

Town of West Hartford, Connecticut
ANNUAL BUDGET
2022-2023



**Proposed by the Town Manager &
Superintendent of Schools**

Annual Budget

Fiscal Year July 1, 2022 - June 30, 2023

**Proposed by the Town Manager
and Superintendent of Schools**

**West Hartford
Connecticut**



**WEST
HARTFORD**



March 8, 2022

Town Council

Re: Proposed Fiscal Year 2023 Budget

As the Town of West Hartford's Acting Town Manager, it is a privilege to present for your review and consideration the Proposed FY 2023 Budget totaling \$317,894,171, representing an increase of \$9,452,143 or 3.06% from the FY 2022 Adopted Budget. The municipal services portion of the proposed budget totals \$119,409,300 representing an increase of \$2,166,887 or 1.85% over the current year Adopted Budget. The Superintendent of Schools' Proposed Budget totals \$181,328,975, an increase of \$5,772,920 or 3.29% over the current year. The capital financing portion of the budget for both municipal and education services totals \$17,155,896, an increase of \$1,512,336 or 9.67% over FY 2022.

	Summary of Expenditures			
	<u>FY22 Adopted</u>	<u>FY23 Town Manager Proposed</u>	<u>Increase/ Decrease</u>	<u>Percent Change</u>
Total Town Services	\$117,242,413	\$119,409,300	\$2,166,887	1.85%
Board of Education	175,556,055	181,328,975	5,772,920	3.29%
Total Capital Financing	<u>15,643,560</u>	<u>17,155,896</u>	<u>1,512,336</u>	9.67%
Total Expenditures	\$308,442,028	\$317,894,171	\$9,452,143	3.06%

You may recall that the last two budget cycles were extraordinary as the impact the COVID pandemic forced the Town and School District to re-evaluate the overall needs of the residents in conjunction with the overall ability to finance those needs in the face of significant unemployment, a plummeting economy, and the ongoing battle to maintain the spread of the virus. When the current year FY 2022 budget was adopted (May, 2021) we continued to witness a variety of economic and human hardships; unemployment was peaking and residents and businesses continued to struggle. In an effort to mitigate any tax increase, the Town Council made a deliberate decision to keep tax increases as low as possible by utilizing American Rescue Plan Act (ARPA) funds. Now that the pandemic and its variants have subsided, the use of ARPA funds in this proposed budget is not recommended. The proposed budget will require an increase of \$12,397,890 or 4.65% in property tax revenue. The reason this tax increase exceeds the budget increase of \$9,452,143 is that in FY 2022, the ARPA funds were used to supplement non-tax revenue. Non-tax revenue in certain categories has improved since FY 2022, however, due to the use of \$0 in ARPA funds for FY 2023, total non-tax revenue in this proposed budget is (\$2,945,747) less than FY 2022.

As required by State law, a revaluation of all property has been completed and the assessed property values used to determine the mill rate are incorporated in this budget proposal. The overall taxable Grand List has increased by \$781,171,777 or 12.2%. When applied to the proposed budget, a uniform mill rate of 39.83 is necessary to support this budget. This mill rate is 2.59 mills or (6.1%) less than the current FY 2022 adopted mill rate of 42.42 mills.

Budget Policy Objectives

Due to the ongoing concerns of COVID variants, CPI rising to a level not seen in decades and the disruption in supply chains that have impacted, to some degree, the cost to maintain current service levels, this proposed budget continues to strike a balance between the continued provision of services that are anticipated by our residents and the financial impact that poses on the Town's taxpayers.

During the pandemic, one of the primary goals of the Town was to provide the highest level of services, but not at the cost of any significant increase in taxes. During this period, many vacant positions went unfunded or were reduced to part time status. All departments performed their duties and responsibilities superbly. However, in certain areas, the weight of being understaffed placed an additional burden on existing staff. This proposed budget calls for the funding of some of those critical vacant positions, upgrading some part time staff to full time staff and in some areas, requesting additional staff to manage increasing demands in order to operate efficiently and effectively.

One of the Town's primary objectives that was executed successfully during FY 2022 was the issue of Pension Obligation Bonds (POB's). The purpose of the issuance of these bonds was twofold. First, the proceeds from the sale of the POB's has fully funded the Town's pension liability. The final pension valuation is not completed as of this budget submission, however, preliminary indications show that the funded ratio will rise from 40.6% to 101.5%. Second, the savings associated with the issuance of the POB's in a historically low interest rate environment, coupled with the significant reduction in future Actuarial Determined Employer Contributions (ADEC) has resulted in operational budget savings. The Town's overall pension liability has been reduced by approximately \$2M. This savings has been applied to all areas that contribute to the Town's overall pension liability including the Board of Education and some Town grant funded programs. The Town's General Fund budget portion of these savings total approximately \$1.4M

Revenue Outlook

As a result of the recently completed property revaluation, the 2021 Grand List increased by \$781,171,777 or 12.2%, for a net taxable Grand List of \$7,177,283,988.

	<u>2020</u>	<u>2021</u>	<u>Variance</u>	<u>% Variance</u>
Real Property	\$5,726,466,255	\$6,371,302,082	\$644,835,827	11.3%
Personal Property	204,037,000	224,438,924	20,401,924	10.0%
Motor Vehicles	<u>465,608,956</u>	<u>581,542,982</u>	<u>115,934,026</u>	24.9%
Total	\$6,396,112,211	\$7,177,283,988	\$781,171,777	12.2%

The proposed budget maintains the current year's property tax collection rate of 99.1%.

For State aid, the Governor's Proposed Budget is relatively flat; reflecting an aggregate reduction of \$32,498. The Governor proposed a motor vehicle mill rate cap of 29 mills with a municipal vehicle tax reimbursement for Towns who will exceed this cap. Given the uncertainty of any possible modifications to this proposal, the cap and grant are not included in this proposed budget. As I previously stated, in the current FY 2022 Adopted Budget, the Town utilized \$4,135,000 of Federal American Rescue Plan Act (ARPA) as an offset to revenue loss during the pandemic. No ARPA funds are utilized in this proposed budget.

Expenditures

The Town of West Hartford's General Fund budget is comprised of three major components: Municipal Services, the West Hartford Public Schools budget, and Capital Financing.

