,059,441</u>	<u>\$ 6,171</u>	<u>\$ 4,065,612</u>	<u>\$ 3,759,462</u>

See accompanying notes to the financial statements

THE WATERFORD PUBLIC LIBRARY, INC.
STATEMENT OF FUNCTIONAL EXPENSES - MODIFIED CASH BASIS
FOR THE YEAR ENDED JUNE 30, 2025
(with summarized financial information for 2024)

	Program Services	Management and General	Fundraising	Total 2025	Total 2024
Accounting	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 5,000
Occupancy	10,785	-	-	10,785	5,328
Conferences	3,179	-	-	3,179	2,935
Insurance	-	191	-	191	191
Books and library materials	113,147	-	-	113,147	76,868
Online resources	36,039	-	-	36,039	28,500
Public relations	11,149	-	-	11,149	13,961
Grant expense	19,576	-	-	19,576	12,363
Office supplies	10,958	-	-	10,958	6,249
Special projects	7,627	-	-	7,627	3,169
Strategic planning	-	-	-	-	5,100
Miscellaneous	5,608	-	-	5,608	5,236
Fundraising	-	-	1,618	1,618	1,888
Total expenditures	\$ 218,068	\$ 5,191	\$ 1,618	\$ 224,877	\$ 166,788

See accompanying notes to the financial statements

THE WATERFORD PUBLIC LIBRARY, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

The Waterford Public Library, Inc. (the Library) was formed to establish and perpetually maintain a free public library for the benefit of the inhabitants of the Town of Waterford, and to promote all the purposes which usually appertain to such libraries.

Basis of Accounting and Presentation

The financial statements of the Library have been prepared on the modified cash basis of accounting. Revenues are recognized when received and expenses are recognized when paid. Contributions of collections are recognized at fair market value when gifted.

Use of Estimates

The preparation of financial statements in accordance with the modified cash basis of accounting requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. These estimates are based on information available at the time the financial statements are prepared. Actual amounts or results could differ from these estimates.

Reclassifications

Certain reclassifications and adjustments have been made to the financial statements of the prior year in order to conform to the current year presentation. These reclassifications have no effect on previously reported net income or total net assets.

Net Asset Categories

To ensure observance of limitations and restrictions placed on the use of resources available to the Library, the accounts of the Library are maintained in the following net asset categories:

Net assets without donor restrictions – Net assets that are not subject to donor-imposed stipulations but may be designated for specific purposes by the Board of Trustees (the Board).

- *Board designated endowment* – The Board has designated a portion of net assets without donor restrictions that represents the market value of the Library's endowment fund to emphasize that this portion of net assets without donor restrictions is available for current operations only to the extent that is set forth in the annual budget, subject to the endowment investment spending policy. See *Note 4* for more detail on the Library's board designated endowment.

Net assets with donor restrictions – Net assets subject to donor-imposed stipulations that may or will be met either by the actions of the Library and/or the passage of time, or which may be perpetual. When a restriction is satisfied, the associated amount is reclassified from net assets with donor restrictions to net assets without donor restrictions and is reported in the Statement of Revenues, Expenses, and Changes in Net Assets – Modified Cash Basis as net assets released from restrictions. See *Note 5* for more detail on the Library's net assets with donor restrictions, which primarily consist of unspent grants.

Prior Year Summarized Financial Information

The financial statements include certain prior year summarized financial information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with the modified cash basis of accounting. Accordingly, such information should be read in conjunction with the Library's audited financial statements as of and for the year ended June 30, 2024, from which the summarized information was derived.

THE WATERFORD PUBLIC LIBRARY, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Liquidity

Assets are presented in the accompanying Statement of Assets, Liabilities, and Net Assets – Modified Cash Basis according to their nearness of conversion to cash and liabilities according to the nearness of their maturity and resulting use of cash.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand and highly liquid debt instruments with maturities of three months or less at the date of purchase. This policy does not apply to funds with donor-imposed restrictions. The Library maintains cash balances at one financial institution and such deposits may, at times, exceed federal depository insurance limits.

Property and Equipment

Property and equipment acquisitions which exceed \$1,000 become the property of the Town of Waterford. The Library expenses as program services all acquisitions less than \$1,000. Maintenance and repairs are charged to expense as incurred.

Art Collections

As of July 1, 2005, the Library capitalized its art collection retroactively in conformity with accounting principles generally accepted in the United States of America (US GAAP). The art collection items acquired prior to July 1, 2005 were appraised and they were determined to have a value of \$55,000. Subsequent to July 1, 2005, art collection items acquired by the Library will be recorded at fair market value if donated, and at cost if purchased.

Investments

Investments in marketable equity securities with readily determined fair values and investments in debt securities are carried at fair value. Fair value is determined based on quoted market price (all Level 1 measurements). Realized and unrealized gains and losses on these investments are reported in the Statement of Revenues, Expenses, and Changes in Net Assets – Modified Cash Basis, as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulations or by law. Investment income and gains restricted by donors are reported as increases in net assets without donor restrictions if the restrictions are met in the same reporting period in which the income and gains are recognized.

Fair Value of Financial Instruments

US GAAP defines fair value and establishes a framework that includes a hierarchy that categorizes and prioritizes the sources used to measure and disclose fair value. Fair value is defined as the price that would be received in a sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The hierarchy is broken down into three levels of input that market participants would use in valuing the asset or liability, which can be summarized as follows:

- Level 1 – Quoted prices in active markets for identical assets or liabilities.
- Level 2 – Quoted prices for similar assets and liabilities in active markets.
- Level 3 – Valuation based on inputs that are unobservable therefore requiring management's best estimate of what market participants would use as fair value.

The level of a financial instrument within the fair value hierarchy is based on the lowest, or least observable, level of input that is significant to the fair value measurement. Fair value estimates discussed herein are based upon certain market assumptions and pertinent information available to management. The respective carrying value of certain on-balance-sheet financial instruments approximates their fair values due to the short-term nature of these instruments.

At June 30, 2025, the Library's Level 1 financial assets consist of investments which are valued at quoted market prices in active markets for identical assets. The Library had no Level 2 or 3 financial assets.

THE WATERFORD PUBLIC LIBRARY, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Income Tax Status

The Library is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. In addition, the Library qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization that is not a private foundation under Section 509(a)(2). The Library currently has no unrelated business income. Accordingly, no provision for income taxes has been recorded.

The Library did not recognize any liability for uncertain tax positions as defined by US GAAP.

The Library's tax return for the year ended June 30, 2025 is subject to examination by the IRS, generally for three years after it has been filed.

Subsequent Events

Management evaluated subsequent events through October 29, 2025, the date these financial statements were available to be issued.

NOTE 2 – CONCENTRATIONS

Support and Revenue

The Library receives significant support in the form of salaries and fringe benefits paid to the Town of Waterford employees who provide librarian staffing services to the Library and the use of the Library facilities which are owned by the Town of Waterford. Any significant reduction in the level of this support would have a negative impact on the Library's programs and activities.

Credit Risks

The Library's financial instruments that are exposed to concentrations of credit risk consist of cash and cash equivalents and investments. The Library places its cash deposits with high credit quality institutions. Such deposits are fully covered by federal depository insurance. Investments are considered by management to be sufficiently diversified to minimize individual investment and industry concentration risks. However, investments are subject to risks of the securities market as a whole.

NOTE 3 – INVESTMENTS AND FAIR VALUE MEASUREMENTS

The cost and fair market value of the Library's investments (all Level 1) at June 30, 2025 and 2024 were as follows:

	Adjusted Cost	Unrealized Gains	Unrealized Loss	Estimated Fair Value
June 30, 2025				
Equities	\$ 1,820,645	\$ 1,354,174	\$ -	\$ 3,174,819
Bonds	732,235	16,610	-	748,845
Money market funds	54,764	-	-	54,764
	<u>\$ 2,607,644</u>	<u>\$ 1,370,784</u>	<u>\$ -</u>	<u>\$ 3,978,428</u>
June 30, 2024				
Equities	\$ 1,694,596	\$ 1,113,228	\$ -	\$ 2,807,824
Bonds	699,959	1,113	-	701,072
Money market funds	168,657	-	-	168,657
	<u>\$ 2,563,212</u>	<u>\$ 1,114,341</u>	<u>\$ -</u>	<u>\$ 3,677,553</u>

THE WATERFORD PUBLIC LIBRARY, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 3 – INVESTMENTS AND FAIR VALUE MEASUREMENTS (Continued)

A summary of the Library's investment return is presented below at June 30, 2025 and 2024:

	2025	2024
Interest and dividends	\$ 162,893	\$ 106,230
Investment management fees	(10,071)	(11,788)
Realized losses	-	-
Unrealized losses	256,442	370,682
Total return on investments	<u>\$ 409,264</u>	<u>\$ 465,124</u>

Management evaluates the Library's investment portfolio for other-than-temporary impairment at least on a quarterly basis, and more frequently when economic or market conditions warrant such an evaluation. Consideration is given to the length of time and the extent to which fair value has been less than cost, the financial condition of the issuer, and the intent and ability of the Library to retain the investment until a recovery value is achieved.

Maturities on the Library's investments at June 30, 2025 and 2024 were as follows:

	2025		2024	
	Amount	% to Total	Amount	% to Total
Less than one year	\$ 3,978,428	100%	\$ 3,677,553	100%
	<u>\$ 3,978,428</u>	<u>100%</u>	<u>\$ 3,677,553</u>	<u>100%</u>

NOTE 4 – BOARD DESIGNATED ENDOWMENT

The Library's endowment consists of funds designated by the Board to function as endowments. The Board designated endowment consists of the fair market value of the investment funds, without accrued interest. As required by generally accepted accounting principles, net assets associated with endowments, including funds designated as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Changes in endowment net assets for the years ended June 30, 2025 and 2024 were as follows:

	2025	2024
Board designated endowment assets, beginning of year	\$ 3,677,553	\$ 3,287,467
Investment income	162,893	106,230
Net realized and unrealized losses	256,442	370,682
Total investment return	419,335	476,912
Contributions	43,500	25,600
Endowment funds utilized for operations	(151,889)	(100,638)
Investment fees	(10,071)	(11,788)
Board designated endowment assets, end of year	<u>\$ 3,978,428</u>	<u>\$ 3,677,553</u>

Return Objectives and Risk Parameters

The Library has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Actual returns in any given year may vary from this amount. Endowment assets include those funds designated as endowment by the Board.

THE WATERFORD PUBLIC LIBRARY, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 4 – BOARD DESIGNATED ENDOWMENT (Continued)

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objective, the Library relies on a total return strategy in which the investment returns are achieved through both a capital appreciation (realized and unrealized) and current yield (interest and dividends). The general policy is to diversify investments within both equity and fixed-income securities so as to provide a balance that will enhance total return while avoiding undue risk concentration in any single asset class or investment category.

Spending Policy and How the Investment Objectives Relate to Spending Policies

The investments are comprised of a board designated endowment fund. With regards to these funds, the Library has adopted an investment policy with the primary objective of providing resources and appropriate oversight of the funds to further the mission statement of the Library, now and in the future. As part of the investment policy, the Library has adopted a spending policy by which the Board shall limit allocated endowment funding in any fiscal year to between 3% and 5% of the average market value of the board designated endowment fund for the previous three prior fiscal years ending June 30.

Additionally, the Board has designated the Finance Committee (the Committee) to effectively oversee the management of the endowment fund. The Committee is charged with having a semiannual account review between themselves and the outside investment managers to review the performance of the investments.

NOTE 5 – NET ASSETS WITH DONOR RESTRICTIONS

At June 30, 2025 and 2024, net assets with donor restrictions consisted of the following:

	2025	2024
Purpose restriction:		
Unspent grants	\$ 6,170	\$ 18,144

The restrictions placed on the funds by the donors stipulate when the funds may be used (timing restriction). All of the funds with restrictions are expected to be spent in the following year. Net assets with donor restrictions were released from restriction by incurring expenses satisfying the restricted purpose specified by the donor or by the passage of time. The net assets released from restrictions for the years ending June 30, 2025 and 2024 were \$19,576 and \$12,363, respectively.

NOTE 6 – LIQUIDITY AND AVAILABLE FOR GENERAL EXPENDITURE

The following table reflects the Library's financial assets as of June 30, 2025 and 2024, reduced by amounts not available for general use within one year in accordance with its Investment Policy and due to contractual or donor-imposed restrictions:

	2025	2024
Financial assets		
Cash and cash equivalents	\$ 31,584	\$ 26,309
Investments	3,978,428	3,677,553
Financial assets, end of year	4,010,012	3,703,862
Less: those unavailable for general expenditure in one year		
Net assets with donor restrictions	6,170	18,144
Board designated endowment and reserve funds		
not currently authorized for expenditure (96.48% & 96.75%, respectfully)	3,838,387	3,558,033
Financial assets available for general expenditure within one year	\$ 165,455	\$ 127,685

Board designated endowment funds are authorized by the Board for expenditure.

WATERFORD public library

Discovery begins here.

At A Glance | FY2025



88,286

LIBRARY VISITS

609 community meetings



645 IN-PERSON &
VIRTUAL PROGRAMS

21,361 in-person & virtual
program attendees



179,714 ITEMS
CIRCULATED

5,061 Resident cardholders



*The library is my
happy place!*

LEAH G

Waterford Public Library
Patron



32,229 WI-FI SESSIONS

14 public computers

10,487 public computer uses



\$1,346,278

ANNUAL TOWN EXPENDITURES

\$67.36 per resident

1.39 % of all municipal operating
spending supports the library



Statistics from "Connecticut's Public Libraries: A Statistical Profile, 2024-2025" by the Connecticut State Library.



CT State Library
Preserving the Past. Informing the Future.

YOUTH SUMMER READING 2025

WATERFORD PUBLIC LIBRARY

LEVEL UP
AT
YOUR
LIBRARY



NUMBER OF
PROGRAMS
AND
ACTIVITIES

81

NUMBER OF
PROGRAM /
ACTIVITY
ATTENDEES

4,717

**Youth Summer Reading Challenge
(birth to 18 years old):**

**As a community, 182
participants completed
the Summer Reading
Challenge and
collectively read**

OVER
**200,000
MINUTES**



We ran summer programming for:

**Early Childhood
Children
Teens
Adults
Families**

Waterford Public Library
Board of Trustees
Special Meeting via Zoom
10 December 2025

Trustees present: E. Boyce, L. Couture, B. Kyne, J. Lehet, J. Merrill, G. Ritter, A. Robarge, A. Rosenberg, A. Simpson. Also present, C. Johnson, Library Director.

Not present: N. Dragoli, C. Giordano.

1. A quorum was established and President M. Furey-Wagner called the meeting to order at 5:35 p.m.
2. There was no Public Comment.
3. FY27 Town Budget Submission

A motion was made by A. Simpson and seconded by B. Kyne to accept the revised Town Budget to be submitted.

A good discussion ensued.

- a. Under Budget Function current Board contributions, a revision to: Furniture and equipment and special projects as determined by the Board of Trustees.
- b. A note to be added at the end of the list. Over the past 10 years, the Library Board of Trustees Endowment has contributed \$(total) to the Library Budget.
- c. The 2.5% raises are included in the Town Budget.
- d. J. Lehet's report will be summarized and handed out as a 1 page Executive Summary at Board of Selectmen and Board of Finance hearings.

A vote was taken. All in favor, none against, no abstentions. The Town Budget was approved unanimously as amended.

4. FY27 Endowment Budget

A motion was made by J. Merrill, and seconded by A. Simpson to accept the Endowment Budget to be submitted. There was no discussion.

A vote for approval was taken. All in favor, none against, no abstentions. The Endowment Budget was approved unanimously as presented.

6. Adjournment

A motion was made by A. Simpson, seconded by J. Merrill, to adjourn. A vote was taken. All in favor, none against, no abstentions. The meeting adjourned at 6:02 p.m..

Respectfully submitted 11 December 2025

Joy S. Merrill, Co-Secretary



TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET

DEPT/AGENCY: 10129 POLICE COMMISSION

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 APPROVED BD/COMM	BOS Reductions	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
PERSONNEL COSTS												
51110	ADMINISTRATION	532,595	4,000	546,417		179,737	561,071	561,071		561,071	14,654	2.68%
51210	CLERICAL/TECHNICAL	283,106	5,000	289,899		85,078	284,578	284,578		284,578	(5,321)	-1.84%
51220	CUSTODIAL	51,954		54,788		18,304	56,374	56,374		56,374	1,586	2.89%
51420	PATROL	3,665,389	-192,243	4,010,121		1,189,834	4,047,308	4,047,308		4,047,308	37,187	0.93%
51421	MARINE PATROL	24,530		27,429		14,725	28,387	28,387		28,387	958	3.49%
51430	DETECTIVE	531,883	7,000	567,205		179,467	574,772	574,772		574,772	7,567	1.33%
51435	COMM. SERVICE OFFICERS	126,795	10,000	116,034		38,371	119,865	119,865		119,865	3,831	3.30%
51810	OVERTIME	148,748		150,075		57,391	151,680	151,680		151,680	1,605	1.07%
51820	REPLACEMENT OVERTIME	531,662	204,000	287,924		96,494	287,924	287,924		287,924	-	0.00%
51830	TRAINING & EDUCATION	121,042	5,000	111,882		40,326	119,901	119,901		119,901	8,019	7.17%
51920	FICA	444,687		477,586		151,828	482,704	482,704		482,704	5,118	1.07%
	SUBTOTAL	6,462,391	42,757	6,639,360	0	2,051,555	6,714,564	6,714,564	0	6,714,564	75,204	1.13%
SERVICES												
52010	ADVERTISING	0		300			300	300		300	-	0.00%
52020	POSTAGE	955		1,500		175	1,500	1,500		1,500	-	0.00%
52030	PROFESSIONAL FEES	16,625		17,871		5,980	17,871	17,871		17,871	-	0.00%
52040	SERVICE CONT & REPAIRS	30,993	7,500	25,694		5,826	30,234	30,234		30,234	4,540	17.67%
52050	DUES, CONF. & EDUCATION	1,948	-900	5,425		4,115	5,600	5,600		5,600	175	3.23%
52060	PRINTING	654		800		4	800	800		800	-	0.00%
52080	TELEPHONE	41,420	8,900	33,265		14,046	42,612	42,612		42,612	9,347	28.10%
52300	TRAINING & EDUCATION	58,215	-15,500	85,500		22,164	85,500	85,500		85,500	-	0.00%
52305	OSHA COMPLIANCE	3,498		2,000		148	2,000	2,000		2,000	-	0.00%
52370	UNIFORM ALLOWANCE	90,168		85,958		73,162	85,958	85,958		85,958	-	0.00%
52520	CRIMINAL JUSTICE PLANNER	17,045		17,557		17,471	17,908	17,908		17,908	351	2.00%
	SUBTOTAL	261,521	0	275,870	0	143,091	290,283	290,283	0	290,283	14,413	5.22%



TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET

DEPT/AGENCY: 10129 POLICE COMMISSION

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 APPROVED BD/COMM	BOS Reductions	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
MATERIALS & SUPPLIES												
53010	OFFICE SUPPLIES	763		1,000		111	1,000	1,000		1,000	-	0.00%
53020	OTHER SUPPLIES	6,771		7,000		1,812	7,000	7,000		7,000	-	0.00%
53070	AUTOMOTIVE REPAIRS	21,958	4,000	20,000		5,918	21,000	21,000		21,000	1,000	5.00%
53080	AUTOMATIVE MAINTENANCE	17,270		19,000		5,503	19,000	19,000		19,000	-	0.00%
53090	FUELS & LUBRICANTS	114,942	8,350	93,831		34,050	102,360	102,360	(13,919)	88,441	(5,390)	-5.74%
53100	TIRES	9,102	-2,500	14,896		3,422	14,896	14,896		14,896	-	0.00%
53180	POLICE EQUIP. & SUPPLIES	56,015	12,500	37,690		18,174	37,690	37,690		37,690	-	0.00%
53210	SELECTIVE ENFORCEMENT	0	-1,500	250		0	250	250		250	-	0.00%
53220	MARINE PATROL SUPPLIES	3,569		2,700		2,099	5,500	5,500		5,500	2,800	103.70%
53260	ANIMAL CONTROL SUPPLIES	100,000		100,000		100,000	100,000	100,000		100,000	-	0.00%
		330,390	20,850	296,367	0	171,089	308,696	308,696	(13,919)	294,777	(1,590)	-0.54%
EQUIPMENT												
54020	EQUIPMENT & FURNITURE			3,500		3,424	7,500	7,500		7,500	4,000	114.29%
	SUBTOTAL	0	0	3,500	0	3,424	7,500	7,500	0	7,500	4,000	114.29%
DEPARTMENT TOTAL		7,054,302	63,607	7,215,097	0	2,369,159	7,321,043	7,321,043	(13,919)	7,307,124	92,027	1.28%

TOWN OF WATERFORD FY2027 BUDGET REQUEST POLICE DEPARTMENT



BUDGET FUNCTION

The Waterford Police Department is a 24-hour, 7-day a week and 365 days per year public safety and community outreach agency. As the police department is staffed around the clock, we are able to assist other agencies with their needs while also serving in a law enforcement capacity.

The police department employs 52 sworn officers, 17 part-time Community Service Officers, 5 support staff personnel and 1 custodian.

The Animal Control Officer program is a split cost with the Town of East Lyme and employs two full-time Animal Control Officers.

**TOWN OF WATERFORD
FY2027 BUDGET REQUEST
POLICE DEPARTMENT**



BUDGET SUMMARY

The Waterford Police Department prides itself as being an integral part of the town and our municipal government. Our agency is passionate about community outreach and engagement, strengthening our relationships with the community we serve and delivering high quality police services. We work closely with other town departments and the Board of Education in an effort to make Waterford a safe place to live, work and visit.

As the police department attempts to be completely transparent in the presentation of our budget request, the following factors are critical elements to consider this year:

This year's request is an increase of 1.47% from last year, totaling \$105,945.

The collective bargaining agreement between the Waterford Police Union and the Town of Waterford expires on June 30, 2026, **therefore any negotiated increases to the Union contract that may go into effect on July 1, 2026, are not covered under this request.**

The collective bargaining agreement between the civilian staff who work at the police department and the Town of Waterford expires on June 30, 2026, **therefore any negotiated increases to the Union contract that may go into effect on July 1, 2026, are not covered under this request.**

To summarize, the 51000 series increase in our budget request is \$75,204, whereas the 52000 series increased \$14,413, the 53000 series increased \$12,329 and the 54000 series increased \$4,000.

TOWN OF WATERFORD FY2027 BUDGET REQUEST POLICE DEPARTMENT



Other high profile items in the budget request are explained below:

Training Salaries: For the past two years, our agency has transferred funding into this line, \$10,000 and \$5,000 respectively. With the number of newer officers within our ranks as well as the increasing requirements of training for our regional emergency response team, we are requesting additional funding for this line. This funding will ensure our newer officers have the training to be successful while also reaching the State of Connecticut requirements and that the members of our emergency response team remain within national standards for their roles.

Telephone: For the past two years, our agency has transferred funding into this line, \$2,900 and \$8,900 respectively. This year, we anticipate the need to transfer approximately \$9,000 into the telephone line as costs continue to increase. As we have previously used twenty-four months' worth of past values to determine an average cost for future budgets, we find this method to be inadequate and are no longer using it to project telephone costs. As we work with the Town's Purchasing Agent and IT Director to try and reduce costs in this area, our request this year is more in line with current monthly costs at the time of budget development as we have averaged the previous five months of bills only.

Overtime: As this line has been flat for the past few years and we continue to support numerous community events, we are requesting an increase in this year's request. The officers who are assigned to the events cost more as they have received pay increases as detailed by the collective bargaining agreement approved by the Town of Waterford. In addition, the growing concerns of mass gatherings and violence in our country is causing us to provide security coverage at more events.

Fuel: Each year, the Town of Waterford directs departments to use a specific value for the cost of gasoline. As a department that uses approximately 40,000 gallons per fiscal year, this value can create significant changes to the annual budget request. In this request, we are using \$2.39 per gallon as that is the current rate being charged to the department's fuel line item per gallon. As of this request, the Town of Waterford has not secured the final value for FY2027.

TOWN OF WATERFORD FY2027 BUDGET REQUEST POLICE DEPARTMENT



Consistant review of spending and reductions: In every budget series, we continue to review the need, costs and overall impact each expenditure has on our budget and adjust when appropriate.