- 1) Municipal Services - The municipal services portion of the proposed budget totals \$119,409,300, representing an increase of \$2,166,887 or 1.85% over the current year. Under this proposed budget, current services and programs remain intact. The significant cost drivers leading to this increase include:
 - An increase of \$2,609,808 in regular payroll to cover four years of compounded retroactive wages adjustments for a majority of bargaining units whose contracts expired; wage adjustments for settled contracts; the addition of four new positions (Payroll Coordinator, Financial Analyst I, Fleet Mechanic, Assistant Director of Social Services), the funding of three positions that were unfunded during the pandemic (Director of Community Development, Librarian II and a DPW Crew Leader) and the upgrade of two positions (Office Assistant-Town Clerk and Economic Development Specialist – Town Manager) from part time to full time;
 - An increase of \$372,555 in temporary payroll related to recent contract settlements, two prospective minimum wage increases and full part time staffing levels from pandemic levels;
 - An increase of \$242,977 for contractual services for various service contract increases primarily related to the increase in the CPI as a result of supply chain issues;
 - An increase of \$117,489 in utilities due to less surplus savings to amortize;
 - A decrease of (\$638,281) in Contingency as a result of the settlement of labor contracts, offset by accruals for unsettled labor contracts;
 - A net decrease of (\$202,086) in Risk Programs as a result of projected lower Health costs as a result of the Town joining the State Partnership Plan in FY 2022 which lowered health care costs for the current fiscal year and absorbs the increase for FY 2023;
 - A decrease of \$1,439,179 for total pension liability. This consists of savings related to the issuance of Pension Obligation Bonds resulting in a significantly reduced overall ADEC pension liability;
 - An increase of \$487,336 to Debt Service as a result of the application of less bond premium from the current year; and
 - A general fund contribution of \$1,025,000 for CNRE.
- 2) West Hartford Public Schools – The FY 2023 education budget totals \$181,328,975, an increase of \$5,772,920 or 3.29%.
 - Salaries, which comprise 66% of the education budget, increase by \$4.28 million. This increase reflects rate adjustments required by collective bargaining agreements, as well as additional regular and special education staff in the current year to meet student needs as the district returned to a fully in-person school model. The budget includes an additional post-secondary teacher, offset by the reduction of eight full-time equivalent positions, primarily due to anticipated enrollment at the high school level.
 - Employee benefit expense, which represents 18% of the budget, decreases \$0.42 million. Pension costs for non-certified staff decrease \$440,526 based on the Board's share of the actuarially determined employer contribution for the Town Pension plan

and a prorated share of the debt service on pension obligation bonds issued by the Town. An estimated 8% increase in medical premiums for the State Partnership Plan is included in the budget, offset by use of a health reserve as a means to contain costs.

- Purchased services, which total 14% of the education budget, reflect an increase in tuition for outplaced students, contractual rate increases for transportation, and additional funding for special education professional services.
- The remainder of the education budget (2%) consists of instructional supplies, textbooks, library books, computer equipment and software, custodial and maintenance supplies, and office supplies.

- 3) Capital Financing – The capital financing portion of the budget for both municipal and education services totals \$17,155,896, representing an increase of \$1,512,336 or (9.67%) under the current year plan. Key projects include the New Park Avenue Complete Streets Improvements (\$3,806,000), Tennis Courts for both High Schools (\$3,000,000), Elementary Schools Air Quality (\$3,093,000) and the Police Shooting Range (\$700,000).

Impact on the Taxpayer

The FY 2023 Proposed Budget of \$317,894,171 represents an increase of \$9,452,143 or 3.06% over the FY 2022 Adopted Budget. Due to the recently completed property valuation, all property taxable assessed values have been revised as is evident in the increase in the Grand List of \$781,171,777 or 12.2%. It is therefore difficult to determine the impact on an average homeowner as residential and commercial property values have not changed in a consistent manner in all neighborhoods or sections of the Town. The mill rate I propose is a uniform 39.83 mills for real, personal property and motor vehicles which reflects the tax revenue needed to balance this budget. While this proposed mill rate is 2.59 mills or (6.1%) less than the current mill rate of 42.42 mills, the impact on tax bills will be determined by the change in individual property values from the current year to next year.

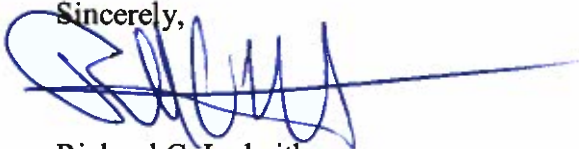
Conclusion

In closing, we believe this budget addresses the diverse needs of our community while being mindful of our responsibility to our taxpayers. The Proposed FY 2023 Budget is a sound, responsible spending plan designed to provide services that are important to maintaining West Hartford's quality of life and its standing as one of the nation's premier communities.

The preparation of the proposed budget and CIP requires a great deal of time and effort. I would like to thank our directors and the members of the budget team for their patient and thorough work in preparing this submission.

We look forward to the Town Council's review of this budget proposal.

Sincerely,



Richard C. Ledwith
Acting Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of West Hartford
Connecticut**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

TABLE OF CONTENTS**Budget Guide**

A Reader's Guide to the Budget.....	1 - 1
Town of West Hartford's Organization Values	1 - 2
Six Major Public Policies for the Future	1 - 3
Town of West Hartford's Annual Budget Process	1 - 4
Financial Organization of Accounts	1 - 6
Organizational Structure.....	1 - 10

Fiscal Policies

Fiscal Policies Section	2 - 1
Fund Balance Policy – General Fund	2 - 11
Statement of General Investment Policy	2 - 12

Budget Summaries

Budget In Brief - All Funds.....	3 - 1
Summary of Sources, Uses and Changes in Fund Balances - All Funds	3 - 2
Budget In Brief - General Fund.....	3 - 4
Expenditure Summary by Department - General Fund.....	3 - 5
Estimated Revenues and Other Resources – General Fund	3 - 6
Comparison of Wages and Salaries, Operating Expense, Equipment, and Social Security - General Fund	3 - 9
Full-Time Position Summary	3 - 13
Categories of Expense Summary – General Fund.....	3 - 16

General Government

General Fund Overview	4 - 1
Town Council	4 - 3
Town Clerk.....	4 - 7
Town Manager	4 - 13
Corporation Counsel	4 - 19
Registrar of Voters	4 - 25
Assessor's Office.....	4 - 29

Information Technology

General Fund Overview	5 - 1
Technology Investment Fund	5 - 7

Financial Services

General Fund Overview	6 - 1
Budget by Division(s)	6 - 3

Human Resources

General Fund Overview	7 - 1
Risk Management Fund	7 - 7
Pension Operating Fund	7 - 16

Fire Services

General Fund Overview	8 - 1
Budget by Division(s)	8 - 4

Police Services

General Fund Overview	9 - 1
Budget by Division(s)	9 - 5
Police Private Duty Fund	9 - 27

Community Development

General Fund Overview	10 - 1
Budget by Division(s)	10 - 4

Public Works

General Fund Overview	11 - 1
Budget by Division(s)	11 - 4
Parking Lot Fund	11 - 20
Cemetery Operating Fund	11 - 25

Facilities Services

General Fund Overview	12 - 1
Budget by Division(s)	12 - 3
Utilities Services Fund	12 - 9

Leisure Services and Social Services

General Fund Overview	13 - 1
Budget by Division(s)	13 - 4
Leisure Services Fund	13 - 24
Community Development Block Grant Fund	13 - 31
CDBG – Housing Rehabilitation Fund	13 - 36
State Housing and Community Development Fund	13 - 39
Westmoor Park Fund	13 - 41

Library Services

General Fund Overview	14 - 1
Budget by Division(s)	14 - 4
West Hartford Library Fund	14 - 18