Budget Explanations By Category

51000 Series

51110 Admin	\$14,654 increase due to collective bargaining agreement and a salary adjustment for the Chief of Police which took place in March
51210 Clerical	\$5,321 decrease due to a retirement and newly hired employee at reduced pay rate
51220 Custodial	\$1,586 increase due to collective bargaining agreement
51420 Patrol	\$37,187 increase due to collective bargaining agreement
51421 Marine Patrol	\$958 increase due to collective bargaining agreement creating higher salary averages of officers eligible to work the detail
51430 Inv. Services	\$7,567 increase due to collective bargaining agreement
51435 CSO Program	\$3,831 increase due to adding an additional 4 hours per week as we have been able to better staff CSO shifts the previous two years
51810 Overtime	\$1,605 increase due adding 25 more community event hours and slight adjustment to K9 Unit pay scale
51820 Rep. Overtime	This line remains level, however there is a slight overall increase due to the BOE stipend increase allowing for additional 10 shifts to be covered at Officer 1 pay rate (\$3,750 see page 25)
51830 Training	\$8,019 increase due to the increased need of training and increased SERT hours to maintain national standard
51920 FICA	\$5,118 increase due to budgeting guidelines

TOWN OF WATERFORD FY2027 BUDGET REQUEST POLICE DEPARTMENT



52000 Series

52010 Advertising	Line item remains level
52020 Postage	Line item remains level
52030 Prof. Fees	Line item remains level
52040 Serv. Contracts	\$4,540 increase due to adjustments in several fees, addition of Drone Insurance and the return of LexisNexis from IT budget
52050 Prof Dues	\$175 increase due to adjusted fees and dues
52060 Printing	Line item remains level
52080 Telephone	\$9,347 increase based on averages
52300 Training/Ed	Line item remains level
52305 OSHA	This line remains level
52370 Uniforms	This line remains level
52520 LEC	\$351 increase due to raised fee

53000 Series

53010 Off. Supplies	Line item remains level
53020 Other Supplies	Line item remains level
53070 Auto Repairs	\$1,000 increase based off projections/history
53080 Auto Maint.	This line remains level
53090 Fuel & Lube	\$8,529 increase due to town's pricing guidelines and current billing
53100 Tires	This line remains level
53180 Equip/Supp	This line remains level
53210 Sel. Enforce	This line remains level

TOWN OF WATERFORD FY2027 BUDGET REQUEST POLICE DEPARTMENT



53220 Marine	\$2,800 increase due to previous year's temporary decrease as CIP project was conducted, returning annual request to needed level for Marine supplies
53260 ACO	Line item remains level

54000 Series

54020 Equipment	\$4,000 increase for protective equipment replacement plan
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Looking Ahead

Staffing: The collective bargaining agreement for the police union expires on June 30, 2026, whereas the collective bargaining agreement for civilian staff at the police department expires on the same date. These agreements will have significant impacts on retaining the department's current employees as well as our recruitment of future employees, but to the annual budget request as well.

Capital Project Needs: We continue to request and make upgrades within our building to meet current standards and to provide a safe environment for staff and the public. As our building is now approximately 35 years old and is used on a 24/7 basis, we are in significant need of a locker room renovation project. This project will not only update areas directly impacting the employees of the Waterford Police Department, but it will also expand the female locker room in size, as we are beyond capacity for female employees. Although we have taken temporary measures to provide adequate space for newly hired female employees, these efforts are temporary only and are not sustainable. This project will double our capacity for female employees including increased showers and toilets (from one each to two in the female locker room), replace the original lockers which will provide proper ventilation and power outlets and provide new drop ceilings and tiling to replace the original pink and blue tiling that will be irreparable after construction.

The facility is also in considerable need of repairs/replacement to the front doors, roof, HVAC system and parking lot, which are projects controlled by the Public Works department.

Excerpts from the Uniform Crime Report

*The requirements for law enforcement service vary greatly from one locale to another based upon each jurisdiction's unique demographic traits and characteristics. A small community situated between two larger cities, for example, may require a greater number of law enforcement personnel than a community of the same size that has no urban center nearby. Similarly, the needs of a community having a highly mobile or seasonal population may be very different from those of a city with a relatively stable population. A community that incorporates legal gambling establishments will have different law enforcement challenges than one in which the presence of a large military base is the dominant influence, just as a small college town will have different needs than one comprised predominantly of retirees.

*The functions of law enforcement are also significantly diverse throughout the Nation. The responsibilities of state police and highway patrol agencies vary considerable from one jurisdiction to another. Their duties range from traffic enforcement on state highways and interstate roadways to major investigative responsibilities for all violent crimes committed statewide. Nationally, the overall role of law enforcement continues to be expanded and redefined in light of the constant threat from international and domestic terrorism. When attempting any comparison of law enforcement employee rates, the data user must consider these differing service requirements and responsibilities.

In view of these differing service requirements and responsibilities, care should be used when attempting any comparison of law enforcement rates. The rates presented should be viewed as guides or indicators, not as recommended or preferred police strengths. Adequate personnel for a specific locale can be determined only after careful study and analysis of the various conditions affecting service requirements in that jurisdiction.

New London County is home to 23 jurisdictions with a mix of organized police departments, constabularies and state police coverage.

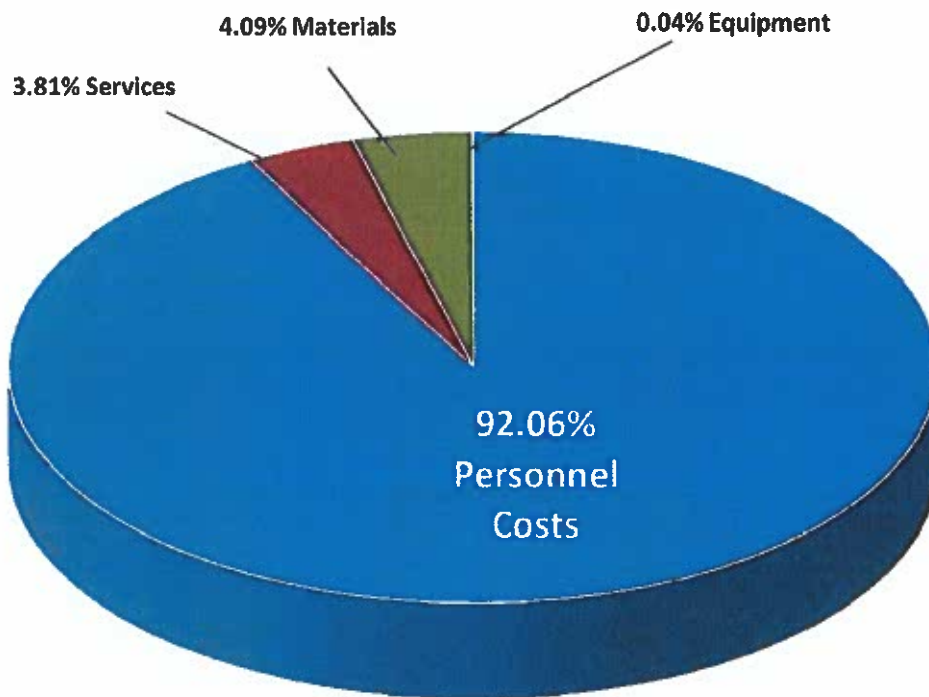
The latest Connecticut uniform Crime Reporting statistics places Waterford as one of the busier police departments in New London County. While activity remains high, the Waterford Police Department has the highest crime solve rate in eastern Connecticut for the latest reporting period at **72.69% (NIBRS2024)**.

WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET

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Personnel Cost	92.06%
Services	3.81%
Materials and Supplies	4.09%
Equipment	0.04%
	100.00%

2025-2026 Request

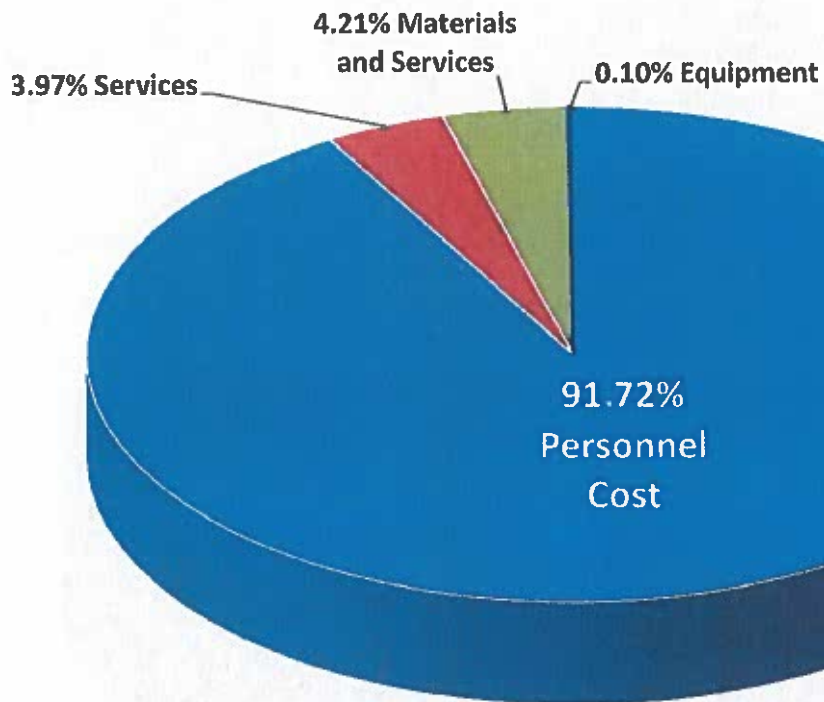


**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET**

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2026-2027 Request

Personnel Cost	91.72%
Services	3.97%
Materials and Supplies	4.21%
Equipment	0.10%
	100.00%

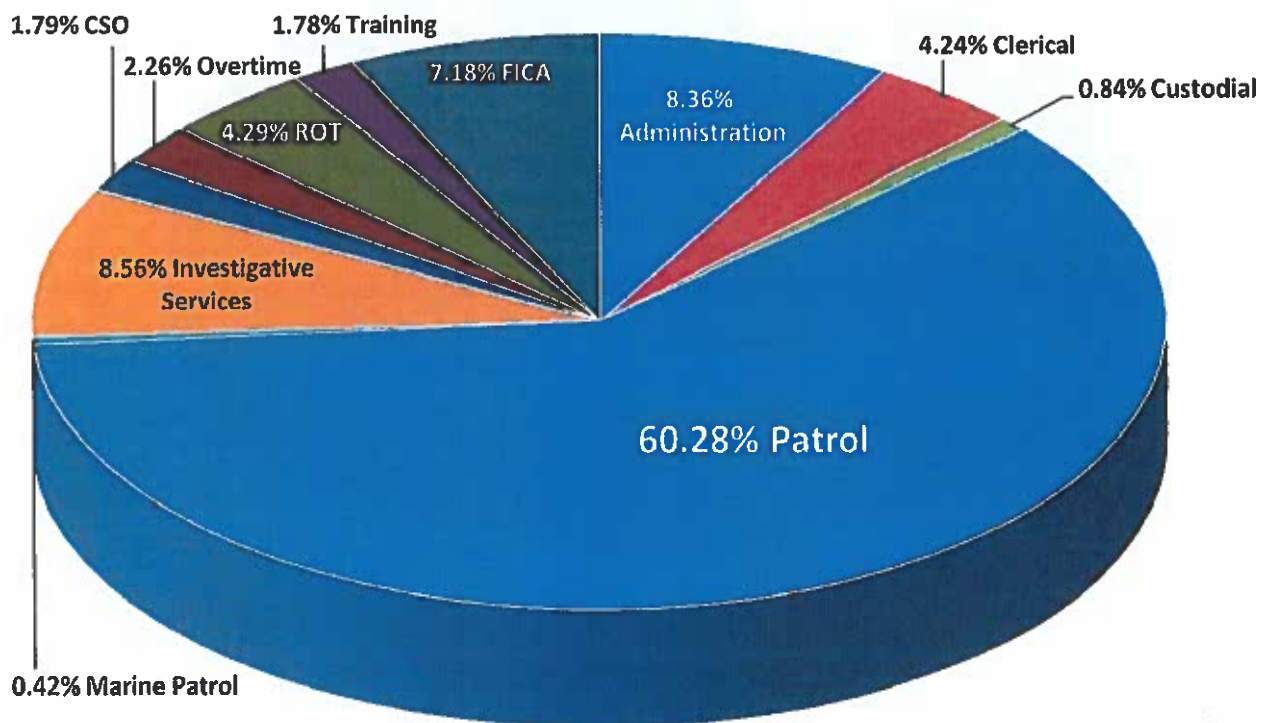


**WATERFORD POLICE DEPARTMENT
FY 2025-2026 PROPOSED BUDGET**

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51000 Series Breakdown

Administration	8.36%
Clerical/Technical	4.24%
Custodial	0.84%
Patrol	60.28%
Marine Patrol	0.42%
Investigative Services	8.56%
CSO Program	1.79%
Overtime	2.26%
Replacement OT	4.29%
Training	1.78%
FICA	7.18%
FICA	100.00%



ANNUAL BUDGET		DEPT/AGENCY:		10129 POLICE COMMISSION			FISCAL YEAR 2026-2027							
LINE ITEM	DESCRIPTION	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6	COLUMN 7	COLUMN 8	COLUMN 9				
		2024/25 ACTUAL EXPENDED	2025/26 R.T.M. APP.	2025/26 TRANSERS ADD.	2026/27 ACTUAL EXPENDED 11/30/2025	2026/27 DEPT/AGY REQUEST	2026/27 APPR BD/COMM.	2026/27 APPR BD/SEL.	2026/27 BD OF FIN RECOMM.	2026/27 R.T.M. APPROVED				
10129	DESCRIPTION											BOPC %	BOS %	BOF %
51110	ADMINISTRATION	532,595	546,417			561,071						2.88%	-100.00%	-100.00%
51210	CLERICAL/TECHNICAL	283,106	289,699			284,570						-1.84%	-100.00%	-100.00%
51220	CUSTODIAL	51,954	54,788			56,374						2.89%	-100.00%	-100.00%
51420	PATROL	3,665,389	4,010,121			4,047,308						0.93%	-100.00%	-100.00%
51421	MARINE PATROL	24,530	27,429			28,387						3.49%	-100.00%	-100.00%
51430	INVESTIGATIVE SERVICES	531,883	567,205			574,772						1.33%	-100.00%	-100.00%
51435	COMMUNITY SERVICE OFFICERS	128,795	116,034			119,865						3.30%	-100.00%	-100.00%
51810	OVERTIME	148,748	160,075			151,880						1.07%	-100.00%	-100.00%
51820	REPLACEMENT OVERTIME	531,662	287,924			287,924						0.00%	-100.00%	-100.00%
51830	TRAINING	121,042	111,882			119,901						7.17%	-100.00%	-100.00%
51820	F.I.C.A. *	444,966	477,586			482,704						1.07%	-100.00%	-100.00%
SUB-TOTAL		\$6,462,670	6,639,360		0	6,714,564	0	0	0	0		1.13%	-100.00%	-100.00%
52000	SERVICES											#DIV/0!		
52010	ADVERTISING	0	300			300						0.00%	-100.00%	-100.00%
52020	POSTAGE	855	1,500			1,500						0.00%	-100.00%	-100.00%
52030	PROFESSIONAL FEES	16,625	17,871			17,871						0.00%	-100.00%	-100.00%
52040	SERV. CONT. & REPAIRS	30,993	25,994			30,234						17.87%	-100.00%	-100.00%
52050	PROFESSIONAL ASSOC. DUES	1,948	5,425			5,800						3.23%	-100.00%	-100.00%
52060	PRINTING	654	800			800						0.00%	-100.00%	-100.00%
52080	TELEPHONE	41,420	33,265			42,812						28.10%	-100.00%	-100.00%
52300	TRAINING & EDUC.	58,215	85,500			85,500						0.00%	-100.00%	-100.00%
52305	OSHA COMPLIANCE	3,498	2,000			2,000						0.00%	-100.00%	-100.00%
52370	UNIFORM ALLOWANCE	90,168	85,958			85,958						0.00%	-100.00%	-100.00%
52520	LAW ENFORCEMENT COUNCIL	17,045	17,557			17,908						2.00%	-100.00%	-100.00%
SUB-TOTAL		261,621	275,870		0	280,283	0	0	0	0		5.22%	-100.00%	-100.00%
53000	MATERIALS & SUPPLIES											#DIV/0!		
53010	OFFICE SUPPLIES	783	1,000			1,000						0.00%	-100.00%	-100.00%
53020	OTHER SUPPLIES	6,771	7,000			7,000						0.00%	-100.00%	-100.00%
53070	AUTO REPAIRS	21,958	20,000			21,000						5.00%	-100.00%	-100.00%
53080	AUTO MAINTENANCE	17,270	19,000			19,000						0.00%	-100.00%	-100.00%
53090	FUEL & LUBRICANTS	114,942	93,831			102,360						9.09%	-100.00%	-100.00%
53100	TIRES	9,102	14,896			14,896						0.00%	-100.00%	-100.00%
53180	POL. EQUIP. & SUPP.	56,015	37,690			37,690						0.00%	-100.00%	-100.00%
53210	SELECT. ENFORCEMENT	0	250			250						0.00%	-100.00%	-100.00%
53220	MARINE PATROL	3,569	2,700			5,500						103.70%	-100.00%	-100.00%
53260	ANIMAL CONTROL PROGRAM	100,000	100,000			100,000						0.00%	-100.00%	-100.00%
SUB-TOTAL		330,390	296,367		0	308,696	0	0	0	0		4.16%	-100.00%	-100.00%
54000	EQUIPMENT											#DIV/0!		
54020	EQUIPMENT	0	3,500			7,500						100%	-100.00%	-100.00%
SUB-TOTAL		0	3,500	0	0	7,500	0	0	0	0		100%	-100.00%	-100.00%
DEPARTMENT TOTAL		7,054,581	7,215,097		0	7,321,042	0	0	0	0		1.47%	-100.00%	-100.00%

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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51000 SERIES – SALARIES

A detailed breakdown is attached

<u>10129-51110</u>	<u>ADMINISTRATION</u>				<u>\$561,071</u>
	CHIEF OF POLICE				
	LIEUTENANT				
	LIEUTENANT				
	LIEUTENANT				
Expended FY25 \$532,595	FY24 \$497,183	FY23 \$564,211	FY22 \$532,495	FY21 \$481,981	
<u>10129-51210</u>	<u>CLERICAL/TECHNICAL</u>				<u>\$284,578</u>
	OFFICE COORDINATOR				
	SECRETARY III - Investigative Services				
	DATA TECHNICIAN - Records				
	ACCTS. REC/SECRETARY - Records				
	DATA TECHNICIAN - Records				
Expended FY25 \$283,106	FY24 \$265,019	FY23 \$249,536	FY22 \$237,394	FY21 \$310,999	
<u>10129-51220</u>	<u>CUSTODIAN</u>				<u>\$56,374</u>
Expended FY25 \$51,954	FY24 \$48,482	FY23 \$45,833	FY22 \$36,838	FY21 \$17,559	
<u>10129-51420</u>	<u>PATROL</u>				<u>\$4,047,308</u>
This line item consists of regular force wages subject to contractual increases to include most contractual benefits and requirements of State and Federal Law.					
Expended FY25 \$3,665,389	FY24 \$3,393,088	FY23 \$3,332,029	FY22 \$3,255,806	FY21 \$3,284,650	
<u>10129-51421</u>	<u>MARINE PATROL</u>				<u>\$28,387</u>
This line item consists of wages from April through October in partnership with East Lyme Police and USCG Sector Long Island Sound operations. See Page 21.					
Expended FY25 \$24,530	FY24 \$22,939	FY23 \$27,391	FY22 \$17,754	FY21 \$23,519	
<u>10129-51430</u>	<u>INVESTIGATIVE SERVICES</u>				<u>\$574,772</u>
This line item consists of three Detectives, one assigned Investigator and one assigned Detective Sergeant.					
Expended FY25 \$531,883	FY24 \$510,450	FY23 \$503,035	FY22 \$456,319	FY21 \$478,474	
<u>10129-51435</u>	<u>COMMUNITY SERVICE OFFICERS</u>				<u>\$119,865</u>
We are authorized seventeen Community Service Officers who work on a part-time basis. They are stationed at the front window 24 hours a day, 7 days a week to be available to the public and are the first point of contact for a citizen seeking assistance. The CSO is responsible for booking prisoners, conducting fingerprinting services to the public, providing security to the building and performing miscellaneous tasks for officers. See Page 22					
Expended FY25 \$126,795	FY24 \$125,450	FY23 \$115,538	FY22 \$118,808	FY21 \$112,913	
<u>10129-51810</u>	<u>OVERTIME</u>				<u>\$151,680</u>
This line item is designed to cover costs associated with extended hours of duty, special investigations, community events, K9 responsibilities, holiday patrols and other efforts. A detailed breakdown sheet has been provided. It is important to note that clerical overtime is also contained within this line item. See Page 23 and 24.					
Expended FY25 \$148,748	FY24 \$154,948	FY23 \$144,732	FY22 \$163,944	FY21 \$128,640	

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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51000 SERIES (continued)

10129-51820 **REPLACEMENT OVERTIME** **\$287,924**

This line covers the cost to fill vacancies in patrol due to early-ins, holdovers, vacation days, holidays, personal time use, sick time, injuries, FMLA leave, military leave, funeral days and openings due to vacancies and new officers away at the police academy. This funding allows open shifts to be staffed when vacancies are created. See Page 25

Expended FY25 \$531,662 FY24 \$563,764 FY23 \$423,028 FY22 \$352,540 FY21 \$422,264

10129-51830 **TRAINING – SALARIES** **\$119,901**

Training salaries are strictly related to wages, which are paid at a time-and-a-half rate, when training is not available on an officers' regularly scheduled shift. Included are mandatory recertification trainings and other trainings that may be required in the development of personnel relative to changing police trends and assignments. See Page 26.

Expended FY25 \$121,042 FY24 \$70,274 FY23 \$97,627 FY22 \$74,854 FY21 \$76,507

10129-51920 **F.I.C.A.** **\$482,704**

This tax is calculated at a rate of 7.65% for fiscal year 2027 as directed by the Board of Finance Guidelines. See Page 27.

Expended FY25 \$444,966 FY24 \$422,398 FY23 \$413,071 FY22 \$385,882 FY21 \$391,804

52000 SERIES – SERVICES

10129-52010 **ADVERTISING** **\$300**

This line item reflects legal notification requirements including local media ads and other special notices needed by the department.

Expended FY25 \$0 FY24 \$0 FY23 \$223 FY22 \$278 FY21 \$429

10129-52020 **POSTAGE** **\$1,500**

This line item covers postage fees for department related equipment that must be shipped to vendors for service, as well as metered monthly postage.

Expended FY25 \$955 FY24 \$1,179 FY23 \$1,406 FY22 \$775 FY21 \$994

10129-52030 **PROFESSIONAL FEES** **\$17,871**

The Police Department is required to utilize outside professional services which may include, but are not be limited to, psychologists, therapists, polygraph examiners, doctors, evaluators and consultants; all of whom perform tasks required by our agency (hiring process). This includes the mandated periodic drug screening (\$147 each - 3 year cycle) and mental health assessments (\$200 each - 5 year cycle) for all officers as a result of the Bill on Police Accountability. Police physicals and confidential counseling (contractual) is taken from this line item as well. K-9 kenneling, routine and emergency medical expenses are also paid from this line item.

Expended FY25 \$16,625 FY24 \$27,628 FY23 \$12,866 FY22 \$12,044 FY21 \$10,961

10129-52040 **SERVICE CONTRACTS AND REPAIRS** **\$30,234**

This line item covers service agreements for the department, such as cable tv, water coolers, copiers and wrecker services.

The line item also covers equipment not covered by contracts. See Page 28.

Expended FY25 \$30,993 FY24 \$13,825 FY23 \$15,632 FY22 \$29,324 FY21 \$34,395

10129-52050 **PROFESSIONAL ASSOCIATION DUES** **\$5,600**

This line item covers professional association dues for members of the department in law enforcement-related organizations - state, regional, and international. See Page 29.

Expended FY25 \$1,948 FY24 \$1,739 FY23 \$1,319 FY22 \$1,460 FY21 \$865

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10129-52060 <u>PRINTING</u> \$800				
This line item covers specialized engraving, pamphlets and forms that cannot be produced by the town printer.				
Expended FY25 \$654	FY24 \$758	FY23 \$569	FY22 \$125	FY21 \$1,052

10129-52080	<u>TELEPHONE</u>					<u>\$42,612</u>			
This allocation is based on a twenty-four-month average. See Page 30									
Expended FY25	\$41,420	FY24	\$33,809	FY23	\$34,885	FY22	\$31,385	FY21	\$30,320

<u>10129-52300</u>	<u>TRAINING & EDUCATION</u>					<u>\$85,500</u>
This line item represents our in-service obligations as determined by the department, contractual requirements and State mandates. The Bill on Police Accountability has increased the amount of mandatory trainings. The basic requirements are attached to this budget report as a resource document. See Page 31						
Expended FY25	\$58,215	FY24	\$59,280	FY23	\$76,045	FY22 \$76,880
						FY21 \$75,199

<u>10129-52305</u>	<u>OSHA COMPLIANCE</u>					<u>\$2,000</u>			
This line item represents expenses relevant to OSHA mandated training and/or purchases of protective equipment for the officers. This includes, but is not limited to, HAZMAT, blood borne pathogen protective equipment and the burning of narcotics ordered by the courts, and drugs turned into the department for disposal during the year. This line item also includes high visibility vests, hearing protection, Tyvek Suits and fire extinguisher maintenance in the building.									
Expended FY25	\$3,498	FY24	\$2,252	FY23	\$1,683	FY22	\$5,182	FY21	\$4,981

10129-52370	<u>UNIFORM ALLOWANCE</u>					<u>\$85,958</u>
Uniform allowance is a contractual item, which represents an annual fee of \$1,500 per officer. In addition, this line item covers uniforms for the custodian, part time Community Service Officers and POST-C required uniforms and equipment for new hires, in addition to replacement uniforms for those damaged in the line of duty. See Page 32						
Expended FY25	\$90,168	FY24	\$98,403	FY23	\$78,825	FY22 \$80,526
						FY21 \$80,499

<u>10129-52520</u>	<u>LAW ENFORCEMENT COUNCIL</u>					<u>\$17,908</u>
The fee to be a member in the organization is \$17,908. Eighteen police departments in the eastern portion of the state support the Law Enforcement Council of Eastern Connecticut. The L.E.C. provides base line testing for new officers, promotional testing for our agency, recruitment, tri-annual base line training for POST-C requirements, equipment, assistance with special event operations and cross-town cooperation. They began hosting a regional police academy in 2023, to which we participate in.						
Expended FY25 \$17,045	FY24 \$16,711	FY23 \$13,926	FY22 \$13,520	FY21 \$13,520		

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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53000 SERIES – MATERIALS & SUPPLIES

10129-53010 **OFFICE SUPPLIES** **\$1,000**

Supplies include, but are not limited to, printer cartridges and other items which have to be purchased because they are police-related and are not used by other departments; i.e., labels and paper publications needed for informational purposes.

Expended FY25 \$763 FY24 \$945 FY23 \$954 FY22 \$823 FY21 \$834

10129-53020 **OTHER SUPPLIES** **\$7,000**

This figure directly relates to the purchase of janitorial supplies for our building and necessary consumables; i.e., toilet paper, hand towels, soap, frozen dinners for prisoners, batteries, light bulbs and other misc. items for a 24/7/365 building.

Expended FY25 \$6,771 FY24 \$6,990 FY23 \$6,322 FY22 \$7,042 FY21 \$6,916

10129-53070 **AUTOMOBILE REPAIRS** **\$21,000**

This line item relates to the cost of repairs to our vehicles that are not covered by warranty.

Expended FY25 \$21,958 FY24 \$21,049 FY23 \$40,238 FY22 \$31,939 FY21 \$32,385

10129-53080 **AUTOMOBILE MAINTENANCE** **\$19,000**

This line item relates to the cost of regular maintenance to our vehicles that are not covered by warranty.

Expended FY25 \$17,270 FY24 \$20,049

10129-53090 **GASOLINE** **\$102,360**

This year's allocation is based on the history of use as well as the Finance Director's guideline of \$2.1918 per gallon. Marine gasoline is at a rate of \$4.82 a gallon. See Page 33

Expended FY25 \$114,942 FY24 \$122,935 FY23 \$125,859 FY22 \$65,813 FY21 \$69,125

10129-53100 **TIRES** **\$14,896**

This request is for the purchase of approximately 98 tires. Purchase and replacement of each tire consists of the install, balancing, replacement of stems and labor, totaling approximately \$152 per tire.

Expended FY25 \$9,102 FY24 \$15,213 FY23 \$12,550 FY22 \$12,518 FY21 \$12,460

10129-53180 **POLICE EQUIPMENT AND SUPPLIES** **\$37,690**

There are five sections to this line item. The amount requested reflects current prices of consumables such as batteries, ammunition and the purchase or replacement of necessary equipment as required by procedure. The breakdown is as follows:

\$19,250 Ammunition for Pistol, Rifle, Shotgun, Electronic Control Device (ECD) cartridges, less lethal impact munitions (Combined Tactical Systems).

\$1,940 2 x Electronic Control device (ECD) replacements @ \$970.00 each, which are less lethal delivery systems.

\$6,000 Naloxone, Patrol Gloves, Spit Shields, Tyvek Booties, Flares, Crime Scene Tape, Hazmat Tape, Uniform Patches, Badges, Lock-Out supplies, Pepper Spray, Keys, Asps, Finger Print Ink, Batteries, First Aid Supplies, bicycle supplies, also includes K9 Supplies, K9 Food and Equipment (Harnesses, Leads, Muzzles, Tracking, Training, Cleaning Supplies). Digital recording and storage equipment, memory cards, USB devices and replacement body cameras as needed.

\$8,500 Ten (10) Ballistic Vest Replacements @ \$850.00 each.

\$2,000 Evidence Collection kits, Urine Collection Containers and Kits, Blood Collection Containers and Kits, Evidence Bags, DNA Collection Kits, Finger Print Powder, Finger Print Lift Kits, Evidence Storage Boxes, Brushes, Adhesive Measurement Tape, Nine Types of Narcotic Test Kits, GSR Collection Kit. Filters for fumer and hood.

Expended FY25 \$56,015 FY24 \$43,029 FY23 \$34,654 FY22 \$35,023 FY21 \$38,964

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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53000 SERIES (continued)

10129-53210 **SELECTIVE ENFORCEMENT** **\$250**

This money is used for the controlled purchase of illicit substances, to pay informants, administer polygraph tests to suspects and pay for undercover work expenses.

Expended FY25 \$0 FY24 \$500 FY23 \$1,000 FY22 \$1,500 FY21 \$2,000

10129-53220 **MARINE PATROL** **\$5,500**

This year's request is significantly reduced due to our Capital Improvement Project request, however the line historically covers equipment maintenance and replacement from May through October. Included in the line item is marine-related safety equipment such as inclement weather gear, fire extinguisher maintenance, life raft re-pack and flares. Marine maintenance represents two (2) scheduled haul-outs and oil changes, sanding and painting of the hull of the vessel, zinc replacement and miscellaneous maintenance costs.

Expended FY25 \$3,569 FY24 \$4,599 FY23 \$5,944 FY22 \$2,228 FY21 \$12,239

10129-53260 **ANIMAL CONTROL SUPPLY** **\$100,000**

The \$100,000 amount is established at the direction of the Finance Director for the maintenance and operation of the Waterford/East Lyme Animal Control Officer program which is shared with the Town of East Lyme. The Waterford Police Department is responsible for including this amount in our budget requests, but the funding is simply transferred to the Town of East Lyme.

Expended FY25 \$100,000 FY24 \$100,000 FY23 \$60,000 FY22 \$60,000 FY21 \$60,000

54000 Series - Equipment

10129-54020 **EQUIPMENT** **\$7,000**

This line item is used for the purchase of specialized equipment, furniture and small office equipment. See Page 34.

Expended FY25 \$0 FY24 \$7,111 FY23 \$4,203 FY22 \$10,162 FY21 \$5,395

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST
CONTRACTUAL PAY RATES**

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PAY RATES EFFECTIVE JULY 1, 2025	HOURLY RATE	OVERTIME RATE	DAILY RATE	WEEKLY RATE	ANNUAL RATE
LIEUTENANT -- STEP 1	52.69	79.04	421.52	2,107.60	109,595.20
LIEUTENANT -- STEP 2	55.33	83.00	442.64	2,213.20	115,086.40
LIEUTENANT -- STEP 3	58.09	87.14	464.72	2,323.60	120,827.20
SERGEANT -- STEP 1	47.79	71.69	382.32	1,911.60	99,403.20
SERGEANT -- STEP 2	50.18	75.27	401.44	2,007.20	104,374.40
SERGEANT -- STEP 3	52.69	79.04	421.52	2,107.60	109,595.20
DETECTIVE -- STEP 1	43.35	65.03	346.80	1,734.00	90,168.00
DETECTIVE -- STEP 2	45.52	68.28	364.16	1,820.80	94,681.60
DETECTIVE -- STEP 3	47.79	71.69	382.32	1,911.60	99,403.20
OFFICER -- STEP 1	34.09	51.14	272.72	1,363.60	70,907.20
OFFICER -- STEP 2	35.99	53.99	287.92	1,439.60	74,859.20
OFFICER -- STEP 3	37.64	56.46	301.12	1,505.60	78,291.20
OFFICER -- STEP 4	39.52	59.28	316.16	1,580.80	82,201.60
OFFICER -- STEP 5	41.34	62.01	330.72	1,653.60	85,987.20
OFFICER -- STEP 6	43.35	65.03	346.80	1,734.00	90,168.00
OFFICER - FIRST CLASS	45.54	68.31	364.32	1,821.60	94,723.20
COMMUNITY SERVICE OFFICERS	18.42 Avg				

****All Union employees' wages are calculated from the FY25-26 wage scale due to the current collective bargaining agreements expiring on June 30, 2026****

Waterford Police Department
FY 2026-2027 Budget

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ADMINISTRATION LINE ITEM 10129 51110 -- BASIC SALARIES

DATE HIRE	POSITION	ID#	PRESENT STEP	HOURLY RATE	ANNUAL RATE	ON CALL ST/TIME	HOLIDAYS	DUE DAY PAYOUT	SICK TIME PAYOUT	LONGEVITY	COLLEGE CREDITS	TOTAL	FICA
03/01	Chief of Police	C1			151,840	0	0	0		600	1,200	153,640	11,753
07/13	Lieutenant	L1	2	55.3300	115,529	6,713	3,098	6,197			1,200	132,738	10,154
11/02	Lieutenant	L2	3	58.0900	121,292	7,048	3,253	6,506			1,200	139,299	10,656
05/09	Lieutenant	L3	2	55.3300	115,529	6,713	3,098	6,197	2655.8		1,200	135,394	10,358
SUB-TOTAL					504,190	20,475	9,450	18,900	2,656	600	4,800	561,071	42,922

CLERICAL/TECHNICAL LINE ITEM 10129 51210 -- BASIC SALARIES

DATE HIRE	POSITION	ID#	PRESENT STEP	HOURLY RATE	ANNUAL RATE	SHIFT DIFF	HOLIDAYS	DUE DAY PAYOUT	SICK TIME PAYOUT	LONGEVITY	TOTAL	FICA
03/22	Off Coord		4	32.7919	59,681					250	59,931	4,585
04/99	Secretary III		7	36.1530	65,798					600	66,398	5,079
02/16	Accts Rec/Sec		7	32.7919	59,681					250	59,931	4,585
01/22	Data Tech		4	28.3269	51,555						51,555	3,944
09/25	Data Tech		2	25.6933	46,762						46,762	3,577
SUB-TOTAL					283,478	0				1,100	284,578	21,770

CUSTODIAL LINE ITEM 10129 51220 - BASIC SALARY

DATE HIRE	POSITION	ID#	PRESENT STEP	HOURLY RATE	ANNUAL RATE	ON CALL ST/TIME	HOLIDAYS	DUE DAY PAYOUT	SICK TIME PAYOUT	LONGEVITY	COLLEGE CREDITS	TOTAL	FICA
09/21	CUSTODIAN		4	26.9989	56,374							56,374	4,313
SUB-TOTAL					56,374							56,374	4,313

TOTAL THIS PAGE					844,041	20,475	9,450	18,900	2,656	1,700	4,800	902,022	69,005
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**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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PATROL DIVISION LINE ITEM 10129-51420 - BASIC SALARIES												
DATE HIRE	ID#	Rank	PRESENT STEP	HOURLY RATE	ANNUAL RATE	ON-CALL ST/TIME	HOLIDAYS	DUE DAY PAYOUT	SICK TIME PAYOUT	COLLEGE CREDITS	TOTAL Annual Payroll Cost	FICA
10/03	12	SGT	3	52.6900	110,017		2,951	5,901	2,529	1,200	122,598	9,379
12/13	16	SGT	2	50.1800	104,776		2,810	4,014	1,606	1,200	114,406	8,752
08/05	17	SGT	3	52.6900	110,017		2,951	4,215	2,529	1,200	120,912	9,250
08/05	18	SGT	3	52.6900	110,017		2,951	0	2,529	1,200	116,696	8,927
06/15	10	SGT	2	50.1800	104,776		2,810	5,620		1,200	114,406	8,752
07/13	14	SGT	2	50.1800	104,776		2,810	5,620		1,200	114,406	8,752
07/18	15	SGT	2	47.7900	99,786		2,676	5,352		900	108,714	8,317
07/99	41	PFC	7	45.5400	95,088		2,550	5,100		1,200	103,938	7,951
03/00	42	PFC	7	45.5400	95,088		2,550	5,100	2,186	600	105,524	8,073
05/00	44	PFC	7	45.5400	95,088		2,550	5,100	1,603	1,200	105,541	8,074
01/06	54	PFC	7	45.5400	95,088		2,550	4,372		150	102,160	7,815
02/09	60	OFC	6	43.3500	90,515		2,428	4,855	2,081	1,200	101,078	7,732
08/11	64	OFC	6	43.3500	90,515		2,428	4,855	1,526	1,200	100,524	7,680
12/13	70	OFC	6	43.3500	90,515		2,428	4,855		1,200	98,998	7,573
08/15	74	OFC	6	43.3500	90,515		2,428	0		690	93,632	7,163
09/16	75	OFC	6	43.3500	90,515		2,428	4,855		1,200	98,998	7,573
07/18	79	OFC	6	43.3500	90,515		2,428	4,855		1,200	98,998	7,573
04/19	82	OFC	6	43.3500	90,515		2,428	4,855		1,170	98,968	7,571
11/19	83	OFC	6	43.3500	90,515		2,428	4,855		1,200	98,998	7,573
06/20	84	OFC	5	41.3400	86,318		2,315	4,630		1,200	94,463	7,226
08/20	87	OFC	5	41.3400	86,318		2,315	4,630		160	93,423	7,147
08/20	88	OFC	6	43.3500	90,515		2,428	1,387		1,200	95,530	7,308
08/20	89	OFC	5	41.3400	86,318		2,315	827		610	90,070	6,890
12/20	91	OFC	5	41.3400	86,318		2,315	0		1,200	89,833	6,872
12/21	92	OFC	4	39.5200	82,518		2,213	3,794		1,200	89,725	6,864
12/22	93	OFC	3	37.6400	78,592		2,108	4,216		600	85,516	6,542
11/22	94	OFC	5	41.3400	86,318		2,315	0		1,200	89,833	6,872
11/23	96	OFC	2	35.9900	75,147		2,015	4,031		600	81,793	6,257
11/23	97	OFC	4	39.5200	82,518		2,213	0		600	85,331	6,528
11/23	98	OFC	2	35.9900	75,147		2,015	4,031		600	81,793	6,257
2/24	99	OFC	4	39.5200	82,518		2,213	0		1,200	85,931	6,574
4/24	101	OFC	4	39.5200	82,518		2,213	790		1,200	86,721	6,634
2/24	102	OFC	3	37.6400	78,592		2,108	0		1,200	81,900	6,265
7/24	103	OFC	3	37.6400	78,592		2,108	0		1,200	81,900	6,265
7/24	104	OFC	2	35.9900	75,147		2,015	1,440		1,200	79,802	6,105
7/24	105	OFC	2	35.9900	75,147		2,015	1,440		1,200	79,802	6,105
3/24	106	OFC	2	35.9900	75,147		2,015	0		1,200	78,363	5,995
7/25	107	OFC	2	35.9900	75,147		2,015	0		500	77,663	5,941
9/25	108	OFC	1	34.0900	71,180		1,909	0		820	73,909	5,654
9/25	109	OFC	4	39.5200	82,518		2,213	0		1,200	85,931	6,574
10/25	110	OFC	2	35.9900	75,147		2,015	0		1,200	78,363	5,995
10/25	111	OFC	4	39.5200	82,518		2,213	0		1,200	85,931	6,574
TBD	112	OFC	1	34.0900	71,180		1,909	0		1,200	74,289	5,683
SUB-TOTAL					3,770,009	0	101,111	115,598	16,589	44,000	4,047,308	309,619

INVESTIGATIVE SERVICES LINE ITEM 10129-51430 - BASIC SALARIES												
DATE HIRE	ID#		PRESENT STEP	HOURLY RATE	ANNUAL RATE	ON-CALL ST/TIME	HOLIDAYS	DUE DAY PAYOUT	SICK TIME PAYOUT	COLLEGE CREDITS	TOTAL Annual Payroll Cost	FICA
08/11	11	SGT	3	52.6900	110,017	4,795	2,951	5,901	2,529	1,200	127,393	9,746
06/05	21	DET	3	47.7900	99,786	4,349	2,676	5,352	2,294	1,200	115,657	8,848
07/13	22	DET	3	47.7900	99,786	4,349	2,676	5,352	2,294	1,200	115,657	8,848
12/08	23	DET	3	47.7900	99,786	4,349	2,676	5,352		960	113,123	8,654
12/18	80	INV	1	43.3500	90,515	3,945	2,428	4,855		1,200	102,942	7,875
SUB-TOTAL					499,888	21,786	13,407	26,814	7,117	5,760	574,772	43,970
TOTAL					4,269,897	21,786	114,518	142,412	23,706	49,760	4,622,080	353,589

**WATERFORD POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST**

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LINE ITEM 10129-51421 - MARINE PATROL

Two Officers from April 1 through October 31

Patrols: (70) Shifts totaling 372 hours

46- (6) Six hour shifts (1 Mate/1 Captain)

24- (4) Four hour shifts (1 Mate/1 Captain)

(6) Hour Shifts:

Position	Average Salary Per Hour	Hours Worked	Shift Total	Season Total
Mate	\$67.24	6	\$403.44	\$9,279.12
Captain	\$76.13	6	\$456.78	\$10,505.94

(4) Hour Shifts:

Position	Average Salary Per Hour	Hours Worked	Shift Total	Season Total
Mate	\$67.24	4	\$268.96	\$4,034.40
Captain	\$76.13	4	\$304.52	\$4,567.80

Special Events:

New London Fireworks (1 Mate/1 Captain for 6 Hour shift)

East Lyme Day/Fireworks (1 Mate for 6 Hour shift)

Niantic Bay Triathlon (1 Mate for 4 Hour shift)

Coast Guard Academy Graduation (1 Mate/1 Captain for 6 hour shift)

Average of Three (3) After-hours Call-out

\$28,387

Marine Patrol Total:

Shift rates were calculated on a wage based average of the following:
Mate hours averaged at \$67.24 Captains hours averaged at \$76.13.
This shows an increase of \$958 from FY26 due to increased averages resulting from CBA increases approved by the RTM.

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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LINE ITEM 10129-51435 - Community Service Officer Program

Average CSO Pay
\$18.42

Community Service Officers

	Hours Worked Per Week	Average Hourly Salary	Annual Salary
CSO Shift Coverage	120	\$18.42	\$114,941

	Training Hours Per CSO	Average Hourly Salary	Training Salary
Semi-annual Training	4	\$18.42	\$1,253

	Training Hours Per New Hire	CSO Trainee Salary	Training Salary
New CSO Training (3 New Hires)	72	\$17.00	\$3,672

TOTAL

\$119,865

The Waterford Police Department employs (17) seventeen Community Service Officers (CSOs) in a part-time capacity. CSOs monitor the police building, are the first point of contact for citizens in the lobby and process and watch prisoners brought to the department by police officers. CSOs are scheduled 24 hours a day, 7 days a week, 365 days a year. The CSO program has been in place since the 1990s, serving as a low-cost on-the-job training for potential law enforcement officers, allowing higher paid, sworn officers, to remain on patrol. Several CSOs have been hired after performing well in the part-time role.

The average pay per CSO is currently \$18.42 per hour, with new hires starting at \$17.00 per hour. When a new CSO is hired, they require approximately (9) nine training shifts as well as mandated training such as COLLECT, CPR and Naloxone deployment. These additional shifts equal (72) seventy-two hours per CSO. In addition, semi-annual training for (4) four hours per CSO is held for updates in policy, law and defensive tactic training.

It should be noted that CSOs are now eligible for State Sick Time use of up to five days. This use of sick time allows for the CSO to be out of work, paid, while we attempt to fill the shift with another CSO. This will have an impact on this line item moving forward.

**WATERFORD POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST**

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LINE ITEM 10129 51810 OVERTIME

	PROJECTED HOURS	PAY RATE TIME & 1/2	TOTAL
PROJECTED - F.Y. 2026			
EXIGENT DUTY (case work, court, storms, SRT, etc.)	800	62.01	49,608
ACCIDENT INVESTIGATION TEAM (AIT)	50	68.28	3,414
INVESTIGATIVE SERVICES	284	71.69	20,360
K9 UNIT	100	65.03	6,503
K9 MAINTENANCE	234	65.03	15,217
BOE Outside Details (Minus \$12,000 of the \$12,500 stipend)	260	68.28	5,753
COMMUNITY EVENTS	525	56.46	29,642
BUSINESS DISTRICT HOLIDAY PATROL	270	62.01	16,743
OFFICE PERSONNEL OVERTIME	48	46.85	2,249
POLICE COMMISSION SECRETARY	48	46.85	2,192
TOTAL	2,619		151,680

The Board of Education stipend for police coverage at school events will be \$12,500 this year.

School Resource Officers - Annual Stipend History

FY 20 \$40,000 SRO's \$7,000 Police Services
FY 21 \$45,000 SRO's \$8,000 Police Services
FY 22 \$50,000 SRO's \$10,000 Police Services
FY 23 \$52,500 SRO's \$10,500 Police Services
FY 24 \$55,000 SRO's \$11,000 Police Services
FY 25 \$57,500 SRO's \$11,500 Police Services
FY 26 \$90,000 SRO's \$12,000 Police Services (Increased SRO coverage from 2 to 3 Officers)
FY 27 \$93,750 SRO's \$12,500 Police Services

**WATERFORD POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST**

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Line Item 10129-51810 - OVERTIME BREAKDOWN

<u>Exigent Duty (case work, court, storms, Etc)</u>	\$49,608
Frequently we may require an Officer to holdover for an assignment on an accident investigation or other case where additional staffing is required. This may mean calling in early or holding over an Officer.	
<u>Accident Investigation Team (AIT)</u>	\$3,414
This team is activated for fatal or near-fatal motor vehicle accidents crashes.	
<u>Investigative Services</u>	\$20,360
Includes call ins for violent crimes related to robbery, burglary, sexual assaults, high value larcenies and other crimes. This is also used for joint operations involving incidents that cross jurisdictional lines, such as trafficking, fentanyl related narcotic sales that lead to OD deaths, identifying suspects and assisting FBI, DEA and State task forces.	
<u>K-9 Unit</u>	\$6,503
K-9 Call outs, community events, mutual aid.	
<u>K-9 Maintenance</u>	\$15,217
For contractually scheduled maintenance of the K-9 on days off.	
<u>Board of Education Outside Details (Minus \$12,500 stipend)</u>	\$5,753
Basketball and football games, dances, back to school night, graduation events and field trips.	
<u>Community Events</u>	\$29,642
Road races, bicycle rodeo, sailfest traffic, harvest fest, safety fairs (Wal-Mart, Target Lowe's), Color Guard requests, motorcycle runs, open house, beach patrols, tours of the Police Department, town parade, Summer Music concerts at the Town Beach.	
<u>Business District Holiday Patrol</u>	\$16,743
High visibility patrols, business checks, plain clothes details, increased foot patrols of local businesses and banks during holiday season.	
<u>Office Personnel Overtime</u>	\$2,249
Records destruction, training, new hires.	
<u>Police Commission Secretary</u>	\$2,192
All regularly scheduled and special Board of Police Commissioners Meetings for the fiscal year.	
TOTAL REQUEST	\$151,680

**WATERFORD POLICE DEPARTMENT
FY 2025-2026 BUDGET REQUEST
Line Item 10129-51820**

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	Amount Requested	Amount Appropriated	Town Funded	Grant Funded	Actually Expended	Contractual Increase
<u>Budget Year 2013-2014</u>	\$250,000	\$150,000	\$159,237	\$60,679	\$219,916	2.25
<u>Budget Year 2014-2015</u>	\$256,250	\$196,250	\$236,739	\$20,000	\$256,739	2.50
<u>Budget Year 2015-2016</u>	\$292,115	\$292,115	\$292,115	\$0	\$312,192	2.50
<u>Budget Year 2016-2017</u>	\$343,137	\$343,137	\$343,137	\$0	\$342,629	2.50
<u>Budget Year 2017-2018</u>	\$351,715	\$351,715	\$351,715	\$0	\$354,716	2.50
<u>Budget Year 2018-2019</u>	\$360,508	\$360,508	\$360,508	\$0	\$354,570	2.25
<u>Budget Year 2019-2020</u>	\$360,508	\$360,508	\$360,508	\$0	\$330,723	2.25
<u>Budget Year 2020-2021</u>	\$360,508	\$360,508	\$360,508	\$0	\$422,264	2.25
<u>Budget Year 2021-2022</u>	\$360,508	\$360,508	\$360,508	\$0	\$352,540	2.25
<u>Budget Year 2022-2023</u>	\$360,508	\$360,508	\$360,508	\$0	\$423,028	2.75
<u>Budget Year 2023-2024</u>	\$360,508	\$360,508	\$360,508	\$0	\$563,764	2.75
<u>Budget Year 2025-2026</u>	\$377,924	\$377,924	\$377,924	\$0	\$531,662	
<u>Budget Year 2026-2027</u>	\$377,924					
ROT Requested	\$377,924 (Minus \$90,000 of the \$93,750 BOE stipend)					\$287,924

The replacement overtime request has been held artificially flat for years in an attempt to present a reasonable budget for the town. However, the cost to replace an officer who is out of work, or for vacancies within the agency, continues to increase. As stated in the 2000 Long Range Financial Management Plan, our full complement is 5 officers and a supervisor per shift, yet we routinely operate below that level to stay within the budget. This reduced staffing does have an impact on the services we provide as well as the safety of the officers working.

**WATERFORD
POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST**

The Waterford Police Department strives to provide valuable and effective training opportunities to all officers. Especially with today's policing climate, we find adequate training a high priority to ensure that our officers are prepared and our community receives the highest quality of professional service they deserve.