Education

General Fund Overview	15 - 1
-----------------------------	--------

Non-Departmental

General Fund Overview	16 - 1
Summary by Program.....	16 - 1
Private School Services Fund.....	16 - 4
Blue Back Square Fund.....	16 - 7
West Hartford Center – Special Services District Fund.....	16 - 9

Capital Budget

General Fund Overview.....	17 - 1
Debt Service Fund	17 - 2
Capital and Non-Recurring Expenditure Fund.....	17 - 4
Capital Financing Summary.....	17 - 7
Comprehensive Capital Financing Policy	17 - 16
Fiscal Year 2022-2023 and 2023-2024 Capital Budget	17 - 19
Summary of Capital Improvements 2022-2023	17 - 22
2022-2023 Detailed Project Descriptions	17 - 23
Summary of Capital Improvements 2023-2024	17 - 56
2023-2024 Detailed Project Descriptions	17 - 57

<u>Budget Resolutions</u>	18 - 1
--	--------

<u>Supplemental Summaries</u>	19 - 1
--	--------

Glossary

Glossary of Terms	20 - 1
Abbreviations/Acronyms	20 - 6
Description of Funds	20 - 9

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A READER'S GUIDE TO THE BUDGET

This budget document is designed to serve as a policy document, a financial plan, an operations guide, and a communication tool. It is organized by department and within each department by the various funds that comprise the financial operations of the Town.

The **Fiscal Policy & Trends** section provides information on the major highlights and fiscal policies of the General Fund budget and a discussion of the trends and influences that affect the environment in which policy decisions regarding spending and taxation are made.

The **Budget Summaries** section summarizes financial and other information by fund and provides a concise overview of the budget for the fiscal year. Included in this section are summaries of revenues and expenditures by department and by category, as well as information on full-time positions and capital outlay.

Each **Departmental** section begins with a mission statement and a budget summary of the department's General Fund budget. The budget summary is classified into four categories:

- **Wages & Salaries** – Payroll costs for full-time and temporary employees.
- **Operating Expense** – Costs incurred for the normal operation and performance of Town services.
- **Equipment** – Payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of one to five years.
- **Social Security/Fringe Benefits** – Costs related to social security, insurance, pension, active and retiree health care, and workers compensation expense. Also included are transfers and capital financing costs.

The remaining portion of this section contains a narrative describing budget and program highlights, detail of expenditures by division, performance measures and policy issues where appropriate, authorized positions and source of funds within the department. If the department has operations in a budgeted fund other than the General Fund, information is provided about the purpose of the fund, the strategy of the fund, the historical performance of the fund, the expected performance during the current fiscal year compared to the budgeted performance, and a discussion of the budget for the upcoming year.

The **Capital Budget** section details the Town's capital plan for the next two fiscal years providing financing policy and implications, as well as a detailed summary of each of the planned capital projects.

The **Budget Resolution** section contains the legislative actions for the Town Council to formally establish the budget for the upcoming fiscal year.

A **Glossary** section provides definitions of terms and acronyms used in the budget document and an alphabetized list of the budgeted "Other Funds" included in the budget document.

TOWN OF WEST HARTFORD ORGANIZATION VALUES

The Town of West Hartford is dedicated to providing quality services, as established by Town policymakers, in a responsive and cost-effective manner. This commitment to quality depends upon a dedicated partnership between residents, elected officials and the employees of the Town.

The Town of West Hartford has certain expectations and values shared by all to ensure organizational excellence and service quality. They are:

Getting Close to our Residents (Customers)

We encourage and promote communication between Town residents and all municipal employees by ensuring friendly, courteous and responsive services. We further encourage and promote resident participation in the development and review of all Town services.

Enhancing our Public Image

We are committed to upholding the highest ideals of professionalism and integrity in performing our responsibilities. We will strive to promote an awareness and understanding of Town programs and services to Town residents, our peers and other communities.

Improving Relations Among All Employees

We are committed to promoting the well-being of employees through professional development, skill building programs, open lines of communication and encouraging organizational participation and teamwork.

Being on the Leading Edge of Technology

We recognize that in order to remain competent and to be leaders in our areas of specialty, we must be committed to incorporating appropriate technological advancements into our delivery of services.

Committing to Long Range Fiscal and Administrative Planning

We are committed to a proactive approach to the issues and challenges confronting the community. We will utilize a wide range of forecasting models and tools to help ensure that the Town will anticipate events and make informed decisions that will help shape the future.

SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

West Hartford must continually position itself to meet the challenges that lie ahead. There are six major public policies that form the basis of public actions.

- FIRST:** and foremost, West Hartford must be among the safest (personal and property security) in the region.
- SECOND:** West Hartford schools must continue the long tradition of being the State's public education leader by becoming more resourceful, providing quality programs, and being customer (parent) responsive.
- THIRD:** West Hartford's physical appearance must be the best in the area, without exception. This includes not only roads, sidewalks, and other parts of the rights-of-way in residential and commercial areas, but the strict enforcement of housing, zoning and environmental health codes to prevent the appearance of neglect.
- FOURTH:** West Hartford must provide the best customer service. The Town will commit itself to continuous improvement to achieve this.
- FIFTH:** West Hartford will incorporate the market forces of competition and entrepreneurialism while being mindful of the need to maintain public accountability.
- SIXTH:** West Hartford must always strive to be inclusive of its residents in developing public policy, and recognize the importance that strong neighborhoods have in enhancing the image of the community.

TOWN OF WEST HARTFORD'S ANNUAL BUDGET PROCESS

Budget Process Guided by Town Charter/Town Ordinance

The Town of West Hartford's fiscal year begins on July 1st and ends on June 30th. The budget cycle is determined by the requirements outlined in the Town Charter, Chapter VII, as follows:

1. Not later than 130 days before the end of the fiscal year, each department files a detailed statement of estimated revenues and proposed expenditures for the ensuing fiscal year. The Superintendent of Schools files a similar statement with the Board of Education and Town Manager at least 115 days prior to the end of the fiscal year.
2. Not later than 110 days prior to the end of the fiscal year, the Town Manager submits to the Town Council a recommended operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.
3. Not later than 75 days before the end of the fiscal year, two or more public hearings are conducted at locations throughout the Town to obtain public comments.
4. Not later than 65 days before the end of the fiscal year, the budget is legally enacted through passage of an ordinance.

Budget Referendum Process

Within 25 days from adoption of the budget, Town electors may request that the budget be repealed if 6% of the electors sign a petition. The Town Clerk must certify the petition within five days.

After the Town Clerk's certification of the petition, the question shall be submitted to a referendum of the electors of the town, conducted in accordance with the relevant general statutes. At least ten days prior to such referendum the council shall cause to be published in a newspaper having circulation in the town a notice of such referendum, setting forth the date on which and the hours during which the referendum will be held and the text of the question as it will appear on the voting machines. Such referendum shall be held on a Tuesday.

If the vote to repeal succeeds, the Town Council shall adopt a substitute budget not later than midnight on June 30.

The substitute budget shall be subject to repeal if 6% of the electors sign a petition by July 31.

On the last Tuesday of September the question shall be submitted to a referendum of the electors of the Town. A majority vote of the electors to repeal the budget ordinance shall not become effective unless a total of at least 15% of the electors have voted.

If the vote to repeal succeeds, the council shall, not later than midnight on October 15, adopt a second substitute budget. The second substitute budget is not subject to a referendum.

Calendar for Fiscal Year 2022-2023 Budget Process

December 9, 2021	Budget guidelines distributed to departments
December - January 5, 2022	Departments prepare budget submissions
January 6 - March 7, 2022	Town Manager's budget review and production of Proposed Budget
March 8, 2022*	Proposed Budget presented to Town Council by Town Manager
March 9 - April 22, 2022	Council review of budget and two public hearings on budget
April 25, 2022**	Town Council adoption of budget
April 26 - June 16, 2022	Preparation of Adopted Budget documents

* Deadline, per Town Charter, is March 13th.

** Deadline, per Town Charter, is April 27th.

Budget Amendment Process

Per the Code of the Town of West Hartford, Chapter 18, Article II, section 18-28, the Town Council may make by resolution supplemental appropriations to the operating or capital budgets at any time during the fiscal year.

In order to do this, the Director of Financial Services must certify that there exists in the General Fund balance or in the capital reserve account a sufficient sum which is unencumbered and able to meet such appropriation.

Any additional appropriation that the Council may wish to provide must be embodied in a separate resolution which specifically designates the purpose of such appropriation to some single project or program. The source of revenue must be stated within the resolution.

The Town Council adopts the operating budget by department and appropriates funds into four categories of expense: wages & salaries, operating expense, equipment, fringe benefits and insurance. During the fiscal year, a department may transfer funds from one line item to another to meet unexpected costs. To do this an internal transfer of funds occurs, provided that the funds are transferred within one of the four characters of expense. This type of transfer requires the approval of the Director of Financial Services and the Town Manager. Any transfer between departments or characters of expense requires approval by the Town Council.

FINANCIAL ORGANIZATION OF ACCOUNTS

The financial operations of the Town of West Hartford are organized into funds, each of which is a separate fiscal and accounting entity. The funds employed by the Town are detailed below, by fund type. Funds denoted in **bold** are budgeted funds and the department responsible for the operations of each fund is in parentheses.

GOVERNMENTAL FUNDS

Governmental funds are those through which most governmental functions typically are financed. There are five types of governmental funds: the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds and Permanent Funds.

General Fund – the primary operating fund of the Town. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, state and federal grants, licenses, permits, charges for services, fines and forfeitures and interest income.

Special Revenue Funds – account for revenue derived from specific sources (other than major capital projects) that are restricted by legal and regulatory provisions to finance specific activities. The Town's Special Revenue Funds are as follows (funds are listed in department order):

Technology Investment Fund (Information Technology) – accounts for a recurring revenue stream dedicated to continued investment in the Town's e-business strategy.

Police Private Duty Fund (Police Services) – accounts for revenues generated by police private duty overtime fees and the related costs.

Police Home Ownership Program Fund (Police Services) – accounts for loan activity to assist police officers with closing and down payment costs to encourage them to reside in the Southeast quadrant of West Hartford.

Drug Enforcement Fund (Police Services) – accounts for grant revenue and proceeds from seized property to be used for drug enforcement and education.

Parking Lot Fund (Public Works) – accounts for operations of the Town's gated parking lots and parking meters in the Town Center.

Cemetery Operating Fund (Public Works) – an expendable trust fund that accounts for donations and other resources provided for the maintenance of Town-owned cemeteries.

Veterans Memorial Fund (Public Works) – accounts for donations to finance construction and maintenance of a community memorial to honor veterans.

Community Development Block Grant Fund (Leisure Services & Social Services) – accounts for federal grant revenue from the United States Department of Housing and Urban Development.

CDBG Housing Rehabilitation Fund (Leisure Services & Social Services) – accounts for housing rehabilitation activities funded via federal grant monies from the U.S. Department of Housing and Urban Development.

State Housing and Community Development Fund (Leisure Services & Social Services) – accounts for state housing funds for community development programs.

Westmoor Park Fund (Leisure Services & Social Services) – accounts for income received from an external trust and expenditures to maintain Westmoor Park.

CF Morway Fund (Leisure Services & Social Services) – accounts for trust revenue which may be utilized to purchase park and recreation equipment and facilities.

Affordable Housing Trust Fund (Leisure Services & Social Services) – accounts for loan activity to assist low and moderate income families.

The Town That Cares Fund (Leisure Services & Social Services) – accounts for donations used to provide financial assistance to residents in need.

West Hartford Library Fund (Library Services) – accounts for grants and other revenue derived from the Connecticard program, photocopying and computer search activities.

School Cafeteria Fund (Board of Education) – accounts for the operations of the school cafeterias, including sales of food, and state and federal subsidies.

School Interscholastic Sports Fund (Board of Education) – accounts for resources and expenditures related to interscholastic sports at the Town’s high schools.

School Grants Fund (Board of Education) – accounts for state and federal grants used for various education programs.

School Special Programs Fund (Board of Education) – accounts for state grants, federal grants and charges for services to fund education special programs.

School Donations Trust Fund (Board of Education) – accounts for contributions to the school system used to make public school purchases.

Private School Services Fund (Non-Departmental) – accounts for a state grant and other funds necessary to provide mandated services to the Town’s non-public schools.

Capital Projects Funds – used to account for and report on resources that are restricted, committed or assigned to expenditures for capital outlay.

Capital Projects Fund (Capital Financing) – accounts for all financial resources used for the acquisition of capital assets or construction of major capital facilities.

Capital and Non-Recurring Expenditures Fund (Capital Financing) – accounts for the resources accumulated for capital projects or equipment acquisition.

Debt Service Funds – used to account for and report on resources that are restricted, committed or assigned to expenditures for principle and interest.

Debt Service Fund (Capital Financing) – accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Blue Back Square Fund (Non-Departmental) – accounts for the financial activity of the Blue Back Square development project.

Permanent Funds – used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the Town’s programs. The Town has one permanent fund:

Private Cemetery Fund (Public Works) – accounts for contributions and trust income used for the maintenance of private cemetery lots.

PROPRIETARY FUNDS

Proprietary funds are used to account for activities that are similar to those often found in the private sector. These funds are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. The Town has two types of proprietary funds:

Enterprise Funds – account for operations that are financed in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Leisure Services Fund (Leisure Services & Social Services) – accounts for the operations of the Town’s leisure activities.

West Hartford Center – Special Services District Fund (Non-Departmental) - accounts for the financial activity of the West Hartford Center Special Development District.

Internal Service Funds – account for the financing of goods or services provided by one department to other departments or agencies of the Town on a cost-reimbursement basis. The Town has two internal service funds:

Risk Management Fund (Human Resources) – accounts for the cost of the Town’s insured and self-insured risk programs.