	Hours	Officers	Per Hour	Supervisors	Per Hour	Totals
LEC Mandated Recertification Requirements (POSTC)	12	10	\$56.46	2	\$67.91	\$8,405
In-House Mandated Training Requirements	15	28	\$56.46	11	\$67.91	\$34,918
Firearms Training and Use of Force Training	6	20	\$56.46	3	\$67.91	\$7,998
Rifle Training	4	16	\$56.46	3	\$67.91	\$4,428
Specialty Teams (AIT, SERT, K-9, Marine Patrol)	80	13	\$56.46	1	\$67.91	\$64,151
TOTAL						\$119,901

This line item covers the mandatory Connecticut Police Officers Standards and Training requirements. The POST mandated core curriculum training requires a minimum of 60 hours of training per officer during a three-year cycle. The Bill on Police Accountability outlined additional mandatory trainings for sworn officers, some which must be conducted annually. The Law Enforcement Council provides 40 of the required 60 hours, leaving the department to train an additional 20 hours per officer. This requirement also applies to the supervisors and in-part, the administrative staff. POST has limited training opportunities and as a result, efforts to obtain the required training is being hosted at the department or sought throughout the state and northeast.

This line item includes the mandatory trainings; COLLECT/NCIC training and certification, OSHA mandates, CPR training, Crisis Intervention, Advanced DUI, Advanced Roadside Impaired Driving Enforcement, Human Trafficking, Use of Force, Sexual Assault, Juvenile Crimes, Bigotry/Bias, Implicit Bias, Fair & Impartial Policing, Domestic Violence, Cultural Awareness, Citizen's with Special Needs, Procedural Justice training and others. Also included is firearms training with pistols and patrol rifles, as well as specialized trainings for assigned and promoted officers.

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST****LINE ITEM 10129-51920 FICA**

	Line Item Amount	FICA Amount
Administration	\$561,071	\$42,922
Clerical/Technical	\$284,578	\$21,770
Custodian	\$56,374	\$4,313
Patrol	\$4,047,308	\$309,619
Marine Patrol	\$28,387	\$2,172
Detective Division	\$574,772	\$43,970
CSO's	\$119,865	\$9,170
Overtime	\$151,680	\$11,604
Replacement Overtime	\$287,924	\$22,026
Training Wages	\$119,901	\$9,172
Uniform Allowance	\$78,000	\$5,967
 TOTAL	 \$6,309,859	
FICA RATE	0.0765	
AMOUNT NEEDED	\$482,704	

**WATERFORD POLICE DEPARTMENT
FY 2025-2026
BUDGET REQUEST**

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LINE ITEM 10129-52040 SERVICE CONTRACTS & REPAIRS BREAKDOWN

VENDOR	ITEM	MONTHLY # of Payments		TOTAL
		COST		
Transunion	Background Search Utility			\$1,935
Ricoh	Copy Machine (3) \$88.325 ea	328	12	\$3,936
Ricoh	Extra Copies	110	12	\$1,320
Quench Water	Cooler Rental (2)	89	12	\$1,068
Gym Equipment	Repairs/Maintenance			\$500
TMDE Calibration Labs	Speed Enforcement Certification			\$1,195
Breezeline	Cable TV	179	12	\$2,148
Watchguard	General Repairs			\$1,200
Flock	Camera Service Fees			\$12,000
1033 Program	Military Surplus Access Fee			\$300
Crimedex	Licensing and Support			\$632
LexisNexis	Background Search Utility			\$900
Global Aerospace	Drone Insurance			\$2,100
Wrecker Services (Case Invest.)				\$1,000
TOTAL				\$30,234

**WATERFORD POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST**

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LINE ITEM 10129-52050 PROFESSIONAL ASSOCIATION DUES

I.A.C.P. (International Association Chiefs of Police)	1,075
NEAcop (New England Associaton Chief of Police)	100
CPCA (Connecticut Police Chiefs Association)	1,325
NESPIN (New England State Police Information Network)	150
NPWDA (National Police Working Dog Association) (2)	100
FBI NA (FBI National Academy Members Association)	150
SRT (Southeastern CT Special Response Team Annual Allotment)	2500
Waterford Rotary Club Membership	200

TOTAL	\$5,600
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WATERFORD POLICE DEPARTMENT
FY 2024-2025 BUDGET REQUEST
 Breakdown of Expenditures for 24 Months
 Line Item 10129-52080 Telephone

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MONTH	COST
October-23	2,709
November-23	2,710
December-23	2,672
January-24	2,718
February-24	2,620
March-24	2,710
April-24	2,987
May-24	4,023
June-24	2,576
July-24	3,107
August-24	2,968
September-24	3,014
October-24	5,451
November-24	3,430
December-24	3,137
January-25	3,201
February-25	3,243
March-25	3,285
April-25	3,326
May-25	3,679
June-25	3,580
July-25	3,491
August-25	3,532
September-25	3,473
TOTAL	\$72,191

(*)

Monthly Charges include MDT's

(*) = Monthly charge was anomaly

Mean Average 3,551 x 12 months = \$ 42,612

**** Mean Average using last five months of billing****

F.Y. 2026/27	\$ 42,612
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**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

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LINE ITEM 10129-52300 -- TUITION & EDUCATION

Professional Development & Education Tuition Related Materials

Professional Development Training

**** Includes registration, travel and lodging fees and meal reimbursements**

Training Conferences	10,600
Police Academy Fees & Range Materials	15,200
Investigative Services	4,600
Publications	1,700
K-9 Yearly Training	400
Firing Range Trailer	5,000
Professional Development Training	23,000
Total	\$60,500

Training Conferences: Professional development conferences and associated expenditures including Use of Force, CPCA, IACP, Officer Wellness/Peer Support, FBINAA and the FBI Command College.

Police Academy Recruit Training Fees and Range Materials:

There is a potential for up to 4 officer vacancies due to retirements during this fiscal year. With those retirements comes an extensive hiring process including written and physical testing, multiple interviews and background checks. This amount also includes the State/LEC set tuition to attend the academy in the amount of \$3,800 per recruit, as well as additional materials the department is required to provide.

Investigative Services: The critical and specialized training needed by members of the Investigative Services Unit relies heavily on private vendors, with POST-C Academy offering only a few advanced trainings. Most of these trainings range between 3-5 days, costing an average of between \$400-600 per person. Some of these trainings are Death Investigations, Sex Assault Investigations, and Advanced Interview & Interrogation.

Publications: The annual updates to the criminal law Redbook for Officers and Detectives increased to \$1,700. This amount allows for annual updates and purchases for any new Officers.

K-9 Annual Training: This area has also remained consistent. Our agency has taken advantage of in-house trainers as well as utilizing regional efforts for K-9 training. The Connecticut Police Work Dog Association has also offered us free training at various times.

Firearms Range Trailer: The cost of utilizing the indoor range trailer increased to \$5,000. The training offers scenario based shoot / don't shoot drills. It also offers low light training as well.

Professional Development Training/Patrol:

Continual professional development trainings are required on an annual and triannual basis for all officers, with the number of minimum trainings required increasing in recent years. While the department frequently utilizes in-house instructors, many of the trainings are provided by private vendors at a significant cost. The department also requires trainings to acquire special skills and certifications including Crisis Intervention Training, Advanced Roadside Impaired Driving Enforcement, Basic Interview & Interrogation, and Basic Crime Scene Procedure to name a few.

TUITION RELATED MATERIALS:

In accordance with the labor agreement between the Town of Waterford and the Police Union Local 1948 \$25,000 is designated for the costs of officers advancing their education and covers tuition and related materials.

Contractual Tuition & Material Cap	\$25,000
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Training & Education Total	\$85,500
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**WATERFORD POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST**

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LINE ITEM 10129-52370 -- UNIFORM ALLOWANCE BREAKDOWN

52 OFFICERS X \$1,500 EACH (Contractual)	52	\$78,000
3 POSTC/LEC Required Uniforms & Equipment (\$1,986 each)		\$5,958
POST required uniforms, books, bullet proof vest		
1 CUSTODIAN (Contractual)		\$500
17 COMMUNITY SERVICE OFFICERS		\$1,000
DAMAGED UNIFORMS (REPLACEMENT)		\$500

TOTAL	\$85,958
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WATERFORD POLICE DEPARTMENT
FY 2026-2027
BUDGET REQUEST

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**LINE ITEM 10129-53090 -- GASOLINE BREAKDOWN
PAST 24 MONTH BREAKDOWN**

There are 3 expenses related to this Line Item:

#1 Regional Marine Boat Gasoline Share 96.5 gallons x 7 fills

TOTAL	675.5	Gallons @	\$4.00	per gallon		SUBTOTAL	\$2,702
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#2	Mileage Reimbursements	SUBTOTAL	500.00
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#3	Gasoline Consumption	<u>Date</u>	<u># of Gallons</u>	<u>Price Per Gallon</u>
		10/30/23	3,508	\$2.94
		11/30/23	3,047	\$2.94
		12/30/23	3,030	\$2.94
		01/31/24	3,027	\$2.94
		02/28/24	3,337	\$2.94
		03/31/24	3,702	\$2.94
		04/30/24	3,643	\$2.94
		05/31/24	3,574	\$2.94
		06/30/24	3,399	\$2.94
		07/31/24	3,659	\$2.70
		08/31/24	3,473	\$2.70
		09/30/24	3,357	\$2.70
		10/30/24	3,636	\$2.70
		11/30/24	3,382	\$2.70
		12/30/24	3,510	\$2.70
		01/31/25	3,784	\$2.70
		02/28/25	3,099	\$2.70
		03/31/25	3,649	\$2.70
		04/30/25	3,785	\$2.70
		05/31/25	3,522	\$2.70
		06/30/25	3,211	\$2.70
		07/31/25	3,793	\$2.39
		08/31/25	3,489	\$2.39
		09/30/25	3,361	\$2.39
		TOTALS	82,977	\$2.75

Mean Average	82,977	Gallons divided by 24 mo.	3,457		
	3,457	Gallons per month x 12	41,489		
41,489 \$	2.39	Per Gal.	SUBTOTAL		\$99,158
			TOTAL		\$102,360

**WATERFORD POLICE DEPARTMENT
FY 2026-2027 BUDGET REQUEST**

Page 34

LINE ITEM 10129-54020 - EQUIPMENT & FURNITURE

Personal Protective Gear - Multi-Year Replacement Plan

Members of the Waterford Police Department are issued ballistic helmets, plates and plate carriers to ensure they are protected in situations where there may be an active shooter. These pieces of equipment expire over time and we are beginning a multi-year replacement effort to ensure all officers have the equipment needed prior to any expiration.

TOTAL	\$7,000
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**PROPOSED REVENUE BY DEPARTMENT
GENERAL FUND
FY 2026-2027**

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All revenues from each department must be listed in the following categories.

DEPARTMENT: Police

LINE ITEM	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 EXPECTED	2025-2026 YTD	2026-2027 PROPOSED	VARIANCE
Alarm Monitoring						\$0
Alarm Penalties						\$0
Ambulance Subsidy						\$0
Beach Admission Fees						\$0
Benefit Assessments						\$0
Bulky Waste Fees						\$0
Conveyance Tax						\$0
Copy Fees						\$0
East Lyme Animal Control Fee						\$0
Enhanced E 9-1-1						\$0
Fines/Parking Tickets	\$100	\$749		\$30	\$749	\$0
Hazardous Household Waste						\$0
Inspection Fees						\$0
Interest/Lien Fees						\$0
Inter-Municipal Revenues						\$0
Miscellaneous						\$0
Permitting/Pistol Permits	\$8,415	\$9,170		\$2,030	\$9,170	\$0
Program/Registration Fees						\$0
Recording Fees						\$0
Regional Communications Fees						\$0
Rentals						\$0
Sale of Recyclables						\$0
State Operational Grants						\$0
Tipping Fees						\$0
Versa Kart/Blue Box Purchases						\$0
Police Report Fees	\$2,131	\$2,309		\$488	\$2,309	\$0
School Resource Officers (BOE)	\$66,000	\$69,000	\$102,000	\$94,000	\$106,250	\$4,250
Cruiser Fees for Vendors	\$100,000					\$0
Fingerprints/Records Check	\$4,410	\$3,945		\$900	\$3,945	\$0
Solicitor Permits	\$295	\$355		\$115	\$355	\$0
TOTALS	\$181,351	\$85,528	\$102,000	\$97,563	\$122,778	\$4,250

**TOWN OF WATERFORD
PROPOSED REVENUE BY DEPARTMENT
SPECIAL REVENUE
FY 2026-2027**

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All revenues from each department must be listed in the following categories.

DEPARTMENT: Police

LINE ITEM	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 EXPECTED	2025-2026 YTD	2026-2027 PROPOSED	VARIANCE
GRANTS						
DRE Support Grant	41,631	43,778	0	0	0	\$ (43,778.00)
ARPA Theft and Violence	34,774	35,000	0	0	0	\$ (35,000.00)
Impaired Driving Grant	5,904	31,542	10,000	3,139	31,542	\$ -
High Visibility - Cell Phone	18,412	13,000	0	0	13,000	\$ -
Stolen Vehicle Grant	21,748		35,000	0	0	\$ -
Rural Roads Grant	49,291	0	0	0	0	\$ -
Bullet Proof Vest Grant	0	0	0	0	0	\$0.00
JAG Grant	0	0	0	0	0	\$0.00
DONATIONS						
Gardiner Family Foundation	10,000	10,000	10,000	10,000	10,000	\$0.00
Daversa Partners	2,323	0	0	0	0	\$0.00
McCourt Family	0	2,000	2,000	2,000	2,000	\$0.00
Various K9 Donations	2,000	2,000	2,000	2,000	2,000	\$0.00
PROGRAM FEES						
MISC						
TOTALS	\$186,083	\$137,320		\$17,139	\$58,542	\$ (78,778.00)

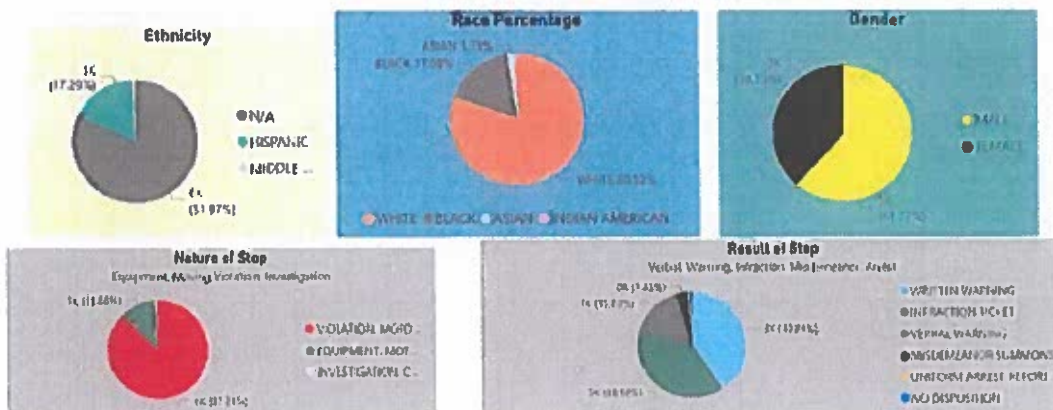


Waterford Police call types, use of force*, and car stop data

Category	Number	Change from previous fiscal year
Arrests	939	+16%
Calls For Service	30,939	+8%
Case Numbers	1,598	-18%
Motor Vehicle Stops	7,327	+30%
EDP/Welfare Checks	487	-9%
Larceny/Shoplifting	519	+27%
Domestic Violence	151	+32%
Assault	7	-66%
Drug Overdose	7	-36%
Impaired Driving	48	-7%
Missing Person	28	-76% (*)
School Checks	814	-30%
Motor Vehicle Crashes	686	-8%
Walk-in Complaints	510	-8%
Alarms	840	-17%
Residence Checks	1,839	+15%
Suspicious Person/Vehicle	779	+1%
Stolen Cars	18	+28%

(*) = Significant decrease due to relocation of youth residential facility to nearby community.

Motor Vehicle Stop Statistics



TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET

DEPT/AGENCY: 10123 FIRE SERVICES

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
PERSONNEL COSTS										
51110	ADMINISTRATION	162,128	-35,664	226,823	(20,077)	101,012	306,878	306,878	80,055	35.29%
51120	INSPECTION	87,258	4,750	87,983		47,225	90,384	90,384	2,401	2.73%
51210	CLERICAL/TECHNICAL	171,285	4,600	171,720		84,935	173,240	173,240	1,520	0.89%
51240	EDUCATION INCENTIVE	7,490	-3,200	11,880		7,240	11,490	11,490	(390)	-3.28%
51410	FULL TIME FIRE FIGHTING	1,359,664	82,316	1,436,511	146,760	782,868	1,787,580	1,787,580	351,069	24.44%
51411	INCENTIVE PROGRAM STIPENDS	26,962		40,000		6,659	35,000	35,000	(5,000)	-12.50%
51412	PART TIME FIRE FIGHTING	142,269	-30,500	136,129	(35,600)	70,187	129,845	129,845	(6,284)	-4.62%
51810	OVERTIME	80,827	92,022	123,129	210,000	138,648	258,289	258,289	135,160	109.77%
51812	FIRE INSPECTORS OVERTIME	4,031		6,000		4,551	8,500	8,500	2,500	41.67%
51820	REPLACEMENT OVERTIME	176,942	17,000	200,000	(200,000)	0	0	0	(200,000)	-100.00%
51830	TRAINING OVERTIME	18,017	8,018	10,000	(10,000)	0	0	0	(10,000)	-100.00%
51920	FICA	160,294	-1,118	187,058		91,644	213,910	213,910	26,852	14.35%
	SUBTOTAL	2,397,167	138,224	2,637,233	91,083	1,334,969	3,015,116	3,015,116	377,883	14.33%
SERVICES										
52010	ADVERTISING	738	500	400		364	400	400	-	0.00%
52020	POSTAGE	85		250		17	250	250	-	0.00%
52030	PROFESSIONAL FEES	1,769		2,500		264	2,825	2,825	325	13.00%
52040	SERV. CONT & REPAIRS	17,040		23,437		14,264	48,230	48,230	24,793	105.79%
52050	DUES, CONFERENCES & EDUC.	23,664	-4,598	38,418		18,111	53,122	53,122	14,704	38.27%
52060	PRINTING	17		100		10	1,000	1,000	900	900.00%
52070	REIMBURSABLE EXPENSE	246		1,000		295	1,000	1,000	-	0.00%
52080	TELEPHONE	31,121	2,150	29,500		9,720	24,500	24,500	(5,000)	-16.95%
52290	PUBLIC SAFETY AWARENESS	2,911		4,000		1,961	4,000	4,000	-	0.00%
52305	OSHA COMPLIANCE	1,450		1,800		173	0	0	(1,800)	-100.00%
52310	EXAMINATIONS	11,756	3,500	12,254	2,300	7,328	38,735	38,735	26,481	216.10%
52320	RENTAL OF HYDRANTS	540,950	-21,434	579,000	(12,500)	141,625	540,950	540,950	(38,050)	-6.57%
52370	CLOTHING ALLOWANCE	23,150	784	21,525	4,463	7,916	32,800	32,800	11,275	52.38%
52371	FIRE POLICE	902		750		0	750	750	-	0.00%
52372	INSURANCE	147,535	5,535	160,750	(5,290)	141,183	147,500	147,500	(13,250)	-8.24%
52373	LP GAS	2,884		4,600		608	4,000	4,000	(600)	-13.04%
52374	CABLE TELEVISION	9,589	2,122	10,800		4,356	6,000	6,000	(4,800)	-44.44%
52375	LADDER TESTING & REPAIRS	4,878	-2,922	6,190	(3,000)	3,000	2,600	2,600	(3,590)	-58.00%
52376	HYDRAULIC TESTING & REPAIRS	5,620	3,100	6,492		6,078	6,492	6,492	-	0.00%

**TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET**

DEPT/AGENCY: 10123 FIRE SERVICES

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
52377	BREATHING APPARATUS TESTING & REPAIRS	8,575		9,800		6,117	8,200	8,200	(1,600)	-16.33%
52378	BUILDING MAINTENANCE	56,006	-5,488	81,500		15,653	81,500	81,500	-	0.00%
52379	HOSE TESTING AND REPAIRS	10,194	305	10,108		9,502	10,130	10,130	22	0.22%
52387	PUMP TESTING SERVICES	3,250		3,000		0	3,000	3,000	-	0.00%
52392	GENERATOR MAINT. & REPAIRS	18,911	9,551	9,500		0	10,000	10,000	500	5.26%
	SUBTOTAL	923,241	(6,895)	1,017,674	(14,027)	388,545	1,027,984	1,027,984	10,310	1.01%
MATERIALS & SUPPLIES										
53010	OFFICE SUPPLIES	43	-956	1,000		231	1,000	1,000	-	0.00%
53020	OTHER SUPPLIES	9,315		10,000		3,466	10,000	10,000	-	0.00%
53021	CONSUMABLE SUPPLIES	2,198	-1,820	4,500		1,132	4,500	4,500	-	0.00%
53070	AUTOMOTIVE REPAIRS	131,017	22,697	110,000		49,720	110,000	110,000	-	0.00%
53080	AUTOMATIVE MAINTENANCE	23,131	3,132	20,000	(800)	12,476	20,000	20,000	-	0.00%
53085	MARINE REPAIRS	2,874	-2,000	5,000		0	5,000	5,000	-	0.00%
53090	FUELS & LUBRICANTS	37,429	-4,570	40,815		14,498	40,404	40,404	(411)	-1.01%
53100	TIRES	14,423	7,424	8,000	3,000	12,401	19,847	19,847	11,847	148.09%
53110	COMPUTER SUPPLIES	237		1,000		950	1,000	1,000	-	0.00%
53111	FF - PROTECTIVE CLOTHING	47,818	23,210	35,000	8,584	31,482	42,000	42,000	7,000	20.00%
53112	FIREFIGHTING SUPPLIES & REPAIRS	9,090		9,500	800	10,095	5,500	5,500	(4,000)	-42.11%
53113	VOLUNTEER RESPONDER AWARDS	1,200	-1,000	3,500		1,500	3,500	3,500	-	0.00%
53114	MEDICAL SUPPLIES	6,884	1,000	6,500		3,820	8,000	8,000	1,500	23.08%
53115	VOLUNTEER FIREFIGHTER SUPPLIES	189		3,000		450	3,000	3,000	-	0.00%
	SUBTOTAL	285,848	47,117	257,815	11,584	142,221	273,751	273,751	15,936	6.18%

TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET

DEPT/AGENCY: 10123 FIRE SERVICES

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
EQUIPMENT										
54060	OFFICE EQUIPMENT	420	-30	1,200		279	4,200	4,200	3,000	250.00%
54202	EQUIPMENT - FIRE INVESTIGATIONS	784	36	750		703	1,500	1,500	750	100.00%
54218	FIREFIGHTER EQUIPMENT	4,507	-18,722	22,758		7,393	6,900	6,900	(15,858)	-69.68%
54220	RADIO/EMERGENCY LIGHTS	6,826	-6	9,500		35	6,000	6,000	(3,500)	-36.84%
54222	RESCUE TRUCK EQUIPMENT	0	-5,500	5,500		171	5,600	5,600	100	1.82%
54226	EQUIPMENT	0	-6,000	5,700		0	4,167	4,167	(1,533)	-26.89%
	SUBTOTAL	12,537	(30,222)	45,408	0	8,581	28,367	28,367	(17,041)	-37.53%
DEPARTMENT TOTAL										
		3,618,793	148,224	3,958,130	88,640	1,874,316	4,345,218	4,345,218	387,088	9.78%



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

BUDGET FUNCTION

The Waterford Fire Department is a combination service provider delivering Fire Suppression, Emergency Medical First Response, and Technical Rescue services. The department serves approximately 20,000 permanent residents, along with several thousand businesses, industrial facilities, motorists, mercantile customers, and commuting workers who contribute to Waterford's expanded functional population. The Operations Division consists of twenty-seven paid personnel supported by volunteer members, collectively responding to roughly 3,000 calls for service each year.

The Waterford Fire Marshal's Office, staffed by two uniformed personnel and one civilian position, oversees fire prevention, code compliance inspections, and public safety education. The office supports community preparedness and reduces fire-related risk across more than 2,200 inspection-required occupancies.

Fire Department Administration operates six facilities spanning 15.08 acres and 69,622 square feet of mixed-use space, with a combined assessed value of \$6,412,525. The department also maintains a fleet of 24 vehicles valued at approximately \$14,913,005, along with an estimated \$3,000,000 in associated equipment assets.

These services are delivered to a diverse community of residential, commercial, industrial, and recreational users distributed across Waterford's uniquely challenging geographic environment. The town's combination of coastal areas, major transportation corridors, limited interconnecting roads, dispersed residential neighborhoods, and high-value commercial and industrial zones creates a service area that is both operationally complex and spatially demanding. Waterford's geographic and transit characteristics require consistent response capacity and strategically positioned resources, as incident locations and access challenges vary significantly across the jurisdiction. As a result, localized service delivery remains a core priority in long range planning.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

FY27 BUDGET SUMMARY

FY27 represents a significant step in the Waterford Fire Department's transition toward a modern, professional Fire and EMS service model. This evolution requires ongoing adjustments in operations, personnel structure, culture, and infrastructure. As the department continues aligning itself with contemporary service expectations, the FY27 budget prioritizes investments that strengthen operational capacity, improve service delivery, and support long-term organizational sustainability. These priorities will continue to shape future budgets as funds, assets, and projects are reassessed and realigned. Significant internal restructuring began in FY26 to stabilize and realign the organization. The extensive backup narratives provided herein intend to bolster public confidence and trust, as our organization continues to orient itself effectively forward as a consolidated municipal fire department.