Utilities Services Fund (Facilities Services) – accounts for the cost of the Town’s energy usage.

FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governments. The Town has two types of fiduciary funds:

Trust Funds – involve a trust agreement that affects the degree of management involvement and the length of time that resources are held. The Town has two trust funds:

Pension Trust Fund (Human Resources) – accounts for the payment of pension benefits and other costs associated with the operation of the Town’s pension plan.

Other Post-Employment Benefits Fund (Human Resources) – used to report resources that are required to be held in trust for the members and beneficiaries of the Town’s post-employment benefit plan.

Agency Funds – are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The Town has one agency fund:

Student Activity Fund (Board of Education) – accounts for the monies generated by student activities in the West Hartford school system.

BASIS OF ACCOUNTING

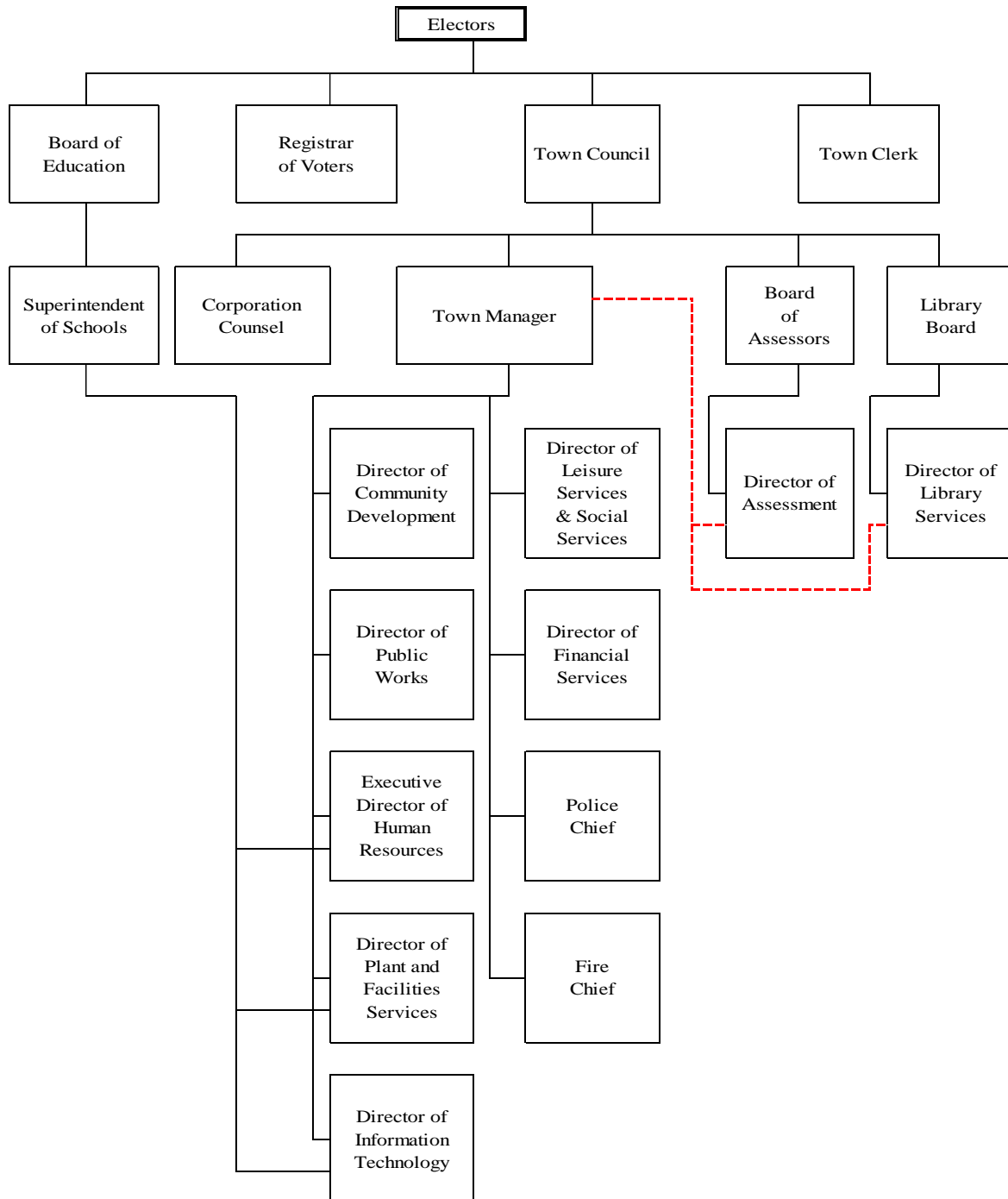
All General and Special Revenue Funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and Internal Services Funds utilize a full-accrual system of accounting. The Town shall utilize a full-encumbrance system for all funds in all financial transactions of the town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

This document is prepared on a **budgetary basis**, which follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on-behalf" contributions by the State.

ORGANIZATIONAL STRUCTURE

TOWN OF WEST HARTFORD, CONNECTICUT



FISCAL POLICIES SECTION

As we start our recovery from the COVID-19 pandemic, we strive to continue to provide quality services to Town residents, business owners and guests. The proposed budget presented stays on that path as service levels remain unchanged and the property tax increase reflects a level necessary to achieve a balanced budget.

In fiscal year 2022, the Town closed on a Pension Obligation Bond (POB) sale of \$324M that resulted in a fully funded pension liability and also generated future pension savings for the Town. This budget reflects those savings as well as recognizes the creation of a \$26.9M reserve fund to be used exclusively to safeguard against possible future spikes in pension liabilities. The Town also moved most of its workforce to the State of CT Partnership Plan for health benefits.

The current fiscal year budget was adopted at the height of the pandemic, resulting in negative impacts on certain non-tax revenues due to the closure of facilities. As an offset to those lost revenues and in an effort to keep taxes as manageable as possible, \$4.135M of American Rescue Plan Act (ARPA) funds were appropriated as General Fund revenue. This proposed budget does not utilize any ARPA funds as revenue offsets.

This proposed budget also includes a \$400K increase towards Other Post-Employment Benefits (OPEB) liabilities in an effort to gradually improve the OPEB unfunded liability. Lastly, the budget addresses operational needs in public safety, public works, and general government. The following policies are reflected in this budget:

- Continue to assume a property tax collection rate of 99.1%.
- Continue to use conservative revenue estimates in all non-tax and non-municipal aid categories.
- Utilize the Governor's proposed budget for State aid estimates with the exception of the motor vehicle mill rate cap and revenue offset grant. We believe this program may be modified or not be adopted. If it does appear to move forward in the State budget process, amendments to this budget will be proposed during the Town Council budget adoption process.
- Continue to fully fund the Town's total pension liability which consists of the debt service payments on the POB's and the Actuarially Determined Employer Contribution (ADEC).
- Adhere to planned phase in of Other Post-Employment Benefits (OPEB) liabilities.
- Explore options for service sharing with other municipalities.
- Continue to utilize bond premiums to reduce the impact of debt service payments.
- Regular rebidding of contracts for goods and services.
- Continued efforts to modify employee benefit programs to reduce costs.
- Evaluation of best practices for government operations.

The fiscal year Proposed 2023 General Fund budget totals \$317,894,171 and represents an increase of \$9,452,143 or 3.06% from fiscal year 2022. The municipal services portion of the budget totals \$119,409,300; an increase of \$2,166,887 or 1.85%. The education budget totals \$181,328,975, an increase of \$5,772,920 or 3.29%. The capital financing budget for both municipal and education services is \$17,155,896, an increase of \$1,512,336 or 9.67%. In order to finance the budget, an increase in current year property tax revenue of \$12,397,890 or 4.65% is required. Property taxes are the primary source of revenue for municipalities in Connecticut and increases in property tax revenue are generated from growth in the value of taxable property and increases in the tax rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. However, fiscal year 2023 is a revaluation year which requires the value of all taxable property to be re-assessed. The following are the changes in each property class:

ANNUAL BUDGET 2022-2023

	<u>2020</u>	<u>2021</u>	<u>Variance</u>	<u>% Change</u>
Real Property	5,726,466,255	6,371,302,082	644,835,827	11.3%
Personal Property	204,037,000	224,438,924	20,401,924	10.0%
Motor Vehicles	<u>465,608,956</u>	<u>581,542,982</u>	<u>115,934,026</u>	<u>24.9%</u>
	6,396,112,211	7,177,283,988	781,171,777	12.2%

The 2021 Grand List of taxable and exempt property is finalized effective October 1, 2021 in accordance with Title 12, chapter 203 of the Connecticut General Statutes. The 2021 Grand List reflects updated values based upon the recent Town-wide revaluation and all changes in ownership and valuation for each property class. The total net assessed value of all taxable property prior to Board of Assessment Appeal actions is \$7,177,283,988; representing an increase in the net taxable list of \$781,171,777 or 12.2% above last year's list, a marked increase.

- The Real Property list increased by \$644,835,827 or 11.3%. This year's growth is largely attributable to the Town-wide revaluation and the continuation of new construction projects such as 71 Waterside Lane, 180 Wood Pond Road, 511 Mountain Road, 11 Griswold Drive, 111 Marion Avenue, and two new homes at Gledhill Estates. Due to the pandemic, the Town experienced a significant increase in swimming pool installations (21) which bolstered property values. Commercial real estate did not experience significant additions for the 2021 Grand List. Supply-chain challenges continue to stymie local development projects, which again, to some degree, has adversely affected further Grand List growth.
- The Personal Property list increased by \$20,401,924 or 10% to \$224,438,924. During the course of each year, businesses will close or relocate. This activity resulted in a net loss of 29 fewer businesses from last year's report. With that, the Town continues to experience a healthy level of capital equipment, re-investment in furniture, fixtures and equipment, surpassing annual depreciation on existing assets. The Town's current business count is 2,690.
- The Motor Vehicle list increased by \$115,934,026 or 24.9%. This level of increase is unprecedented and stems from supply and demand issues triggered by the pandemic. From shortages of crucial semiconductor chips to substantially small inventories of new cars available nationwide for sale. In September of 2019, there were 3.5 million new cars available for sale in the US versus in September of 2021, there were only 915,809 new vehicles for sale; a 74% drop in inventory. This shortage in the new car market has spilled over to the used car market increasing demand and, as a result, used car prices.

SUMMARY OF REVENUES

	FY 2022 <u>Adopted</u>	FY 2023 <u>Proposed</u>	Increase/ (Decrease)	Percent <u>Change</u>
Current Year Property Taxes	\$266,811,380	\$279,209,270	\$12,397,890	4.65%
Other Property Taxes	4,440,000	4,665,000	225,000	5.07%
Intergovernmental Revenue	29,885,704	25,783,244	(4,102,460)	-13.73%
Charges for Services	5,837,898	6,786,357	948,459	16.25%
Miscellaneous Revenue	904,300	849,300	(55,000)	-6.08%
Transfers from Other Funds	<u>562,746</u>	<u>601,000</u>	<u>38,254</u>	<u>6.80%</u>
Total Revenues	<u>\$308,442,028</u>	<u>\$317,894,171</u>	<u>\$9,452,143</u>	3.06%

Property Taxes

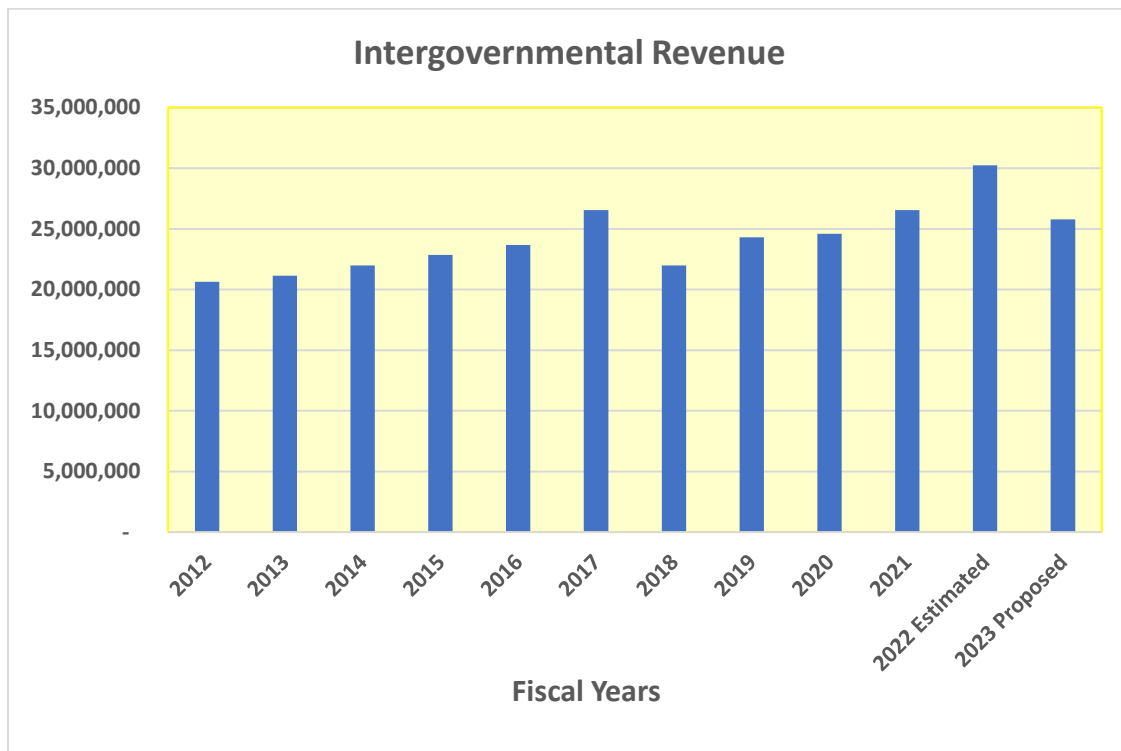
Approximately 88% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town's taxable property is normally through re-use of existing property. However, as stated earlier, the October 1, 2021 net taxable Grand List reflects significant total growth due to the Town's revaluation of all taxable property. The Grand List totals \$7,177,283,988; an increase of \$781,171,777 or 12.2%. This growth is primarily due to the increase in values of existing properties. This is evident in the Town's housing market which continues to reflect substantial increases in home sales.