Fire-Based Emergency Medical Response – Putting the “*First*” in First Responder

A central component of the department's service-delivery model is the enhancement of Emergency Medical First Response. All paid on-duty personnel are certified Emergency Medical Technicians, and all frontline engine companies are equipped with defibrillators and oxygen. With neighborhood firehouses distributed throughout Waterford, fire engines are frequently the closest emergency units to medical incidents. This proximity is especially critical when local ambulances are transporting patients outside town boundaries, leaving fire companies as the primary in-town responders. Strengthening this fire-based medical response model ensures that the department continues putting the “*First*” in *First Responder* by striving to deliver rapid, reliable care when seconds matter.

Commitment to Training and Professional Development

The FY27 Budget revives the department's strong commitment to training and workforce development. This year, the department is especially proud to allocate for three new recruits to attend the Connecticut Fire Academy Recruit Program—an investment that reflects both the growing professionalism of the organization and the high standards that should be expected of its personnel. Beyond recruit training, the department is making a significant investment in ongoing professional development to ensure that all employees have the, support, and resources they need and deserve. This commitment not only strengthens individual capability but also ensures the public receives the high-quality service it needs and deserves from a department intent on becoming a modern and well-prepared Fire, Rescue, and EMS agency.

Redeployment and Station Model

For FY27, the department will implement a Central and Satellite Station Model. Stations 1, 4, and 5 will operate with full-time staffing, providing dual-dispatch coverage into surrounding satellite districts. Satellite stations will continue to be supported by volunteer on-call members and part-time firefighters. This deployment model improves response consistency, enhances district coverage, and supports the department's long-term transition toward a more resilient and scalable staffing structure.

Continued on Page 3.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

FY27 BUDGET SUMMARY cont.

Rescue Services and Fleet Realignment

Waterford's first documented motor vehicle crash occurred in 1904, marking the beginning of a long history of rescue-service demand within the community. Since the mid-1950s, the Waterford Fire Department has continually adapted its specialized rescue capabilities to meet evolving needs. Today, these responsibilities extend across more than 27 miles of highway and hundreds of specialized hazards, including communication, transmission, and water towers; utility vaults; industrial, recreational, and agricultural equipment; 419 acres of inland waterways; and multiple tidal river access points. In FY27, the department will consolidate the Rescue Truck and an Engine to form a town-wide Squad Company. This strategic consolidation marks the beginning of a planned reduction in fleet size, allowing operating capital to be redirected to higher-priority needs. The Squad Company model enhances operational efficiency while maintaining the department's long-standing commitment to residents, motorists, workers, utilities, and industries.

Strengthening Leadership Capacity

The FY27 Budget proudly secures funding for the Assistant Chief position, a pivotal addition that strengthens leadership capacity and provides essential support across both administrative and operational functions. This role will advance the delivery of consistent training administration across all platoons, enhance responsiveness to logistical and field needs, and reinforce supervisory support in several critical areas. Establishing this position represents an important initial step in developing the leadership framework necessary for the department's future organizational model.

Dedication to Public Stewardship

I extend my sincere appreciation to the residents of Waterford for their continued trust and support. The town's financial investment in this department is not taken lightly. In return, I am fully committed to honoring that investment with responsible fiscal stewardship, and a steadfast dedication to service.

Our priorities remain clear: strengthening our capabilities, supporting our personnel, and ensuring that we deliver the level of protection and care the public both needs and deserves. It is a privilege to serve this community, and we will continue working each day to uphold your confidence and build a resilient department you can be proud of.

While there are years of important work still ahead, I want to assure you that each budget offer will bring deliberate improvements and responsible investments—steps essential to building the department Waterford deserves.

Yours In Service;

Christopher M. Haley



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

DEPT/AGENCY: 10123 FIRE SERVICES

LINE ITEM	DESCRIPTION	2024/2025 ACTUAL EXPENDED	2025/2026 6 RTM APPROP.	2025/2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPENDITURE AS OF 12/31/25	2026/2027 DEPT/ AGENCY REQUEST		
PERSONNEL COSTS								
51110	ADMINISTRATION	162,128	226,823	\$ (20,077.00)	\$ 93,145.26	\$ 306,878.00	\$ 80,055.00	35%
51120	INSPECTION	87,258	87,983	\$ -	\$ 43,536.59	\$ 90,384.00	\$ 2,401.00	3%
51210	CLERICAL/TECHNICAL	171,285	171,720	\$ -	\$ 78,339.81	\$ 173,240.00	\$ 1,520.00	1%
51240	EDUCATION INCENTIVE	7,490	11,880	\$ -	\$ 7,240.00	\$ 11,490.00	\$ (390.00)	-3%
51410	FULL TIME FIRE FIGHTING	1,359,664	1,436,511	\$ 146,760.00	\$ 722,239.77	\$ 1,787,580.00	\$ 351,069.00	24%
51411	INCENTIVE PROGRAM STIPENDS	26,962	40,000	\$ -	\$ 6,659.00	\$ 35,000.00	\$ (6,284.00)	-5%
51412	PART TIME FIRE FIGHTING	142,263	136,129	\$ (35,600.00)	\$ 65,049.00	\$ 129,845.00	\$ (5,000.00)	-13%
51810	OVERTIME	80,827	123,129	\$ 210,000.00	\$ 123,145.14	\$ 258,289.00	\$ 135,160.00	110%
51812	FIRE INSPECTOR(S) OVERTIME	4,031	6,000	\$ -	\$ 4,551.21	\$ 8,500.00	\$ 2,500.00	42%
51820	REPLACEMENT OVERTIME	176,942	200,000	\$ (200,000.00)	\$ -	\$ -	\$ (200,000.00)	-100%
51830	TRAINING OVERTIME	18,017	10,000	\$ (10,000.00)	\$ -	\$ -	\$ (10,000.00)	-100%
51920	FICA	151,404	187,058	\$ -	\$ 84,137.35	\$ 213,910.00	\$ 26,852.00	14%
SUBTOTAL		2,388,277	2,637,233	91,083	1,228,043	\$ 3,015,116.00	\$ 377,883.00	14%
SERVICES							\$ -	
52010	ADVERTISING	738	400	\$ -	364.4	\$ 400.00	\$ -	0%
52020	POSTAGE	85	250	\$ -	16.87	\$ 250.00	\$ -	0%
52030	PROFESSIONAL FEES	1,769	2,500	\$ -	263.72	\$ 2,825.00	\$ 325.00	13%
52040	SERV. CONT & REPAIRS	16,230	23,437	\$ -	14,264	\$ 48,230.00	\$ 24,793.00	106%
52050	DUES, CONFERENCES & EDUC.	17,040	38,418	\$ -	18,111	\$ 53,122.00	\$ 14,704.00	38%
52060	PRINTING	17	100	\$ -	9.55	\$ 1,000.00	\$ 900.00	900%
52070	REIMBURSABLE EXPENSE	246	1,000	\$ -	294.98	\$ 1,000.00	\$ -	0%
52080	TELEPHONE	31,121	29,500	\$ -	9,720	\$ 24,500.00	\$ (5,000.00)	-17%
52290	PUBLIC SAFETY AWARENESS	2,911	4,000	\$ -	1,961	\$ 4,000.00	\$ -	0%
52305	OSHA COMPLIANCE	1,450	1,800	\$ -	173.12	\$ -	\$ (1,800.00)	-100%
52310	EXAMINATIONS	11,756	12,254	\$ 2,300.00	7,328	\$ 38,735.00	\$ 26,481.00	216%
52320	RENTAL OF HYDRANTS	540,950	579,000	\$ (12,500.00)	141,625	\$ 540,950.00	\$ (38,050.00)	-7%
52370	CLOTHING ALLOWANCE	23,150	21,525	\$ 4,462.84	7,916	\$ 32,800.00	\$ 11,275.00	52%
52371	FIRE POLICE	902	750	\$ -	0	\$ 750.00	\$ -	0%
52372	INSURANCE	147,535	160,750	\$ (5,290.00)	139,383	\$ 147,500.00	\$ (13,250.00)	-8%
52373	LP GAS	2,884	4,600	\$ -	608	\$ 4,000.00	\$ (600.00)	-13%
52374	CABLE TELEVISION	9,589	10,800	\$ -	4,356	\$ 6,000.00	\$ (4,800.00)	-44%
52375	LADDER TESTING & REPAIRS	4,878	6,190	\$ (3,000.00)	3,000	\$ 2,600.00	\$ (3,590.00)	-58%
52376	HYDRAULIC TESTING & REPAIRS	5,620	6,492	\$ -	6,078	\$ 6,492.00	\$ -	0%
52377	BREATHING APPARATUS REPAIRS	8,575	9,800	\$ -	6,117	\$ 8,200.00	\$ (1,600.00)	-16%
52378	BUILDING MAINTENANCE	56,006	81,500	\$ -	15,653	\$ 81,500.00	\$ -	0%
52379	HOSE TESTING AND REPAIRS	10,194	10,108	\$ -	9,502	\$ 10,130.00	\$ 22.00	0%
52387	PUMP TESTING SERVICES	3,250	3,000	\$ -	0	\$ 3,000.00	\$ -	0%
52392	GENERATOR MAINT. & REPAIRS	18,311	9,500	\$ -	0	\$ 10,000.00	\$ 500.00	5%
SUBTOTAL		915,807	1,017,674	-14,027	419,143	\$ 1,027,984.00	\$ 10,310.00	1%



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Continued from Prior Page						\$	-	
						\$	-	
MATERIALS & SUPPLIES						\$	-	
53010	OFFICE SUPPLIES	43	1,000	\$ -	231.15	\$ 1,000.00	\$ -	0%
53020	OTHER SUPPLIES	9,315	10,000	\$ -	3,466	\$ 10,000.00	\$ -	0%
53021	CONSUMABLE SUPPLIES	2,198	4,500	\$ -	1,132	\$ 4,500.00	\$ -	0%
53070	AUTOMOTIVE REPAIRS	131,017	110,000	\$ -	49,720	\$ 110,000.00	\$ -	0%
53080	AUTOMOTIVE MAINTENANCE	23,131	20,000	\$ -	12,476	\$ 20,000.00	\$ -	0%
53085	MARINE REPAIRS	2,874	5,000	\$ -	0	\$ 5,000.00	\$ -	0%
53090	FUELS & LUBRICANTS	37,429	40,815	\$ -	14,498	\$ 40,404.00	\$ (411.00)	-1%
53100	TIRES	14,423	8,000	\$ 3,000.00	12,401	\$ 19,847.00	\$ 11,847.00	148%
53110	COMPUTER SUPPLIES	237	1,000	\$ -	949.94	\$ 1,000.00	\$ -	0%
53111	FF - PROTECTIVE CLOTHING	47,818	35,000	\$ 8,584.00	31,482	\$ 42,000.00	\$ 7,000.00	20%
53112	FIREFIGHTING SUPPLIES	9,090	9,500	\$ -	10094.72	\$ 5,500.00	\$ (4,000.00)	-42%
53113	VOLUNTEER RESPONDER AWARDS	1,200	3,500	\$ -	1,500	\$ 3,500.00	\$ -	0%
53114	MEDICAL SUPPLIES	6,884	6,500	\$ -	3,820	\$ 8,000.00	\$ 1,500.00	23%
53115	VOL. FIREFIGHTERS SUPPLIES	189	3,000	\$ -	450	\$ 3,000.00	\$ -	0%
SUBTOTAL		285,848	257,815	11,584	142,222	\$ 273,751.00	\$ 15,936.00	6%
EQUIPMENT						\$	-	
54060	OFFICE EQUIPMENT	420	1,200	0	279.19	\$ 4,200.00	\$ 3,000.00	250%
54202	EQUIPMENT - FIRE INVESTIGATION	785	750	0	702.96	\$ 1,500.00	\$ 750.00	100%
54218	FIREFIGHTER EQUIPMENT	4,507	22,758	0	7,393	\$ 6,300.00	\$ (15,858.00)	-70%
54220	RADIO/EMERGENCY LIGHTS	6,826	9,500	0	35	\$ 6,000.00	\$ (3,500.00)	-37%
54222	RESCUE TRUCK EQUIPMENT	0	5,500	0	170.51	\$ 5,600.00	\$ 100.00	2%
54226	EQUIPMENT	0	5,700	0	0	\$ 4,167.00	\$ (1,533.00)	-27%
SUBTOTAL		12,539	45,408	0	8,581	\$ 28,367.00	\$ (17,041.00)	-38%
						\$	-	
DEPARTMENT TOTAL		3,602,472	3,958,130	88,640	1,431,793	\$ 4,345,218.00	\$ 387,088.00	9.78%

Total Budget Offer represents a 9.78% Increase; with the following Series Impacts:

1000 Series: +14% over FY26

2000 Series: +1% over FY26

3000 Series: +6% over FY26

4000 Series: -(38%) under FY26



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Service Demand Indicators

Incident Type Report (Summary)

Alarm Date Between (07/01/2024) and (06/30/2025)

Incident Count by Service District FY2025

	District 1 Jordan	District 2 Quaker Hill	District 3 Goshen	District 4 Oswegatchie	District 5 Cohanzie
Fire, Hazards, & Service	356	107	128	154	270
EMS & Rescue	703	177	240	390	413
Total	1059	284	368	544	683

Incident Count Unit Utilization Breakdown FY2025

Unit	Total	Out of District
Engine 11	1310	479
Engine 21	143	22
Engine 31	375	51
Engine 32	31	1
Engine 41	152	83
Engine 42	501	201
Engine 51	1012	432
Truck 15	479	274
Truck 25	49	18
Truck 55	*****	***
Rescue 57	140	65
Brush 23	6	
Brush 43	12	
Brush 53	11	
Marine 93	13	



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Itemized Incident Count Page 7 & 8

Incident Description	Count	% of All
Fire, other	2	0.07%
Building fire	20	0.67%
Fires in structure other than in a building	2	0.07%
Cooking fire, confined to container	4	0.13%
Chimney or flue fire, confined to chimney or flue	2	0.07%
Fuel burner/boiler malfunction, fire confined	1	0.03%
Trash or rubbish fire, contained	1	0.03%
Passenger vehicle fire	5	0.17%
Road freight or transport vehicle fire	1	0.03%
Natural vegetation fire, other	2	0.07%
Forest, woods or wildland fire	8	0.27%
Brush or brush-and-grass mixture fire	13	0.43%
Grass fire	1	0.03%
Outside rubbish fire, other	1	0.03%
Outside rubbish, trash or waste fire	3	0.10%
Outside equipment fire	2	0.07%
Outside gas or vapor combustion explosion	1	0.03%
	69	2.30%
2 Overpressure Rupture, Explosion		
Excessive heat, scorch burns with no ignition	10	0.33%
3 Rescue & Emergency Medical Service Incident		
Medical assist, assist EMS crew	30	1.00%
Emergency medical service incident, other	1	0.03%
EMS call, excluding vehicle accident with injury	1,735	57.72%
Motor vehicle accident with injuries	119	3.96%
Motor vehicle/pedestrian accident (MV Ped)	3	0.10%
Motor vehicle accident with no injuries.	23	0.77%
Search for person on land	2	0.07%
Search for person in water	2	0.07%
Extrication, rescue, other	2	0.07%
Extrication of victim(s) from building/structure	1	0.03%
Extrication of victim(s) from vehicle	2	0.07%
Removal of victim(s) from stalled elevator	3	0.10%
Confined space rescue	1	0.03%
Extrication of victim(s) from machinery	2	0.07%
Watercraft rescue	4	0.13%
	1,930	64.20%
4 Hazardous Condition (No Fire)		
Hazardous condition, other	1	0.03%
Combustible/flammable gas/liquid condition, other	3	0.10%
Gasoline or other flammable liquid spill	6	0.20%
Gas leak (natural gas or LPG)	15	0.50%
Oil or other combustible liquid spill	5	0.17%
Chemical spill or leak	2	0.07%
Refrigeration leak	1	0.03%
Carbon monoxide incident	12	0.40%
Electrical wiring/equipment problem, other	19	0.63%
Heat from short circuit (wiring), defective/worn	2	0.07%
Overheated motor	3	0.10%
Power line down	30	1.00%
Arcing, shorted electrical equipment	10	0.33%
Biological hazard, confirmed or suspected	1	0.03%
Building or structure weakened or collapsed	1	0.03%



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Vehicle accident, general cleanup	12	0.40%
	123	4.09%
5 Service Call		
Service Call, other	4	0.13%
Person in distress, other	1	0.03%
Lock-out	7	0.23%
Ring or jewelry removal	2	0.07%
Water problem, other	3	0.10%
Water evacuation	8	0.27%
Water or steam leak	6	0.20%
Smoke or odor removal	4	0.13%
Animal rescue	1	0.03%
Public service assistance, other	16	0.53%
Assist police or other governmental agency	4	0.13%
Public service	37	1.23%
Assist invalid	55	1.83%
Defective elevator, no occupants	1	0.03%
Unauthorized burning	48	1.60%
Cover assignment, standby, moveup	6	0.20%
	203	6.75%
6 Good Intent Call		
Good intent call, other	81	2.69%
Dispatched & canceled en route	91	3.03%
No incident found on arrival at dispatch address	113	3.76%
Authorized controlled burning	7	0.23%
Vicinity alarm (incident in other location)	1	0.03%
Steam, other gas mistaken for smoke, other	3	0.10%
Smoke scare, odor of smoke	27	0.90%
Steam, vapor, fog or dust thought to be smoke	2	0.07%
EMS call, party transported by non-fire agency	1	0.03%
HazMat release investigation w/no HazMat	32	1.06%
	358	11.91%
7 False Alarm & False Call		
False alarm or false call, other	7	0.23%
Malicious, mischievous false call, other	1	0.03%
Central station, malicious false alarm	3	0.10%
Local alarm system, malicious false alarm	1	0.03%
System malfunction, other	2	0.07%
Smoke detector activation due to malfunction	38	1.26%
Heat detector activation due to malfunction	6	0.20%
Alarm system sounded due to malfunction	15	0.50%
CO detector activation due to malfunction	7	0.23%
Unintentional transmission of alarm, other	11	0.37%
Sprinkler activation, no fire - unintentional	5	0.17%
Extinguishing system activation	1	0.03%
Smoke detector activation, no fire - unintentional	123	4.09%
Detector activation, no fire - unintentional	40	1.33%
Alarm system activation, no fire - unintentional	38	1.26%
Carbon monoxide detector activation, no CO	14	0.47%
8 Severe Weather & Natural Disaster		
Lightning strike (no fire)	1.0	0.03%



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

PROGRAM AND SERVICE FEE ASSESMENTS

SERVICES:	Minimum	Maximum
Explosive Permit:	\$60.00	\$60.00
Burn Permit:	\$25.00	\$25.00

PLAN REVIEW:	Minimum	Maximum
Building	\$100.00	\$6000.00
Alarm System:	\$100.00	\$3000.00
Sprinkler System:	\$100.00	\$2800.00

INSPECTIONS:	Minimum	Maximum
Initial Fee:	\$25.00	\$250.00
Renewal Fee:	\$0.00	\$200.00

PROPOSED GENERAL FUND REVENUE				
LINE	FY24 ACTUAL	FY25 ACTUAL	FY26 YTD	FY PROPOSED
INSPECTION FEES	\$ 5,250.00	\$ 4,475.00	\$2,100.00	\$ 5,000.00
PLAN REVIEW FEES	\$ 4,250.00	\$ 12,790.00	\$5,465.00	\$ 12,000.00
BURNING PERMIT	\$ 600.00	\$ 600.00	\$ 200.00	\$ 600.00
EXPLOSIVE PERMIT	\$ -	\$ 120.00	\$ -	\$ 120.00
FREEDOM OF INFORMATION	\$ 5.00	\$ 5.00	\$ 5.00	\$ -
TOTALS	\$ 10,105.00	\$ 17,990.00	\$7,770.00	\$ 17,720.00

PROPOSED SPECIAL REVENUE				
LINE	FY24 ACTUAL	FY25 ACTUAL	FY26 YTD	FY PROPOSED
AFG	\$ -	\$ -	\$ -	\$ -
SAFER	\$ -	\$ -	\$ -	\$ -
FP&S	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
MISC	\$ -	\$ -	\$ -	\$ -
TOTALS	\$ -	\$ -	\$ -	\$ -



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

INVENTORY UPDATE

EQUIPMENT AND VEHICLES IN EXCESS OF \$5,000

Budgeted Acquisition- January 1, 2025 through January 1, 2026

Description of Item	Date of Purchase	Estimated Cost	Location
Ford Explorer AWD	10/2025	\$49,450	Public Safety Bldg.
Tech Rescue Tripod	6/2025	\$5,276	Rescue Squad
Onan Backup Generator	1/2025	\$56,000	Station 5-Cohanzie



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

1000

PERSONNEL



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

1000 Series Personnel – Executive Summary and FY27 Outlook

Personnel remains the most critical component of any emergency services budget. As an organization, we remain committed to supporting necessary growth in a manner that maximizes return on public investment.

In FY26, a combination of streamlining efforts, personnel redeployment, and additional appropriations enabled the successful transition of a third station to 24-hour staffing and increased on-duty shift strength to seven (7) personnel.

FY27 reflects continued commitment to strategic organizational advancement and growth.

Key initiatives include:

- *Increased focus: Professional development & exploration of expanded Supervisory Roles.*
- *Expanding the deployment of part-time firefighters at Station 2 – Quaker Hill*
- *The introduction of a second administrative officer is expected to significantly improve departmental responsiveness, training standards, professional development, vendor coordination, regulatory compliance, internal communication, and overall workflow.*

52010 Administration Line Review and FY27 Outlook

FY27 secures funding for critical expansion of Administrative Staff, through the addition of the Assistant Chief Position. This position was established in 2021; and the department is proud to secure funding for it. Initial Budget Impact was offset by over 20% through administrative and FICA savings from FY26 Director Appropriated Amount.

52020 Overtime Line Review and FY27 Outlook

The Overtime Line reflects both regularly scheduled overtime, as well as replacement of full-time shift vacancies caused by Sick, Injury, and Vacation.

Firefighters work a FLSA-Public Safety 56 hour week. FLSA mandates that hours worked beyond 53 per week receive overtime pay. This line also includes this built in three hours of scheduled overtime.

With the focus of the department shifting to Full-Time Staffing the internal tracking of Replacement and Coverage began mid-year FY26 these allocations will remain a fluid and moving target throughout the continued growth of the department.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

1000 SERIES PERSONNEL

10123-51110 Administration

Salary, longevity, and sick incentives for positions are shown in FY27 Personnel Worksheet.

Position	Representation	Wage Increase
Director of Fire Service	NUMP	2.5%
Assistant Fire Chief	NUMP	
Fire Marshal	NUMP	2.5%

Expended FY25	\$162,128	Expended FY24	\$195,881	Expended FY23	\$234,206
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FY27 Total Administration: \$306,878

10123-51120 Inspection/Prevention

Position	Representation	Wage Increase
Inspector	IAFF 4629	2.75%

Expended FY25	\$82,257	Expended FY24	\$84,047	Expended FY23	\$79,291
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FY27 Total Inspection/Prevention: \$90,384

10123-51210 Clerical/Technical

Position	Representation	Wage Increase
Office Coordinator	1303-037	TBD
F/T Clerk Typist	1303-037	TBD
Life Safety Educator	NUMP	2.5%

Expended FY25	\$171,285	Expended FY24	\$167,626	Expended FY23	\$151,198
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FY27 Total- Clerical/Technical: \$173,240

10123-51240 Educational Stipend

Contractual Obligation for Professional Education Support and College Education Incentive for employees hired prior to 2010. Post-2010 employees are compensated for Fire Instructor I, Fire Officer I, and Incident Safety Officer.

Expended FY25	\$7,490	Expended FY24	\$8,240	Expended FY23	\$12,400
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FY27 Total- Educational Incentive: \$11,490



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-51410 Firefighting-Full Time

Position	Number	Representation	Increase
Firefighter-FT	21	IAFF 4629	2.75%
Captain	3	IAFF-4629	2.75%

Expended FY25	\$1,359,665	Expended FY24	\$1,224,766	Expended FY23	\$1,129,655
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FY27 Total-Firefighting-Full Time: \$1,787,580

10123-51411 Volunteer Incentive Program

Pay per Call Stipend to compensate Volunteer Members for Active Participation as adopted in Town Charter Section 2.36.080.

Expended FY25	\$26,962	Expended FY24	\$30,903	Expended FY23	\$34,873
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FY27 Total-Volunteer Incentive Program \$35,000

10123-51412 Firefighting-Part-Time

These salaries are in conformance with the Season/Occasional Wage Schedule approval effective May 2022 allowing part time firefighters to work up to twenty five hours a week.

Position	Number	Representation	Increase
Firefighter-PT	6	None	

Expended FY25	\$142,269	Expended FY24	\$153,912	Expended FY23	\$223,082
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FY27 Total-Firefighting-Part Time: \$129,845

10123-51810 Overtime

The Overtime Line reflects replacement of full-time shift vacancies caused by Sick, Injury, and Vacation. Firefighters work a FLSA-Public Safety 56 hour week. FLSA mandates that hours worked beyond 53 per week receive overtime pay. This line also includes this adjusted three hours of scheduled overtime.