With the increase in the Grand List, the value of a mill has increased. A mill is used to determine local property taxes. One mill equals one-thousandth of a dollar. For each mill levied on your property, your taxes will be \$1 per every \$1,000 of assessed value. With the increase in the value of a mill, the amount of mills required to apply to all taxable property decreases which is evident in the reduction of the mill rate from the current adopted 42.42 mills to a proposed 39.83 mills or (6.1%). The successful collection of current year property taxes is a critical element in determining property tax revenues and effectively managing the budget during the fiscal year. The collection of the second installment of real estate property taxes in January 2022 was consistent with experience in prior years and it is anticipated that the Town will achieve a 99.3% collection rate in the current fiscal year. Over the last ten years, the average collection rate for the Town has been 99.2%. The Proposed 2023 budget maintains the 99.1% collection rate assumption.

Intergovernmental Revenue

Estimated Intergovernmental Revenue for the proposed fiscal year 2022-2023 budget is detailed below. The Town Manager's proposed budget does not assume a motor vehicle mill rate cap and therefore, no associated offset grant is included in this proposed budget. All other State Aid revenue assumptions are based on the Governor's proposed budget. One significant change regarding Federal Aid, in fiscal year 2022, the Town adopted a budget utilizing \$4,135,000 in American Rescue Plan Act funds (ARPA). No ARPA funds are included in the Town Manager's Proposed Budget for fiscal year 2023.

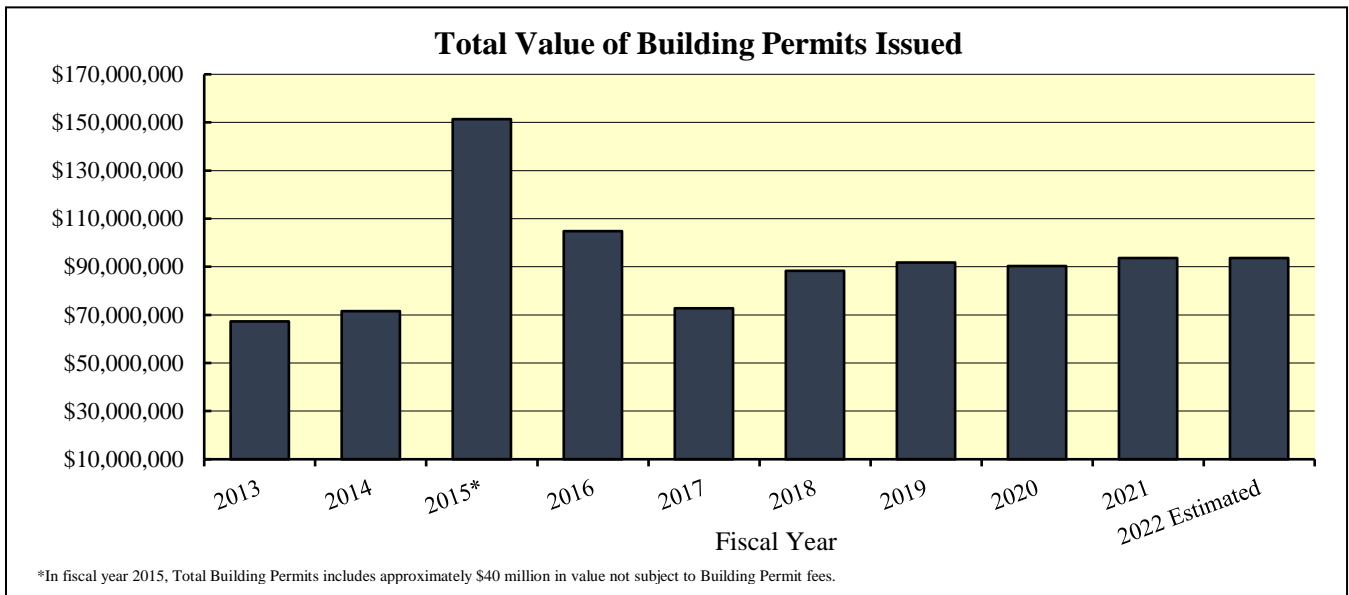
<u>Grant</u>	<u>FY 2022 Adopted</u>	<u>FY 2023 Proposed</u>	<u>Increase/ (Decrease)</u>
Education Cost Sharing	\$ 22,245,760	\$ 22,253,668	\$ 7,908
Grant for Municipal Projects	805,784	805,784	
Payment in Lieu of Taxes (PILOT)	1,567,745	1,590,998	23,253
Pequot/Mohegan Fund Grant	27,820	27,820	
Town Aid Road	687,270	688,607	1,337
Other State Revenue	331,755	331,755	
Total State Aid	\$ 25,666,134	\$ 25,698,632	\$ 32,498
Federal Aid	4,219,570	84,612	(4,134,958)
Total Intergovernmental Revenue	\$ 29,885,704	\$ 25,783,244	\$ (4,102,460)



Charges for Services

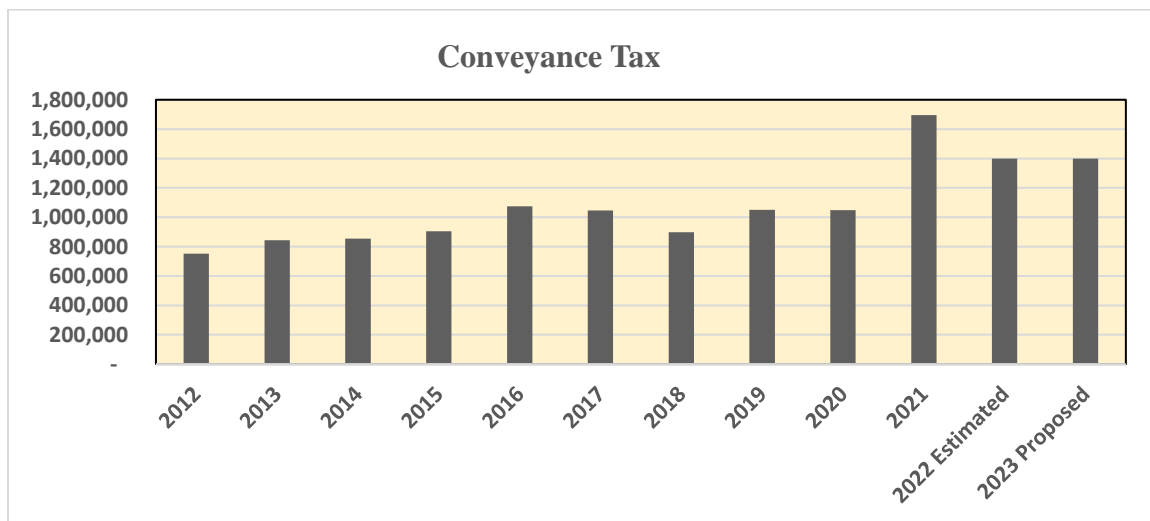
Building Permits

Estimated building permit revenue is expected to total \$1,900,000 for the proposed fiscal year 2023 budget, exceeding the current year adopted amount by \$300,000. The increase is based on a new project at 920-924 Farmington Avenue, and a number of other significant proposed projects that have not been approved as of this budget submission but are assumed will be at some point this or early next fiscal year. The building permit fee is calculated on the value of new construction or building improvements. The fiscal year 2022 estimate is based on anticipated residential housing and commercial construction projects.