Expended FY25	\$80,827	Expended FY24	\$259,349	Expended FY23	\$263,815
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FY27 Total-Overtime: \$258,289



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-51812 Inspector Overtime

After-hours duties for fire investigations, overflow and off hour's inspections, firework inspections, and other support functions, etc.

Expended FY25	\$4,032	Expended FY24	\$0	Expended FY23	\$0
FY27 Total-Inspector Overtime: \$8,500					

10123-51820 Replacement Overtime

Replacement of shift vacancies due to vacation, sick, personal, jury duty, or bereavement leave to maintain manpower levels. No longer separating.

Expended FY25	\$176,943	Expended FY24	\$0	Expended FY23	\$0
FY27 Total-Replacement Overtime: \$0					

10123-51830 Training Overtime

Contractually Obligated Overtime to cover training classes during non-shift hours.
No longer separating.

Expended FY25	\$18,017	Expended FY24	\$0	Expended FY23	\$0
FY27 Total-Training Overtime: \$0					

10123-51920 FICA

Required FICA contribution equivalent to 7.65% of cumulative 51000 series.

Expended FY25	\$160,294	Expended FY24	\$151,404	Expended FY23	\$150,110
FY27 Total-FICA: \$213,910					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Personnel And Category Worksheet Five Year

Category	Class	FY23	FY24	FY25	FY26	FY27
Director	NUMP	1	1	1	1	1
Asst Chief	NUMP	0	0	0	0	1
Fire Marshal	NUMP	1	1	1	1	1
Fire Inspector	FF-CBA	1	1	1	1	1
Office Coord I	AS-10	1	1	1	1	1
Clerk/Typist III	AS-6	1	1	1	1	1
Life Safety Educ.	MP-3	1	1	1	1	1
Firefighter-FT	FF-CBA	8	10	12	15	18
Firefighter-PT	PT	20	15	9	7	6
Fire Captain	FF-CBA	0	3	3	3	3
Total Categories		7	7	7	7	8
Total Employees		34	34	30	31	34

Fringe Benefits Personnel Worksheet *See Note*

POSITION	QUANTITY	CLOTHING ALLOWANCE	TOTAL
51110-Administration			
Director	1	\$ 1,000.00	\$ 1,000.00
Fire Marshal	1	\$ 1,000.00	\$ 1,000.00
51120-Inspection			
Fire Inspector	1	\$ 1,050.00	\$ 1,050.00
51210-Clerical/Technical			
Public Safety Educ.	1	\$ 250.00	\$ 250.00
51410-Firefighting			
Captain	3	\$ 1,050.00	\$ 3,150.00
FF/EMT	15	\$ 1,050.00	\$ 15,750.00
51412-Part Time Firefighting			
Part Time FF/EMT	6	\$ 300.00	\$ 1,800.00
Total Personnel Clothing Allotments			\$ 24,000.00

Annual allotment worksheet does not include New Hire Initial Outfitting. New Hires receive a designated initial outfitting in lieu of annual allotments. Reference Line 10123-52370 for details.

Finance Department Note:

FIRE DEPT CLOTHING IS UNIFORM PURCHASE OR REIMBURSEMENT - NOT A TAXABLE FRINGE BENEFIT



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

DATE OF HIRE	EMPLOYEE	HOURS WORKED/ WEEK	HOURLY RATE FY27	SALARY FY26	LONGEVITY FY26	SALARY FY27	LONGEVITY FY27	TOTAL EMPLOYEE SALARY	PAYROLL TAXES (F.I.C.A.)
51110 - ADMINISTRATION									
05/19/2025	Director	40	N/A	110,422.84	N/A	113,183.41	N/A	113,183.41	8,658.53
VACANT	Assistant Fire Chief	40	N/A	0.00	N/A	34,399.82	N/A	34,399.82	7,267.43
06/19/2008	Fire Marshal	40	N/A	84,899.15	\$ 1,423.43	97,271.62	\$ 1,423.43	98,695.11	7,550.18
	TOTALS			205,321.98	1,423.43	305,454.66	1,423.43	306,878.34	23,476.19
		*add longevity		206,745.47					
51120 - INSPECTION									
09/19/2005	Fire Inspector	40	\$ 43.0000	87,382.80	\$ 600.00	89,784.00	\$ 600.00	90,384.00	6,314.38
	TOTALS			87,382.80	600.00	89,784.00	600.00	90,384.00	6,314.38
		*add longevity		87,982.80					
51210 - CLERICAL/TECHNICAL									
08/21/2017	Clerk/Typist III	35	\$ 29.7432	54,340.83	N/A	54,340.83	\$ 250.00	54,590.83	4,176.20
04/11/2005	Office Coordinator I	35	\$ 36.1530	66,051.53	\$ 500.00	66,051.53	\$ 500.00	66,551.53	5,091.19
01/26/2009	Community Safety Educator - 62.5%	25	N/A	50,016.00	\$ 751.14	51,327.90	\$ 769.92	52,097.82	3,985.48
	TOTALS			170,408.36	1,251.14	171,720.26	1,519.92	173,240.17	13,252.87
		*add longevity		171,719.50					
51240 - EDUCATION INCENTIVE									
	Tuition Reimbursement		N/A	5,000.00	N/A	5,000.00	N/A	5,000.00	N/A
	College Education Stipend		N/A	1,240.00	N/A	1,240.00	N/A	1,240.00	34.86
	Certificate Stipend		N/A	5,250.00	N/A	5,250.00	N/A	5,250.00	401.63
	TOTALS			11,490.00	0.00	11,490.00	0.00	11,490.00	436.49
51410 - FULL TIME FIRE FIGHTING									
09/10/2001	Captain	53	\$ 43.1600	116,197.20	\$ 600.00	119,406.46	\$ 600.00	120,006.46	9,180.43
02/11/2004	Captain	53	\$ 43.1600	116,197.20	\$ 600.00	119,406.46	\$ 600.00	120,006.46	9,180.43
08/14/2018	Captain	53	\$ 31.6325	83,834.38	N/A	87,514.55	N/A	87,514.55	6,694.86
10/21/2025	FT-Firefighter	53	\$ 26.2783	46,919.84	\$ 450.00	72,101.58	\$ 450.00	73,151.58	5,596.10
06/02/2025	FT-Firefighter	53	\$ 26.4300	63,720.23	N/A	73,287.23	N/A	73,287.23	5,606.47
10/23/2023	FT-Firefighter	53	\$ 27.6216	72,550.85	N/A	76,417.84	N/A	76,417.84	5,845.96
07/31/2023	FT-Firefighter	53	\$ 27.7779	72,957.89	N/A	76,850.32	N/A	76,850.32	5,879.05
12/23/2024	FT-Firefighter	53	\$ 26.8339	70,488.20	N/A	74,238.69	N/A	74,238.69	5,679.26
08/02/2021	FT-Firefighter	53	\$ 28.7600	77,437.13	N/A	79,567.42	N/A	79,567.42	6,086.91
03/10/2025	FT-Firefighter	53	\$ 26.6948	70,120.31	N/A	73,853.31	N/A	73,853.31	5,643.82
06/02/2025	FT-Firefighter	53	\$ 26.5431	69,720.23	N/A	73,434.15	N/A	73,434.15	5,617.71
08/08/2024	FT-Firefighter	53	\$ 27.0741	71,156.00	N/A	74,903.31	N/A	74,903.31	5,730.10
02/15/2022	FT-Firefighter	53	\$ 28.5200	75,611.50	N/A	78,903.43	N/A	78,903.43	6,036.11
04/03/2011	FT-Firefighter	53	\$ 32.9300	88,669.53	N/A	91,104.14	N/A	91,104.14	6,969.47
02/15/2022	FT-Firefighter	53	\$ 28.5200	75,611.50	N/A	78,903.43	N/A	78,903.43	6,036.11
07/15/2019	FT-Firefighter	53	\$ 29.5900	79,678.08	N/A	81,863.69	N/A	81,863.69	6,262.57
07/24/2023	FT-Firefighter	53	\$ 27.7909	72,391.81	N/A	76,886.36	N/A	76,886.36	5,881.81
07/17/2023	FT-Firefighter	53	\$ 27.8039	73,025.73	N/A	76,322.40	N/A	76,322.40	5,884.56
07/15/2019	FT-Firefighter	53	\$ 29.5900	79,678.08	N/A	81,863.69	N/A	81,863.69	6,262.57
VACANT	FT-Firefighter *NEW FY26 (1/15/26)	53	\$ 26.1413	32,257.39	N/A	72,322.63	N/A	72,322.63	5,532.68
VACANT	FT-Firefighter *NEW FY26 (1/15/26)	53	\$ 26.1413	32,257.39	N/A	72,322.63	N/A	72,322.63	5,532.68
VACANT	FT-Firefighter *NEW FY27 Recruit Feb.	53	\$ 25.8400	0.00	N/A	24,418.80	N/A	24,418.80	1,868.04
VACANT	FT-Firefighter *NEW FY27 Recruit Feb.	53	\$ 25.8400	0.00	N/A	24,418.80	N/A	24,418.80	1,868.04
VACANT	FT-Firefighter *NEW FY27 Recruit Feb.	53	\$ 25.8400	0.00	N/A	24,418.80	N/A	24,418.80	1,868.04
	TOTALS			1,547,081.66	1,650.00	1,785,923.93	1,650.00	1,787,573.93	136,743.93
		*add longevity		1,548,731.66					
51412 PART TIME FIRE FIGHTING									
04/17/2023	FFPT -Fire Fighter part time	16	\$ -	16,704.00	N/A	0.00	N/A	0.00	0.00
08/06/1987	FFPT -Fire Fighter part time	16	\$ 21.5517	24,536.64	N/A	18,000.00	N/A	18,000.00	1,377.00
09/01/1995	FFPT -Fire Fighter part time	16	\$ 22.5635	24,536.64	N/A	18,845.00	N/A	18,845.00	1,441.64
01/04/2018	FFPT -Fire Fighter part time	16	\$ 25.0000	20,880.00	N/A	20,880.00	N/A	20,880.00	1,597.32
12/18/1993	FFPT -Fire Fighter part time	16	\$ 29.4500	24,536.64	N/A	24,536.64	N/A	24,536.64	1,881.64
06/30/1982	FFPT -Fire Fighter part time	16	\$ 29.4500	24,536.64	N/A	24,536.64	N/A	24,536.64	1,881.64
10/01/2012	FFPT -Fire Fighter part time	16	\$ 27.4500	22,926.24	N/A	22,926.24	N/A	22,926.24	1,753.86
	TOTALS			158,836.80	0.00	129,844.52	0.00	129,844.52	9,333.11
51411 - INCENTIVE PROGRAM STIPENDS									
	VOLUNTEER FF		STIPEND	40,000.00	N/A	35,000.00	N/A	35,000.00	2,677.50
	TOTALS			40,000.00	0.00	35,000.00	0.00	35,000.00	2,677.50
51810 - OVE *includes 51820 & 51830 (no longer separating out)									
				251,376.44	N/A	258,289.29	N/A	258,289.29	19,759.13
51812 - FIRE INSPECTOR OVERTIME									
				10,828.74	N/A	8,500.00	N/A	8,500.00	650.25
51820 - REPLACEMENT OVERTIME									
				0.00	N/A	0.00	N/A	0.00	0.00
51830 - TRAINING OVERTIME									
				0.00	N/A	0.00	N/A	0.00	0.00
	TOTALS			262,205.18	0.00	266,789.29	0.00	266,789.29	20,409.38
TOTALS			FY26 FICA \$ 190,314.51	2,487,771.40	4,324.63	2,796,012.85	5,193.41	2,801,206.25	213,903.84
BUDGET TOTAL W/F I.C.A.				2,678,085.91				3,015,116.10	



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Personnel Deployment

Personnel Deployment: As of Year End FY26

Station #1 "*Jordan*": Full-Time

Station #4 "*Oswegatchie*": Full-Time

Station #5 "*Cohanzie*": Full-Time

Satellite Station #2 "*Quaker Hill*": 16 Man Hours Per Week Part-Time and On-Call

Satellite Station #3 "*Goshen*": 8 Man Hours Per Week Part-Time and On-Call

Total Strength On-Duty Full Time: *Seven (7)*

Proposed Personnel Deployment: By Year End FY27

Station #1 "*Jordan*": Full-Time

Station #4 "*Oswegatchie*": Full-Time

Station #5 "*Cohanzie*": Full-Time

Satellite Station #2 "*Quaker Hill*": 80 Man Hours Per Week Part Time and On-Call

Satellite Station #3 "*Goshen*": 16 Man Hours Per Week Part-Time and On-Call

Total Strength On-Duty Full-Time: *Eight (8)*



2000 SERVICES



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

2000 Series Services Executive Summary and FY27 Outlooks

Fire departments rely on extensive outside vendor services, independent testing, and third-party certification. This need is amplified when managing privately owned structures that depend on external vendors for repair and upkeep. For FY27, significant restructuring and reallocation within the budget are intended to increase clarity, transparency, and consistency in operations.

A number of fixed service costs were previously blended with variable repair costs, complicating fiscal forecasting and reducing financial confidence. Major emphasis has been placed on separating fixed and variable costs (e.g., maintenance vs. repair). This transition will provide greater flexibility, ensure essential services are consistently funded, and create more predictable operations with reduced reliance on transfers and more accurate year-end accounting.

52020 Training Line Review and FY27 Outlook

A review of prior fiscal years shows that favorable year-end balances and outbound transfers have frequently been associated with account 52050. This reactive posture has contributed to underperformance in 52020 Training; hindering professional development efforts.

Beginning in FY27, training costs will shift toward a performance-based budgeting model. This approach emphasizes planned investments in professional development and aligns expenditures with strategic outcomes. The addition of aforementioned management personnel is expected to drive consistent improvements in program performance and budget execution.

FY27's budget proudly secures funding to support three enrollments in the February Connecticut Fire Academy Recruit Program. A national leader in training and recruit development, the CFA remains the standard-bearer for Connecticut's professional fire service. Its 14-week residency program produces fully prepared, "turnkey" firefighters with a level of discipline, proficiency, and operational readiness that exceeds what local programs can provide.

Dues/Subscriptions FY27 includes the cost of new code-book sets, updated every three years with new building and fire code adoptions. This periodic impact was offset by eliminating several non-essential association dues and conferences.

52378 – Building Line Review and FY27 Outlook

This function encompasses routine upkeep, corrective repairs, and updates to physical structures and building systems. It includes expenditures for labor, materials, non-recurring contract services, and equipment necessary to maintain facility functionality. The transfer of the Oswegatchie Fire Station to Town Assets, along with reallocating several items to more specific lines, has increased available funding for building upkeep. An initial goal of reaching 2% of Assessed Asset Value was surpassed, achieving 2.35%.

Many services previously blended across other lines—particularly Building Maintenance & Repair—have now been itemized into Service Contracts to account for fixed costs. This improves clarity in 10123-52040 and enhances the department's ability to plan for small-scale repairs and periodic updates in 10123-52378 with less dependence on Capital Expenditures.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52372 Insurance – Fire Companies Line Review and FY27 Outlook

Significant savings were achieved in FY26 through auditing and transferring coverages while increasing agreed values on apparatus to better align with current market conditions. This allowed the department to combat and offset expected market increases.

10123-52080 Telephone Line Review and FY27 Outlook

Internal audits conducted in FY26 helped offset rate increases. Redundant POTS lines and non-essential services were eliminated. Data service for in-apparatus MDTs and inspection tablets was also reviewed and transitioned to a rate-pay plan, yielding substantial savings.

10123-52377 Breathing Apparatus Testing Line Review and FY27 Outlook

Restructured for FY27, this line supports annual testing and inspection of all respiratory-hazard equipment, including SCBA flow testing, Confined Space SABA systems, compressor maintenance, quarterly air testing/meter calibration, and fit-testing calibration. It also covers five-year hydrostatic testing of air cylinders as applicable.

10123-52379 Fire Hose & Appliance Testing Line Review and FY27 Outlook

Funds annual independent inspection, testing, and certification of fire hose. FY26 acquisition of flow-testing equipment now allows in-house testing of nozzles and appliances.

10123-52374 Cable Television Line Review and FY27 Outlook

Marked reduction due to the elimination of non-essential services.

10123-52392 Generator Maintenance/Repairs Line Review & FY27 Outlook

Consolidated into Line 52040 Service Contracts. Repairs to be funded via 52378.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

2000 SERIES-SERVICES

10123-52010 Advertising

Covers the legal obligation for Capital Improvement Project Bids. Standard Bid rates are approximately \$350.

Expended FY25	\$738	Expended FY24	\$0	Expended FY23	\$0
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FY27 Total Advertising: \$400

10123-52020 Postage:

Covers physical mailings and bulk packages.

Expended FY25	\$85	Expended FY24	\$82	Expended FY23	\$324
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FY27 Total- Postage: \$250

10123-52030 Professional Fees

Covers Background Checks for personnel performed in conjunction with Human Resources. Accounts for 10 background checks at a rate of \$62.50. This line also includes Psychological Exams now performed on entry level members. Psychological Examination (4) @ \$550.

Expended FY25	\$1,769	Expended FY24	\$1,732	Expended FY23	\$2,556
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FY27 Total- Professional Fees: \$2,825



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52040 Service Contracts and Repairs

Regular Maintenance Contracts and Vendor Services not accounted for in other specialized lines.

Service Location	Annual Cost
ANNUAL OFFICE SERVICES	
Copier Lease	\$1,890.00
Copy Usage .0065 pp	\$390.00
Total Office Services	\$2,280.00
ANNUAL BUILDING SERVICES	
Sprinkler Inspection	\$7,615.00
Fire Alarm Testing	\$7,500.00
Fire Alarm Monitoring	\$2,500.00
Boiler Inspection State of CT	\$500.00
Kitchen Hood Inspections	\$600.00
Vehicle Exhaust PM Plan Plymovent	\$3,935.00
HVAC PM Plan Spring and Fall	\$11,595.00
Generator PM Plan	\$2,500.00
Overhead Door PM Plan	\$4,345.00
Pest Control Plan	\$4,860.00
Total Building Services	\$45,950
TOTAL SERVICE CONTRACTS & REPAIR	\$48,230.00

Expended FY25	\$17,040	Expended FY24	\$16,320	Expended FY23	\$10,607
FY27 Total- Service Contracts: \$48,230					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52050 Association Dues/Conferences/Education

Utilized for the various trade organizations, publications, conferences, and educational expenses that keep the fire department current on trends, codes, and best practices in the industry.

SUBSCRIPTIONS	
NFPA Code Service Subscription	\$1,778.00
NFPA & Inter. Code Council Code Sets x 1	\$2,369.00
<i>Total Subscriptions</i>	<i>\$4,147.00</i>
MATERIALS & MANUALS	
Class Books, Publications, and Materials	\$1,000.00
<i>Total Books and Materials</i>	<i>\$,1000.00</i>
DUES	
National Fire Protection Association	\$225.00
International Code Council	\$170.00
Connecticut Fire Marshals Association	\$50.00
Connecticut Fire Chiefs Association	\$60.00
Connecticut State Firefighters Association	\$90.00
New London County Fire Chiefs Association	\$85.00
New London County Fire Marshals Assoc.	\$40.00
New England Association of Fire Marshals	\$50.00
International Association of Arson Investigators	\$200.00
International Assoc. of Arson Investigators-CT	\$40.00
<i>Total Dues:</i>	<i>\$1,010.00</i>

Training Program Tuitions			
	Quantity:	Price:	Total:
Entry Level Training Feb. Recruit Academy	3	\$8,685	\$26,055
Entry Level Training FF 1&2	2	\$1,200	\$2,400
Pump Operator (Contract)	7	\$450	\$3,150
Aerial Operator (Contract)	7	\$450	\$3,150
Rescue Technician- <i>Vehicle</i>	3	\$550	\$1,650
Rescue Technician- <i>Rope</i>	3	\$600	\$1,800
Recue Technician- <i>Confined Space</i>	3	\$600	\$1,800
Fire Instructor I	3	\$430	\$1,290
Fire Officer I	3	\$440	\$1,320
Hazmat Refresher Course	3	\$1,450	\$4,350
TOTAL Program Tuitions			\$46,965

Expended FY25	\$23,664	Expended FY24	\$29,099	Expended FY23	\$47,958
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FY27 Total- Association Dues/Conferences/Education: \$53,122



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52060 Printing

Utilized for design & print work through town printer and other large format or vinyl services.

Expended FY25	\$17	Expended FY24	\$54	Expended FY23	\$60
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FY27 Total Printing Expenses = \$1,000

10123-52070 Reimbursable Expenses

Utilized for unexpected out-of-pocket expenses and reimbursement for use of personal vehicles for town business at \$.70 per mile.

Expended FY25	\$246	Expended FY24	\$144	Expended FY23	\$99
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FY27 Total Reimbursable Expenses = \$1000

10123-52080 Telephone

Phone Service at the five fire stations, and administrative office cell phones. As well as mobile data service for the In-Apparatus MDT's and inspection tablets.

Service Location	FY25	FY24	FY23
Admin Cell Phones	\$1,948.00	\$1,958.57	\$2,256.51
Operations Tablets	\$9,175.00	\$9,175.20	\$773.78
Station #1	\$4,211.04	\$3,232.06	\$2,978.31
Station #2	\$4,481.75	\$3,622.42	\$3,618.55
Station #3	\$3,281.08	\$2,592.04	\$2,551.21
Station #4	\$3,713.82	\$2,878.35	\$2,807.67
Station #5	\$4,310.25	\$3,405.12	\$3,351.73
TOTAL	\$31,121.94	\$26,863.76	\$18,337.76

Expended FY25	\$31,121	Expended FY24	\$26,863	Expended FY23	\$18,337
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FY27 Total Telephone/MDT Expenses = \$24,500

10123-52230 Public Safety Awareness

Utilized by the Public Safety Educator for educational and public relations materials used at several community events and public education sessions throughout the year. Also, utilized for marketing, recruitment/retention, and acknowledgement materials.

Expended FY25	\$2,911	Expended FY24	\$1,847	Expended FY23	\$3,479
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FY27 Total Public Safety Awareness = \$4,000



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52305- OSHA Compliance

Defunded and Consolidated with Examinations.

Expended FY25	\$1,450	Expended FY24	\$0	Expended FY23	\$0
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FY27 Total OSHA Compliance =\$0

10123-52310- Examinations

Utilized for Fire Department Medical Screening Program. Enhanced screening aiming to meet OSHA and NFPA Standards account for significant FY27 increase. All members of the department will now utilize the fire department physician, ensuring consistent and thorough medical screenings.

Baseline Health Exam New Hire: Three (3) @ \$1150 = \$3,450

Annual Health Screenings Firefighter FT/PT/Volunteer: (35) @ \$727 = \$25,445

Annual Health Screenings Volunteer Support: (10) @ \$591 = \$5,910

Bi-Annual Health Assessment Fire Police: (10) @ \$393 = \$3,930

Expended FY25	\$11,756	Expended FY24	\$8,921	Expended FY23	\$8,207
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FY27 Total Examinations =\$38,735

10123-52320 Fire Hydrant and Water System Contract

Rate Pay for utilization and maintenance of water system assets provided by Veolia Water. Includes performance and recording of American Water Works Association M-17 compliant inspections and flow tests.

Expended FY25	\$540,950	Expended FY24	\$540,950	Expended FY23	\$540,950
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FY 26-27 Total Fire Hydrants =\$540,950



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52370 Uniforms/Clothing Allowance

Utilized for Uniform Outfitting of Employees in accordance with annual contractual obligations. Also makes provisions for incidental replacement, as well as new hire initial outfitting. New Hires receive a full initial outfitting including Dress Uniform, Badges, and Hardware in-lieu of annual allotment during Year One of Employment.

POSITION	QUANTITY	CLOTHING ALLOWANCE	TOTAL
51110-Administration			
Director	1	\$ 1,000.00	\$ 1,000.00
Fire Marshal	1	\$ 1,000.00	\$ 1,000.00
51120-Inspection			
Fire Inspector	1	\$ 1,050.00	\$ 1,050.00
51210-Clerical/Technical			
Public Safety Educ.	1	\$ 250.00	\$ 250.00
51410-Firefighting			
Captain	3	\$ 1,050.00	\$ 3,150.00
FF/EMT	15	\$ 1,050.00	\$ 15,750.00
51412-Part Time Firefighting			
Part Time FF/EMT	6	\$ 300.00	\$ 1,800.00
Total Annual Personnel Clothing Allotments			\$ 24,000.00
New Hire Initial Outfitting	3	\$ 2,200	\$ 6,600
Asst Chief Initial Outfitting	1	\$ 2,200	\$ 2,200
Total New Hire Initial Outfitting			\$ 8,800
Damage Replacements, Repair, and Incidentals			\$ 1,000.00
Total Uniform and Clothing			\$ 32,800

Expended FY25	\$23,510	Expended FY24	\$25,835	Expended FY23	\$20,756
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FY27 Total Clothing Allowance = \$32,800



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52371 Fire Police

Utilized to outfit and equip volunteer fire police with traffic control & traffic safety equipment.

Expended FY25	\$901	Expended FY24	\$0	Expended FY23	\$575
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FY27 Total Fire Police = \$750

10123-52372 Insurance-Fire Companies

Agreed Value liability, aggregate, and I & M Coverage on private fire station property and expanded coverage for fire apparatus, community events, operations, and equipment.

Expended FY25	\$147,535	Expended FY24	\$146,123	Expended FY23	\$139,269
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FY27 Total Insurance - Fire Companies = \$147,500

10123-52373 LP-Gas

Utilized for propane fuel for kitchen stoves, grills. Sourced through Board of Education Rate Pay Supplier.

Expended FY25	\$2,884	Expended FY24	\$3,659	Expended FY23	\$1,940
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FY27 Total LP-Gas = \$4,000

10123-52374 Cable Television

Basic Cable Television Service provided to the five stations.

Expended FY25	\$9,589	Expended FY24	\$8,661	Expended FY23	\$7,511
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FY27 Total Cable Television = \$6,000

10123-52375 Ladder Testing

Independent Load Testing, Structural Inspection, and Certification of all portable ladders, and aerial devices.

Ground Ladder Testing: 384 ft @ \$2.25 per

Aerial Device Testing: 3 @ \$575 per

Expended FY25	\$4,878	Expended FY24	\$5,573	Expended FY23	\$3,534
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FY27 Total Ladder Testing = \$2,600



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52376 Hydraulic Equipment

Utilized for annual preventative maintenance and services on hydraulic extrication and forcible entry equipment.

Expended FY25	\$5,620	Expended FY24	\$5,325	Expended FY23	\$0
FY27 Total Hydraulic Tools Testing/Repairs =\$6,492					

10123-52377 Breathing Apparatus Testing

Utilized for the numerous ongoing tests and inspections of all respiratory hazard related equipment to include: Annual Flow Testing of Self Contained Breathing Apparatus, Confined Space SABA System, Annual Maintenance of Refill Compressors, and Quarterly Air Testing, Fit Testing Calibration, and Quarterly Air Meter Calibration. Will also encompass 5-Year Hydrostatic Testing of Air Cylinders as applicable.

Station Refill Compressor Test and Quarterly Samplings: \$2,300

Fit Testing Calibration: \$1,100

SCBA Annual Flow Testing: \$2,300

Quarterly Hazardous Gas & Air Metering Calibration: \$2,500

Expended FY25	\$8,575	Expended FY24	\$5,876	Expended FY23	\$18,938
FY27 Total SCBA Testing/Repairs =\$8,200					

10123-52378 Building Maintenance and Repair

Encompasses routine upkeep, corrective repairs, and preventive maintenance of physical structures and building systems. Expenditures for labor, materials, contract service, and equipment ensuring facilities remain functional and provides for non-capital improvements.

Expended FY25	\$56,006	Expended FY24	\$69,355	Expended FY23	\$81,796
FY27 Total Building Maintenance & Repair =\$81,500					

10123-52379 Fire Hose & Nozzle/Appliance Testing

Utilized for annual independent inspection, testing, and certification of Fire Hose. FY26 purchase of flow-testing equipment will allow in-house testing of nozzles and appliances.

Expended FY25	\$10,194	Expended FY24	\$9,061	Expended FY23	\$8,402
FY27 Total Fire Hose Testing/Repairs =\$10,130					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-52387 Fire Pump Testing

Utilized for annual independent inspection, testing, and certification of Fire Apparatus Pumps.

(8) Pumping Engines and (2) Pumping Quints 10 @ \$300

Expended FY25	\$3,250	Expended FY24	\$2,100	Expended FY23	\$1,200
FY27 Total Fire Pump Testing = \$3,000					

10123-52392 Emergency Generator Maintenance/Repairs

Defunded and Consolidated to 52040 Service Contracts for clarity and transparency. Station Generator Repairs to be funded from 52378-Building Maintenance And Repair.

Expended FY25	\$18,911	Expended FY24	\$4,104	Expended FY23	\$11,569
FY27 Total Emergency Generator Maintenance/Repairs= \$0					

10123-XXXX Equipment Repairs NEW LINE

Developed to allow for bifurcation of regularly scheduled service into dedicated lines for greater transparency and agility in equipment stockpile and repair management.

Expended FY25	\$xxxxx	Expended FY24	\$xxxxx	Expended FY23	\$xxxxx
FY27 Total Equipment Repairs=\$10,000					



3000

***MATERIAL
AND SUPPLY***



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

3000 Series Material and Supply Executive Summary and FY27 Outlooks

A wide range of supplies are processed throughout the Fire Department. FY26 began a concentrated effort to centralize supply and equipment at the Public Safety Building as a logistics hub, improving oversight and realigning inventory levels. Mechanical repairs to fleet assets also fall within this series.

10123-53020 Other Supplies Line Review and FY27 Outlook

This line supports janitorial items, paper goods, grounds-keeping materials, and general upkeep supplies. The central-supply strategy implemented through the Public Safety Building Warehouse has reduced small, frequent orders and shifted purchasing toward standardized bulk procurement. This has improved stock levels, responsiveness, and achieved notable reductions in clerical workload.

10123-53070 Auto Repairs Line Review and FY27 Outlook

Increased focus on fleet services oversight has stabilized this line through two quarters. However, fleet management will remain challenging for several years. Level-funding is recommended until attrition-based fleet reduction and replacement progress further.

10123-53080 Auto Maintenance Line Review and FY27 Outlook

A strengthened emphasis on preventative maintenance is both responsible and necessary to maintain vehicle uptime and extend service life, improving overall ROI on apparatus. Routine services include annual DOT inspections, front-end alignments, pump and aerial device servicing, brake inspections, and fluid and filter changes. This line also covers wear-and-tear items such as headlights, wiper blades, bulbs, cleaning materials, and starting batteries.

10123-53100 Tires Line Review and FY27 Outlook

This line, which covers tire replacement, parts, labor, and disposal, was significantly challenged in FY26. Heavy apparatus tires are vendor-supplied, while light-duty vehicle tires are procured and installed through the Town Garage. Recommended service life for heavy-apparatus tires is seven years under normal use. Beginning FY27, heavy-apparatus tires will be sourced at State Bid pricing. Regular alignments funded through Line 53080 will help support service life.

10123-53111 Firefighter Protective Clothing Line Review and FY27 Outlook

FY26 expanded the use of PFAS-limited or PFAS-free materials in protective apparel. Mandated replacement service life is 10 years. For FY27, the department will explore renting turnout gear for new members and recruits in training. This approach aims to stabilize a line that will remain fluid until a predictable replacement cycle is established.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

3000 SERIES-MATERIAL AND SUPPLY

10123-53010 Office Supplies

General Office Supplies not encompassed in town purchasing collective.

Expended FY25	\$43	Expended FY24	\$668	Expended FY23	\$1,062
FY27 Total Office Supplies =\$1,000					

10123-53020 Other Supplies

Utilized for a broad array of Janitorial Items, Paper Goods, Grounds keeping, and General Upkeep Supplies.

Expended FY25	\$9,315	Expended FY24	\$14,376	Expended FY23	\$10,135
FY27 Total Other Supplies =\$10,000					

10123-53021 Consumable Supplies

Utilized for perishable supplies, single-use, and consumption goods utilized in operations, training, or general replacement. Also provides for smoke detectors provided to at-risk citizens.

Training Supplies: Lumber, Saw Cut-Metal, and Training Smoke Liquid

Batteries: Flashlights, SCBA's, Gas Meters, as well as Battery Operated Power Tools.

Operational Consumables: Biohazard Kits, Body Bags, Oil Absorbent, Haz-mat Pads/Booms

Expended FY25	\$2,199	Expended FY24	\$4,206	Expended FY23	\$5,481
FY27 Total Consumables Supplies =\$4,500					

10123-53070 Auto Repairs

Utilized for Repairs to Apparatus and Staff Vehicles. Funding supports parts, labor, and fees associated with repair. Fire apparatus repairs are vendor sourced. Light Duty vehicle repair service is sourced through Public Works Town Garage.

Expended FY25	\$131,017	Expended FY24	\$128,451	Expended FY23	\$190,637
FY27 Total Auto Repairs =\$110,000					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-53080 Auto Maintenance

Utilized for maintenance service and upkeep supplies and parts. Preventative maintenance is not only responsible but necessary to maintain vehicle uptimes, and extend overall service life to achieve a greater ROI of Apparatus. Routine services include annual DOT Inspections, Front End Alignments, Pump and Aerial Device Services, Brake Inspections, and Fluid and Filter changes. Line also utilized for wear and upkeep items, i.e. headlights, wiper blades, light bulbs, cleaning materials, and starting batteries.

Expended FY25	\$14,423	Expended FY24	\$33,103	Expended FY23	\$36,055
FY27 Total Automotive Maintenance =\$20,000					

10123-53085 Marine Repairs

Utilized for the maintenance, upkeep, and equipping of marine assets.

Expended FY25	\$2,874	Expended FY24	\$8,181	Expended FY23	\$15,600
FY27 Total Marine Repairs =\$5,000					

10123-53090 Fuels and Lubricants

Road Fuels both gas and diesel are purchased through the town collective. Other propellants and lubricants encompassed in this line are small engine fuels, diesel engine lubricity and emissions additives, marine fuel, shop fluid lubricants, heavy apparatus greases, ladder slide surface lubricants, chain/gear oils, and rescue torch fuels.

3000 Gallons Gasoline @ \$2.0545 = \$6,163.50

12,500 Gallons Diesel @ \$2.7392 = \$34,240

Expended FY25	\$37,429	Expended FY24	\$44,835	Expended FY23	\$41,537
FY27 Total Fuels & Lubricants =\$40,404					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-53100 Tires

Utilized for Tire Replacement Costs, Parts, Labor, and Disposal. Heavy Apparatus Tires are Vendor Items, Light Duty vehicles are procured and installed through Town Garage. Recommended Service Life is 7 years of normal use for Heavy Apparatus. Allocated amount makes provision for normal replacement as well as emergency service repairs.

Tire Worksheet			
Heavy Apparatus Tire			
Michelin XDN2- 16 Ply State Bid-FY26	\$	662.20	
Light Vehicle Tire			
Firestone Transforce AT- 10ply	\$	179.93	
	Count	Unit	Total
Engine Company	6	\$ 662.20	\$ 3,973.20
Scheduled Service Labor	3	\$ 165.00	\$ 495.00
Disposal Per Tire	6	\$ 18.00	\$ 108.00
Total Per Engine Company Replacement			\$ 4,576.20
Ladder Company	10	\$ 662.20	\$ 6,622.00
Scheduled Service Labor	5	\$ 165.00	\$ 825.00
Disposal Per Tire	10	\$ 18.00	\$ 180.00
Total Per Ladder Company Replacement			\$ 7,627.00
Light Vehicle	4	\$ 179.93	\$ 719.72
Mount Balance Disposal	4	\$ 15.00	\$ 60.00
Total Per Light Vehicle Set			\$ 779.72
Engine Company Set	2	\$ 4,576.20	\$ 9,152.40
Ladder Company Set	1	\$ 7,627.00	\$ 7,627.00
Light Vehicle Set	1	\$ 779.72	\$ 779.72
Contingency Single/Repair/Road Service			\$2,288.10
			\$19,847.22

Expended FY25	\$14,423	Expended FY24	\$7,731	Expended FY23	\$9,787
FY27 Total Tires =\$19,847					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-53110 Computer Supplies

Utilized for routine computer accessories and the ongoing upkeep of technology assets.

Expended FY25	\$235	Expended FY24	\$971	Expended FY23	\$610
FY27 Total Computer Supplies =\$1,000					

10123-53111 Firefighter Protective Clothing

Utilized for Turnout Gear, Boots, Helmets, Gloves, & Hoods. Mandated Service Life is 10 yrs.

New Hire Initial Outfitting	3	\$ 5,250.00	\$ 15,750.00
Ongoing Replacement	5	\$ 5,250.00	\$ 26,250.00
Rentals/Piece Replacement			\$ 2,750.00
Total Protective Clothing			\$42,000.00

Expended FY25	\$47,818	Expended FY24	\$34,571	Expended FY23	\$42,728
FY27 Total Firefighters' Protective Clothing =\$42,000					

10123-53112 Firefighting Supplies

Utilized for wear items and operational upkeep items to include Gear Care Chemicals, Power Saw Chains and Blades, Hose Gaskets, Bearings and Swivels, Fittings, Adapters, Cords, Small Hand tools, and other non-depreciable assets/non capitalized goods.

Expended FY25	\$9,090	Expended FY24	\$5,335	Expended FY23	\$6,706
FY27 Total Firefighting Supplies =\$5,500					

10123-53113 Volunteer Responder Awards

Expended FY25	\$1,200	Expended FY24	\$3,590	Expended FY23	\$2,892
FY27 Total Volunteer Responder Awards \$3,500					

Utilized for awards given to volunteer firefighters in appreciation of various achievements. These awards are normally a type of protective equipment/apparel that can be utilized by the volunteer in the functions of his/her fire service duties. \$700 per association. By request of the Fire Company Associations this request will also directed to support upcoming Anniversary Historical Commemorations; acknowledging a century of community contributions.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-53114 Emergency Medical Supplies

Utilized to supply fire department units designated as R-1 First Responders with consumable supplies such as infectious control equipment (PPE), ventilation & airway equipment, bandages and dressings, triage packs, medications, medical oxygen, defibrillation supplies, etc.

Expended FY25	\$6,884	Expended FY24	\$5,335	Expended FY23	\$6,706
FY27 Total Medical Supplies =\$8,000					

10123-53115 Volunteer Firefighter Supplies

Utilized for Volunteer firefighter supplies to address our volunteer items that may not be covered under another line. By request of the Fire Company Associations this request will be available to support upcoming Anniversary Historical Commemorations; acknowledging a century of community contributions.

Expended FY25	\$189	Expended FY24	\$2,155	Expended FY23	\$0
FY27 Total Volunteer Firefighter Supplies =\$3,000					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

4000

EQUIPMENT



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

4000 Series Equipment Executive Summary and FY27 Outlooks:

The Equipment Series will continue to be in a fluid state for this and coming Fiscal Years. Re-aligning stock levels to realistic expectations began in FY26 and will remain ongoing. Surplus equipment stocks are being placed into reserve status and through attrition are replacing damaged equipment as opposed to repairing. This intends to create net favorable situations which can be repurposed to acquire and update needed equipment that is nearing the end of useful life.

Standardization, while a goal, will necessitate a multi-year commitment due to the large degree of non-uniform equipment that was acquired over many years in the previous iteration of independent organizations. Repurposing CNR funds in FY26 allowed for significant reductions to the 4000 Series for FY27.

Long Range Forecasting indicates that lowering overall asset stockpiles, in concert with reducing fleet size, will yield better management and upkeep of equipment, as well as create favorable variance to support and offset further personnel growth.

10123-54220 Radios/Emergency Lights

Utilized for Radio Equipment and Repair to both station radio and alerting systems, as well as portable radios. FY27 will begin progressive updating of Station PA Systems/Radio Speakers.

10123-54218 Firefighting Equipment

Utilized for the replacement of equipment non capital assets for FY27 this will be targeted in the following areas: updating of aging hose supplies and converting gas-powered equipment to maintenance free battery powered version.

10123-54222 Rescue Equipment

For FY27 this will be targeted to update aging ice/cold water exposure suits deployed on each Engine Company, along with the supporting equipment that is carried on the Rescue Squad.

10123-54226 Equipment

For FY27 this line will be utilized to begin replacement upgrades to obsolete KNOX-BOX Key Control Units on Front Line Apparatus. The KNOX-BOX rapid entry system, allows homeowners or business owners to place a secure key-box on their building for Fire Department access during emergencies.



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

4000 Series Equipment

10123-54060 Office Equipment

Utilized for the ongoing replacement of office and dormitory furniture. As the department has transitioned to Full Time Staffing, this line will encompass periodic upkeep of dormitory furnishing and other FF&E in the working and living quarters of staff.

Dormitory Furniture: \$2,600

Office Furniture Stations: \$1,200

Office Furniture Admin: \$400

Expended FY25	\$420	Expended FY24	\$668	Expended FY23	\$1,029
FY27 Total Office Equipment =\$4,200					

10123-54202 Equipment-Fire Inspection/Investigation

Utilized for equipment purchases specifically to support the Fire Marshal's Office. For FY27 this encompasses

Expended FY25	\$785	Expended FY24	\$464	Expended FY23	\$505
FY27 Total Equipment - Fire Inspection/Investigation=\$1500.00					

10123-54218 Firefighting Equipment

Utilized for the attrition replacement of equipment assets for FY27 funding will be directed in the following areas: updating of aging hose supplies, and converting gas-powered equipment to maintenance free battery powered versions.

Expended FY25	\$4,507	Expended FY24	\$22,292	Expended FY23	\$16,053
FY27 Total Firefighting Equipment:\$6,900					

10123-54220 Radios/Emergency Lights

Utilized for Radio Equipment and Repair to station base radios and alerting, Vehicle mobile radios, as well as portable radios. Many components are subject to age and advancement related obsolescence and require periodic replacement.

Expended FY25	\$6,826	Expended FY24	\$4,621	Expended FY23	\$10,199
FY27 Total Radio/Emergency Lights=\$6,000					



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

10123-54222 Rescue Equipment

Utilized for the procurement of specialized equipment associated with the various fields of technical rescue service the department provides.

Mustang Ice Commander Exposure Suits: (6) @ \$900 \$5,400

Miscellaneous Rescue Hardware and Goods: \$200

Expended FY25	\$0	Expended FY24	\$68	Expended FY23	\$87
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FY27 Total Rescue Equipment = \$5,600

10123-54226 Equipment

For FY27 this line will be utilized to begin replacement upgrades to obsolete KNOX-BOX Key Control Units on Front Line Apparatus.

(3) KNOX-BOX Key Vault @ \$1389 \$4,167

Expended FY25	\$0	Expended FY24	\$1,153	Expended FY23	\$1,421
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FY27 Equipment = \$4,167



WATERFORD FIRE DEPT. FY2027 BUDGET REQUEST

Looking Ahead: Five Fiscal Years

The Waterford Fire Department's long-term outlook is expansive. As the organization continues to establish itself as a modern Fire, Rescue, and EMS agency, internal adjustments will persist as funding is strategically redirected toward essential personnel needs. Each hiring cycle will bring onboarding and training costs, and ongoing professional development will remain necessary as the department's operational scope evolves.

Within the next five fiscal years, three uniformed personnel will reach retirement eligibility. These members fall within the pre-2017 category, and their anticipated retirements align favorably with the progression of current low-step employees advancing to higher steps.

Sustained financial commitment to personnel growth will be required in future budgets. However, the fiscal impact of year-over-year staffing increases is expected to be offset by reductions in major Fleet Plan assets through attrition. Though not directly apparent in the operating budget, re-aligning rolling stock to more sustainable levels will generate long-term efficiencies for Waterford. While some near-term fleet replacement is necessary due to apparatus age and production timelines, the total financial burden of maintaining the current fleet composition is projected to decline.

An increased emphasis on Building Maintenance and Capital Improvement will also take shape in the coming years. This effort began in the FY27 budget cycle with the restructuring of Building Service Contracts to strengthen internal capacity for routine updates and repairs outside of Capital Expenditures, enabling more responsive facility management.

A major capital investment will be required to replace aging Station Alerting Systems. Current systems are obsolete, preventing meaningful upgrades or repairs, and rely on copper-line communication infrastructure that many providers are phasing out. Preliminary estimates place the total project cost at approximately \$1.2 million. The initial phase—upgrading Dispatch and the new Station #4 as the system hub—is estimated at \$595,000. The remaining four stations would require an additional \$633,000, which could be phased in over multiple years.

The department is restructuring operational frameworks to establish a scalable foundation that is responsive to both public expectations and the community's fiscal readiness. Significant private-sector investment in Waterford by Electric Boat Co. may drive a substantial increase in service demand. Based on current growth indicators, a conservative estimate suggests a 15.5% rise in service utilization, which will require continued organizational agility.

Finally, upcoming negotiations regarding the Waterford/New London Water Agreement may have major fiscal implications. The Hydrant Maintenance Contract (Line 52320) remains the second-largest cost driver after full-time salaries, and any rate adjustments could meaningfully affect overall budget viability.

TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET

DEPT/AGENCY: 10103 BOARD OF FINANCE

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 APPROVED BD/COMM. (11/12/25)	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
PERSONNEL COSTS											
51210	CLERICAL/TECHNICAL	1,511		1,926		158	1,636	1,636	1,636	(290)	-15.06%
51920	F.I.C.A	116		147		12	125	125	125	(22)	-14.97%
	SUBTOTAL	1,627	0	2,073	0	170	1,761	1,761	1,761	(312)	-15.05%
SERVICES											
52010	ADVERTISING	1,395		1,500		0	1,500	1,500	1,500	0	0.00%
52030	PROFESSIONAL FEES	82,321	5,400	79,990		53,200	83,100	83,100	83,100	3,110	3.89%
	SUBTOTAL	83,716	5,400	81,490	0	53,200	84,600	84,600	84,600	3,110	3.82%
MATERIALS & SUPPLIES											
53010	OFFICE SUPPLIES	0		45		0	45	45	45	0	0.00%
	SUBTOTAL	0	0	45	0	0	45	45	45	0	0.00%
	DEPARTMENT TOTAL	85,343	5,400	83,608	0	53,370	86,406	86,406	86,406	2,798	3.35%

**TOWN OF WATERFORD
FY2027 BUDGET REQUEST
DEPARTMENT: BOARD OF FINANCE (10103)**



BUDGET FUNCTION

THE BOARD OF FINANCE HAS THE RESPONSIBILITIES AS ESTABLISHED BY WATERFORD ORDINANCE 3.3 (BOARD OF FINANCE).

“THE BOARD OF FINANCE SHALL PREPARE THE TOWN BUDGET AND LAY THE TAXES IN ACCORDANCE WITH SECTION 7-344 OF THE GENERAL STATUTES. THE BOARD MAY APPORTION TAXES BETWEEN YEARS IN ACCORDANCE WITH SECTION 7-346 OF THE GENERAL STATUTES. THE BOARD MAY TRANSFER UNEXPENDED BALANCES IN ACCORDANCE WITH SECTION 7-347 OF THE GENERAL STATUTES. THE BOARD MAY APPROVE SPECIAL APPROPRIATIONS IN ACCORDANCE WITH SECTION 7-348 OF THE GENERAL STATUTES. THE BOARD SHALL PRESCRIBE THE METHOD BY WHICH, AND THE PLACE WHERE, ALL RECORDS AND BOOKS OF ACCOUNTS OF THE TOWN OR OF ANY DEPARTMENT OR SUBDIVISION THEREOF SHALL BE KEPT. THE BOARD SHALL ARRANGE FOR THE ANNUAL AUDIT AS REQUIRED UNDER CHAPTER 111 OF THE GENERAL STATUTES. THE BOARD OF FINANCE SHALL PUBLISH AN ANNUAL REPORT AS SET FORTH IN SECTION 7-406 OF THE GENERAL STATUTES. THE BOARD OF FINANCE SHALL HAVE ALL OTHER POWERS AND DUTIES AS BESTOWED BY THE GENERAL STATUTES.”

BUDGET SUMMARY

PERSONNEL COSTS

Personnel costs cover the board's clerical support. The FY2027 budget request is decreased by 15.05% because of the current salary and 5 year average of hours worked to support the Board of Finance.

SERVICES

The FY2027 budget request reflects a total 3.82% increase over the previous year due to a contractual agreement increase in our audit costs. The contract with our current audit firm (CLA) will expire at the end of FY28 audit.

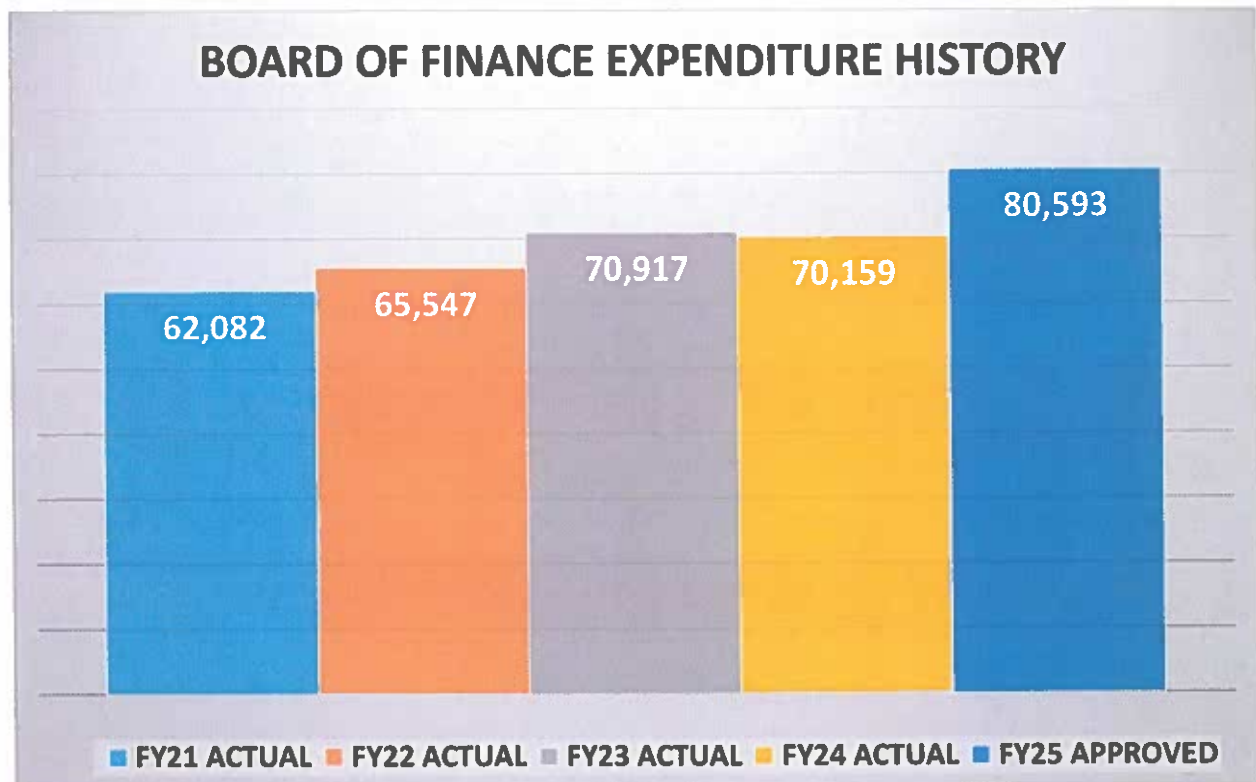
**TOWN OF WATERFORD
FY2027 BUDGET REQUEST
DEPARTMENT: BOARD OF FINANCE (10103)**



MATERIALS & SUPPLIES

The FY2027 budget request includes funds for new member signs that may be needed after local elections or any other supply that may be needed by the board membership.

EXPENDITURE HISTORY



TOWN OF WATERFORD
PERSONNEL WORKSHEET - BOARD OF FINANCE
2026-2027 FISCAL YEAR

EMPLOYEE	# OF MEETINGS ⁽¹⁾	HOURS/ MEETING ⁽²⁾	TOTAL HOURS	HOURLY RATE OF PAY ⁽³⁾	2020/2021 ACTUAL	2021/2022 ACTUAL	2022/2023 ACTUAL	2023/2024 ACTUAL	2024/2025 ACTUAL	2025/2026 APPROVED	2026-2027 PROPOSED	PAYROLL TAXES
51210 - CLERICAL/TECHNICAL												
RECORDING SECRETARY	22.00	1.93	42.46	\$ 38.54	1,459.61	1,717.54	1,492.24	1,511.62	1,626.28	2,073.00	1,636.41	125.19
TOTALS					1,459.61				1,626.28	2,073.00	1,636.41	125.19
				TOTAL HOURS	31.75	49.25	36.75	39.50	41.00	42.00	42.00	
				# OF MEETINGS	21.00	19.00	21.00	21.00	22.00	21.00	21.00	
				AVERAGE HOURS/MEETING	1.51	2.59	1.75	1.88	1.86	2.00	2.00	
				5 YEAR AVG HOURS/MEETING							1.93	

¹ Number of FY27 meetings scheduled is 21.

² Budget is calculated using a 5-year average. Actual hours vary depending on the meeting agenda.

³ Salary is based on current recording secretary's overtime hourly rate.

**TOWN OF WATERFORD
ADVERTISING - FINANCE DEPARTMENT
2026-2027 FISCAL YEAR**

LINE ITEM	ACCOUNT NAME	2020/2021 ACTUAL	2021/2022 ACTUAL	2022/2023 ACTUAL	2023/2024 ACTUAL	2024/2025 ACTUAL	2025/2026 APPROVED	2026-2027 PROPOSED
52010	ADVERTISING	1,694	551	181	1,395	1,395	1,500	1,500

ACCOUNT JUSTIFICATION

Legal notices for Public Hearing and printing of Proposed Budget in newspaper as required by Charter.

**TOWN OF WATERFORD
PROFESSIONAL SERVICES - BOARD OF FINANCE
2026-2027 FISCAL YEAR**

LINE ITEM	ACCOUNT NAME	2020/2021 ACTUAL	2021/2022 ACTUAL	2022/2023 ACTUAL	2023/2024 ACTUAL	2024/2025 ACTUAL	2025/2026 APPROVED	2026-2027 PROPOSED
52030	PROFESSIONAL SERVICES	58,800	62,500	69,117	79,544	82,321	79,990	83,100

ACCOUNT JUSTIFICATION

Fee to conduct annual audit as required by the Municipal Auditing Act - Chapter 111 of Connecticut State Statutes

The FY26 audit year is the first year of a three-year contract. The budgeted amount is per the awarded contract.

**TOWN OF WATERFORD
OFFICE SUPPLIES - BOARD OF FINANCE
2026-2027 FISCAL YEAR**

LINE ITEM	ACCOUNT NAME	2020/2021 ACTUAL	2021/2022 ACTUAL	2022/2023 ACTUAL	2023/2024 ACTUAL	2024/2025 ACTUAL	2025/2026 APPROVED	2026-2027 PROPOSED
53010	OFFICE SUPPLIES	16	35	13	0	0	45	45

ACCOUNT JUSTIFICATION

Miscellaneous office supplies, such as name plates for new board members, not purchased through the consumable supplies line item in Finance.



July 8, 2025

Kimberly Allen
Director of Finance
Town of Waterford
Finance Office
15 Rope Ferry Road
Waterford, CT 06385

Dear Kim:

Thank you for allowing us the opportunity to continue providing services to the Town of Waterford, CT. Below is a summary of the services and the proposed fees for your organization. If you have any questions about our offerings, please do not hesitate to contact me at 401-330-2752 or email at Stephen.Gross@claconnect.com.

Your investment

Based on our understanding of your requirements, we propose the following fees:

Professional Services	2026	2027	2028
Town			
Audit	\$20,200	\$21,000	\$21,700
Federal Single Audit	\$9,000	\$9,400	\$9,800
State Single Audit	\$9,000	\$9,400	\$9,800
ACFR Assistance	\$5,600	\$5,800	\$6,000
Town total	\$43,800	\$45,600	\$47,300
BOE			
Audit	\$11,200	\$11,600	\$12,100
Federal Single Audit	\$9,000	\$9,400	\$9,800
State Single Audit	\$9,000	\$9,400	\$9,800
EFS	\$10,100	\$10,500	\$10,900
BOE total	\$39,300	\$40,900	\$42,600
Total	\$83,100	\$86,500	\$89,900

Our fees do not anticipate unusual or unforeseen circumstances. Before the scope of our work is changed for any unanticipated circumstances or events, we will inform you of the change and related change in fee.

CLA has a very open fee philosophy with our clients, and will work with you to establish a mutually acceptable fee arrangement for any future or special project engagements. We reiterate our strong interest in providing you the quality of service and support that will help you achieve your goals. If at any time you have a question concerning our services or fees, please call it to our attention so that we can discuss it.

Sincerely,

CliftonLarsonAllen LLP

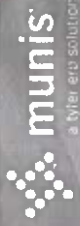
Stephen Gross, Principal





Town of Waterford, CT

YEAR-TO-DATE BUDGET REPORT



JOURNAL DETAIL 2025 1 TO 2025 13									
FOR 2025 13		ORIGINAL APPROP	TRANS/ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED	
101 GENERAL FUND									
10103 BD OF FINANCE									
51210 CLERICAL AND TECHNICAL									
10103 51210	CLERICAL AND TECHNICAL	1,587.00	0.00	1,587.00	1,510.72	0.00	76.28	95.2%	
2025/01/000315	07/26/2024 GNI			71.62 REF ADPIMP ADP IMPORT					
2025/01/000425	07/01/2024 BUC			1,587.00 REF ORIGINAL BUDGET 2025					
2025/02/000135	08/23/2024 GNI			80.57 REF ADPIMP ADP IMPORT					
2025/03/000096	09/20/2024 GNI			80.57 REF ADPIMP ADP IMPORT					
2025/04/000062	10/18/2024 GNI			71.62 REF ADPIMP ADP IMPORT					
2025/05/000091	11/22/2024 GNI			71.62 REF ADPIMP ADP IMPORT					
2025/06/000107	12/20/2024 GNI			71.62 REF ADPIMP ADP IMPORT					
2025/07/000132	01/24/2025 GNI			98.48 REF ADPIMP ADP IMPORT					
2025/08/000090	02/21/2025 GNI			197.40 REF ADPIMP ADP IMPORT					
2025/09/000070	03/14/2025 GNI			150.40 REF ADPIMP ADP IMPORT					
2025/09/000117	03/21/2025 GNI			150.40 REF ADPIMP ADP IMPORT					
2025/09/000158	03/28/2025 GNI			169.20 REF ADPIMP ADP IMPORT					
2025/10/000002	04/04/2025 GNI			75.20 REF ADPIMP ADP IMPORT					
2025/10/000080	04/17/2025 GNI			75.20 REF ADPIMP ADP IMPORT					
2025/12/000005	06/06/2025 GNI			75.20 REF ADPIMP ADP IMPORT					
2025/12/000108	06/20/2025 GNI			75.20 REF ADPIMP ADP IMPORT					
51920 F.I.C.A.									
10103 51920	F.I.C.A.	121.00	0.00	121.00	115.56	0.00	5.44	95.5%	
2025/01/000315	07/26/2024 GNI			5.48 REF ADPIMP ADP IMPORT					
2025/01/000425	07/01/2024 BUC			121.00 REF ORIGINAL BUDGET 2025					
2025/02/000135	08/23/2024 GNI			6.16 REF ADPIMP ADP IMPORT					
2025/03/000096	09/20/2024 GNI			6.16 REF ADPIMP ADP IMPORT					
2025/04/000062	10/18/2024 GNI			5.48 REF ADPIMP ADP IMPORT					
2025/05/000091	11/22/2024 GNI			5.48 REF ADPIMP ADP IMPORT					
2025/06/000107	12/20/2024 GNI			5.48 REF ADPIMP ADP IMPORT					
2025/07/000132	01/24/2025 GNI			7.53 REF ADPIMP ADP IMPORT					
2025/08/000090	02/21/2025 GNI			15.10 REF ADPIMP ADP IMPORT					
2025/09/000070	03/14/2025 GNI			11.51 REF ADPIMP ADP IMPORT					
2025/09/000117	03/21/2025 GNI			11.51 REF ADPIMP ADP IMPORT					
2025/09/000158	03/28/2025 GNI			11.51 REF ADPIMP ADP IMPORT					



Town of Waterford, CT

YEAR-TO-DATE BUDGET REPORT

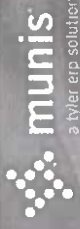
FOR 2025 13 JOURNAL DETAIL 2025 1 TO 2025 13

ORIGINAL APPROP		TRANS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED
10103 51920	F.I.C.A.						
2025/10/000002	04/04/2025 GNI	12.94 REF ADPIMP ADP IMPORT					
2025/10/000080	04/17/2025 GNI	5.75 REF ADPIMP ADP IMPORT					
2025/12/000005	06/06/2025 GNI	5.75 REF ADPIMP ADP IMPORT					
2025/12/000108	06/20/2025 GNI	5.75 REF ADPIMP ADP IMPORT					
52010 ADVERTISING							
10103 52010	ADVERTISING	0.00	2,000.00	1,395.25	0.00	604.75	69.8%
2025/01/000425	07/01/2024 BUC	2,000.00 REF	ORIGINAL BUDGET 2025				
2025/11/000198	05/23/2025 API	1,395.25 VND 000157 VCH	THE DAY PUBLISH BUDGET NOTICE				323625
52030 PROFESSIONAL FEES							
10103 52030	PROFESSIONAL FEES	5,400.00	82,360.00	82,320.76	0.00	39.24	100.0%
2025/01/000346	07/25/2024 POE	76,960.00 VND 002456 PO 250215 CLIFTON LARSON					
2025/01/000425	07/01/2024 BUC	76,960.00 REF	ORIGINAL BUDGET 2025				
2025/02/000005	08/02/2024 API	24,660.00 VND 002456 VCH	CLIFTON LARSON				319789
2025/02/000005	08/02/2024 POL	-24,660.00 VND 002456 PO 250215 CLIFTON LARSON					319789
2025/02/000005	08/02/2024 API	6,500.00 VND 002456 VCH	CLIFTON LARSON				319789
2025/02/000005	08/02/2024 POL	-6,500.00 VND 002456 PO 250215 CLIFTON LARSON					320097
2025/02/000005	08/02/2024 API	2,807.33 VND 002456 VCH	CLIFTON LARSON				320735
2025/02/000005	08/02/2024 POL	-2,807.33 VND 002456 PO 250215 CLIFTON LARSON					320735
2025/02/000178	08/30/2024 API	236.25 VND 002456 VCH	CLIFTON LARSON				321610
2025/02/000178	08/30/2024 POL	-236.25 VND 002456 PO 250215 CLIFTON LARSON					322799
2025/04/000046	10/11/2024 API	24,650.00 VND 002456 VCH	CLIFTON LARSON				323484
2025/04/000046	10/11/2024 POL	-24,650.00 VND 002456 PO 250215 CLIFTON LARSON					
2025/04/000046	10/11/2024 API	791.13 VND 002456 VCH	CLIFTON LARSON				
2025/04/000046	10/11/2024 POL	-791.13 VND 002456 PO 250215 CLIFTON LARSON					
2025/06/000006	12/02/2024 POM	3,760.76 VND 002456 VCH	CLIFTON LARSON				
2025/06/000120	12/20/2024 API	21,076.05 VND 002456 VCH	CLIFTON LARSON				
2025/06/000186	03/28/2025 API	-21,076.05 VND 002456 VCH	CLIFTON LARSON				
2025/09/000198	05/23/2025 API	1,200.00 VND 002456 VCH	CLIFTON LARSON				
2025/11/000198	05/23/2025 API	400.00 VND 002456 VCH	CLIFTON LARSON				
2025/12/000319	06/30/2025 BUA	5,400.00 REF 880059 BOF 071625 OUT-OF-SERIES XFER					



Town of Waterford, CT

YEAR-TO-DATE BUDGET REPORT



FOR 2025 13							JOURNAL DETAIL 2025 1 TO 2025 13	
ORIGINAL APPROP	TRANS/ADJ/SMIS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED		
53010 OFFICE SUPPLIES								
10103 53010	OFFICE SUPPLIES	0.00	0.00	0.00	45.00	.0%		
2025/01/000425 07/01/2024 BUC		45.00 REF	ORIGINAL BUDGET 2025					
TOTAL ED OF FINANCE		5,400.00	86,113.00	85,342.29	0.00	770.71	99.1%	
TOTAL GENERAL FUND		5,400.00	86,113.00	85,342.29	0.00	770.71	99.1%	
TOTAL EXPENSES		5,400.00	86,113.00	85,342.29	0.00	770.71		
GRAND TOTAL		5,400.00	86,113.00	85,342.29	0.00	770.71	99.1%	

** END OF REPORT - Generated by Kimberly Allen **

TOWN OF WATERFORD
GENERAL FUND
2026-2027 PROPOSED BUDGET

DEPT/AGENCY: 10121 CONTINGENCY

LINE ITEM	DESCRIPTION	2024-2025 ACTUAL EXPENDED	FY2025 TRANSFERS IN/OUT	2025-2026 RTM APPROP.	2025-2026 ADDITIONAL/ TRANSFERS	ACTUAL EXPEND & ENCUMB AS OF 1/1/26	2026-2027 DEPT/ AGENCY REQUEST	2026-2027 APPROVED BD/COMM. (11/12/25)	2026-2027 BD OF SELECTMEN APPROVED	BOS Approved \$ Increase	BOS Approved % Increase
	MISCELLANEOUS										
59010	CONTINGENCY	263,706	-263,706	265,000		7,113	271,625	285,000	285,000	20,000	7.55%
	SUBTOTAL	263,706	(263,706)	265,000	0	7,113	271,625	285,000	285,000	20,000	7.55%
	DEPARTMENT TOTAL	263,706	(263,706)	265,000	0	7,113	271,625	285,000	285,000	20,000	7.55%

TOWN OF WATERFORD FY2027 BUDGET REQUEST CONTINGENCY (10121)



BUDGET FUNCTION

Section 7-348 of the Connecticut General Statutes provides that "the estimate of expenditures submitted by the Board of Finance to the annual town meeting or annual budget meeting may include a recommended appropriation for a contingent fund in an amount not to exceed three percent (3%) of the total estimated expenditures for the current fiscal year."

Specific use of the 2026-2027 contingency is unknown at this time; the amount is appropriated for the use of unanticipated expenses. Examples of unanticipated expenses include:

- Payment of accrued time for employee retirement
- Pension contribution rate increases (the Town is not notified of its contribution rate for the year until February)
- Accrued vacation/sick time pay-outs at termination
- Union negotiated contracts finalized during the year
There are three (1303, police & dispatch) expected contract settlements to occur during the FY2027 year, as well as, non-union salary increases that are not known at this time.
- Other unanticipated expenditures that may arise during the course of the fiscal year

BUDGET SUMMARY

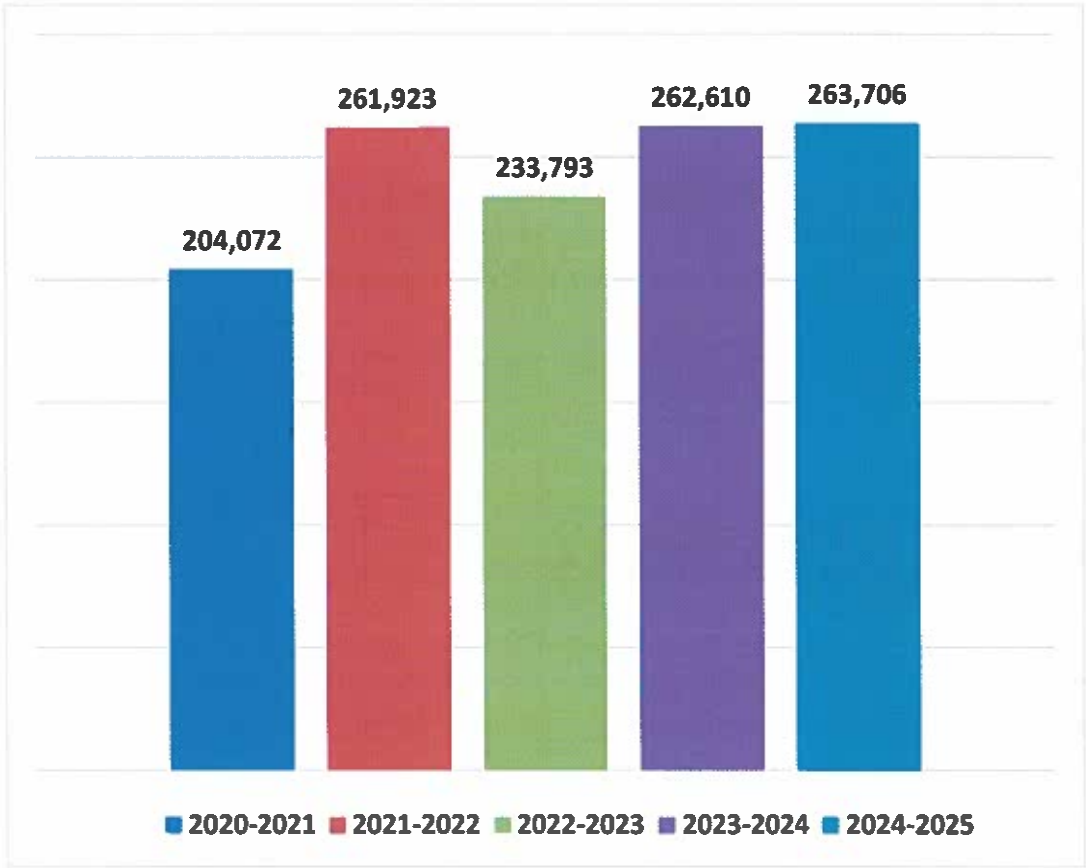
The FY2027 budget request an increase in line with COLA. An additional increase was added to account for the non-union salary increases that are expected to be approved after the budget is approved for the FY27 year.

**TOWN OF WATERFORD
FY2027 BUDGET REQUEST
CONTINGENCY (10121)**



EXPENDITURE HISTORY

FISCAL YEAR	CONTINGENCY USED
2020-2021	204,072
2021-2022	261,923
2022-2023	233,793
2023-2024	262,610
2024-2025	263,706



TOWN OF WATERFORD
PROPOSED CONTINGENCY BUDGET
2026-2027 FISCAL YEAR

CONTINGENCY FUND CALCULATION AT 3% of 2025 ADOPTED EXPENDITURES

GENERAL FUND	39,267,105
BOARD OF EDUCATION	57,611,181
CAPITAL	2,250,926
DEBT SERVICE	8,109,746
PROJECTED EXPENDITURES 2025	<u>107,238,958</u>
3% OF EXPENDITURES	<u>3,217,169</u>

PROPOSED CONTINGENCY BUDGET **285,000**

FISCAL YEAR	ADOPTED BUDGET	ADDITIONAL APPROPRIATION	ACTUAL EXPENDITURES	CONTINGENCY APPROPRIATION	% OF PRIOR YEAR BUDGET	CONTINGENCY USED	AMOUNT USED AS A % OF ACTUAL EXPENDITURES
2024-2025	107,238,958	4,768,997	110,799,189	265,000	0.26%	263,706	0.24%
2023-2024	102,073,198	4,547,982	105,015,499	265,000	0.27%	262,610	0.25%
2022-2023	99,381,223	0	24,066,304	265,000	0.27%	233,793	0.97%
2021-2022	97,005,544	1,800,000	97,769,514	265,000	0.28%	261,923	0.27%
2020-2021	95,978,230	0	93,822,142	265,000	0.28%	204,072	0.22%
2019-2020	95,267,503	0	94,482,714	250,000	0.27%	201,682	0.21%
2018-2019	93,146,501	800,000	92,983,504	265,000	0.29%	114,934	0.12%
2017-2018	90,791,493	693,075	90,692,176	245,000	0.28%	241,001	0.27%
2016-2017	89,048,631	0	88,457,466	265,000	0.31%	233,498	0.26%
2015-2016	86,328,469	0	85,729,177	245,000	0.28%	245,000	0.29%
			AVERAGE	259,500	0.30%		0.30%

Sign in

ES Español



Card & record

Medicare

Benefits

Social Security

Cost-of-Living Adjustment (COLA) Information (En español)

Cost-of-Living Adjustment (COLA) Information for 2025

Menu

Contact the Press Office

Press Releases

Social Security and Supplemental Security Income (SSI) benefits for more than 72.5 million Americans will increase 2.5 percent in 2025.

TOTAL TRANSFERS FROM CONTINGENCY	\$263,706.00
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DEPARTMENT	ACCOUNT	PURPOSE	BOARD OF FINANCE APPROVAL	AMOUNT TRANSFERRED	BALANCE
2022-2023 APPROPRIATION					
Police	32923-55898	De-escalation & Communication CIP Project	7/20/2022	(775.00)	\$265,000.00
Police	32923-55897	Cell Bench Safety Overlay	9/7/2022	(2,496.00)	\$264,225.00
Fire Services	10121-59010	Pagers	1/11/2023	(25,000.00)	\$261,729.00
ROV	various	Primary Election Expenses	2/22/2023	(10,964.00)	\$236,729.00
Fire Services	10123-53070	Vehicle Maintenance	2/22/2023	(40,000.00)	\$225,765.00
Board of Finance	10103-52030	FY22 Audit Increase	4/12/2023	(7,298.00)	\$185,765.00
Finance	10107-51110	Employee Payout	4/12/2023	(5,841.00)	\$178,467.00
Board of Assessment	various	Additional Staffing	4/12/2023	(2,235.00)	\$172,626.00
Town Clerk	10109-51110	Employee Payout	4/12/2023	(30,798.00)	\$170,391.00
Fire Services	10123-51110	Employee Payout	5/17/23	(41,043.00)	\$139,593.00
Fire Services	32323-55900	Increased Cost for CIP Project	5/17/2023	(2,000.00)	\$98,550.00
Police	10129-51110	Employee Payout	6/14/2023	(65,343.00)	\$96,550.00
					\$31,207.00
TOTAL TRANSFERS FROM CONTINGENCY					\$233,793.00

DEPARTMENT	ACCOUNT	PURPOSE	BOARD OF FINANCE APPROVAL	AMOUNT TRANSFERRED	BALANCE
2021-2022 APPROPRIATION					
Youth & Family Services	10119-52030 (professional fees)	Counseling Services	4/13/2022	(5,000.00)	\$260,000.00
Youth & Family Services	10119-51210 (clerical & technical)	Receptionist Position	11/10/2021	(62,992.00)	\$197,008.00
	10119-51910 (FICA)	Taxes for Position	11/10/2021	(3,733.00)	\$193,275.00
Insurance	10112-52201 (LAP)	Cyber Security Insurance Premium	8/11/21	(77,273.00)	\$116,002.00
IT	10147-54130 (computer equipment)	New firewall	8/11/21	(5,463.00)	\$110,539.00
IT	10147-52043 (service contracts)	New MFA contract	8/11/21	(5,226.00)	\$105,313.00
First Selectman	10101-52030 (professional fees)	Jay Levin contract	7/21/21	(24,000.00)	\$81,313.00
Planning		Employee Retirement	5/18/22	(78,236.00)	\$3,077.00
TOTAL TRANSFERS FROM CONTINGENCY				\$261,923.00	