Real Estate Transactions

The Town receives fees established by the State of Connecticut for real estate transactions. Land records fee revenue is received for the recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The proposed budget reflects conveyance tax revenue of \$1,400,000 based upon the level of activity in the current fiscal year. The fiscal year 2023 proposed budget increases land records fee revenue from \$250,000 to \$275,000 which is consistent with current year projections



Miscellaneous Revenues

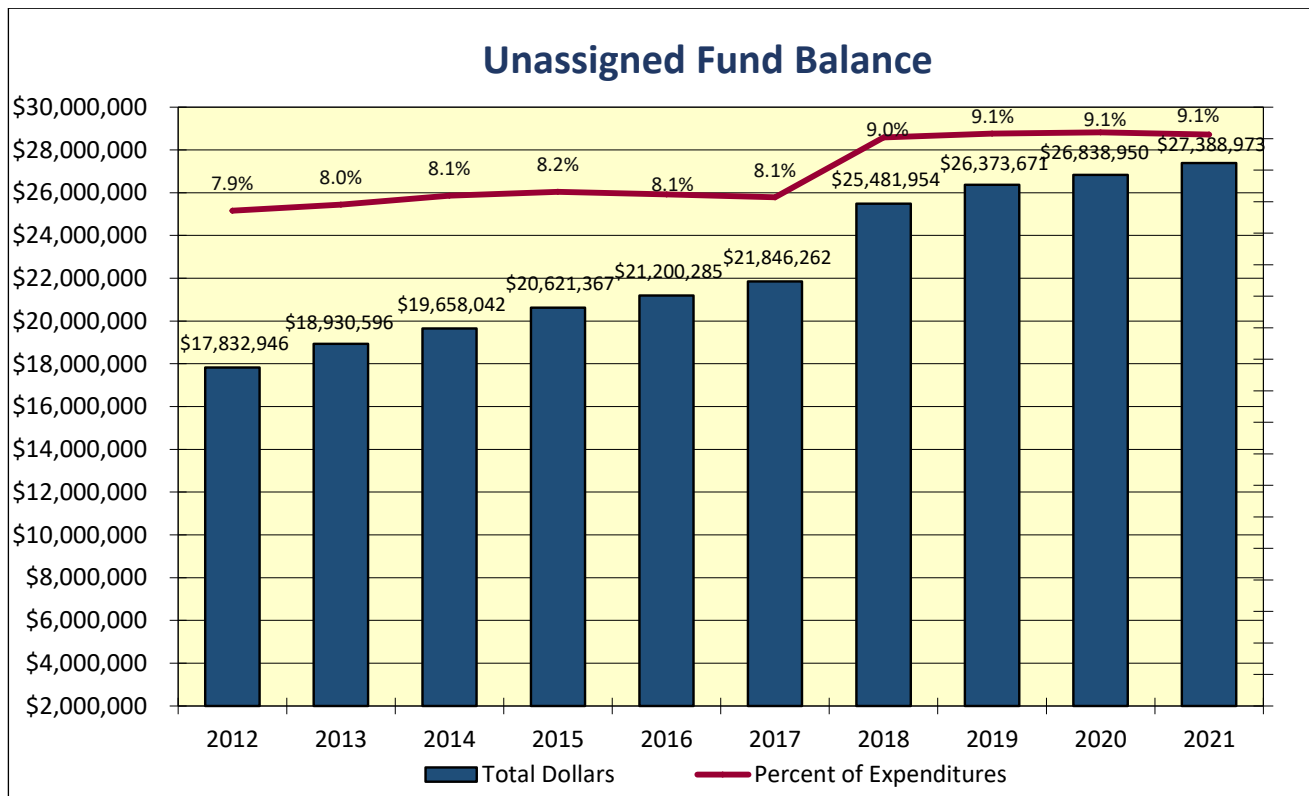
Investment Income

The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The proposed fiscal year 2023 budget interest income is lower than the 2022 adopted budget due to lower interest rates. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 6 and 15 basis points, to maximize investment income within investment vehicles allowed by State statute. (See Investment Policy on page 2-12.)

The Town has also employed a strategy whereby a balance is maintained with its primary bank. While a lower interest rate is earned on these funds, the bank offers a 15 basis point earnings credit applied directly to banking fees charged to the Town. Investing funds in this manner results in significant cost avoidance. On a quarterly basis, the Town reviews independent bank ratings on all financial institutions with which relationships are maintained, investing only with those that maintain at least a three (out of five) star rating. Based on the current year projection and anticipated interest rates, the estimated interest and investment income for fiscal year 2023 is budgeted at \$275,000; a decrease of \$155,000 over the fiscal year 2022 adopted budget.

Fund Balance

Fund balance is the amount the Town has accumulated from prior years when revenues exceeded actual expenditures. As of June 30, 2021, the Town's fund balance was \$27.4M.



Note: Fiscal year 2012 undesignated fund balance as a percent of General Fund expenditures excludes Storm Alfred expenditures of \$12 million, of which \$9.1 million was reimbursed by the Federal Emergency Management Agency.

SUMMARY OF EXPENDITURES

	<u>FY 2022</u> <u>Adopted</u>	<u>FY 2023</u> <u>Proposed</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>
Town Services				
Wages & Salaries	\$43,601,160	\$46,724,917	\$3,123,757	7.16%
Operating Expense	27,843,184	28,899,620	1,056,436	3.79%
Fringe Benefits	<u>45,798,069</u>	<u>43,784,763</u>	<u>(2,013,306)</u>	-4.40%
Total Town Services	\$117,242,413	\$119,409,300	\$2,166,887	1.85%
Board of Education	\$175,556,055	\$181,328,975	\$5,772,920	3.29%
Capital Financing	<u>\$15,643,560</u>	<u>\$17,155,896</u>	<u>\$1,512,336</u>	9.67%
Total Expenditures	<u>\$308,442,028</u>	<u>\$317,894,171</u>	<u>\$9,452,143</u>	3.06%

Town Services**Wages & Salaries**

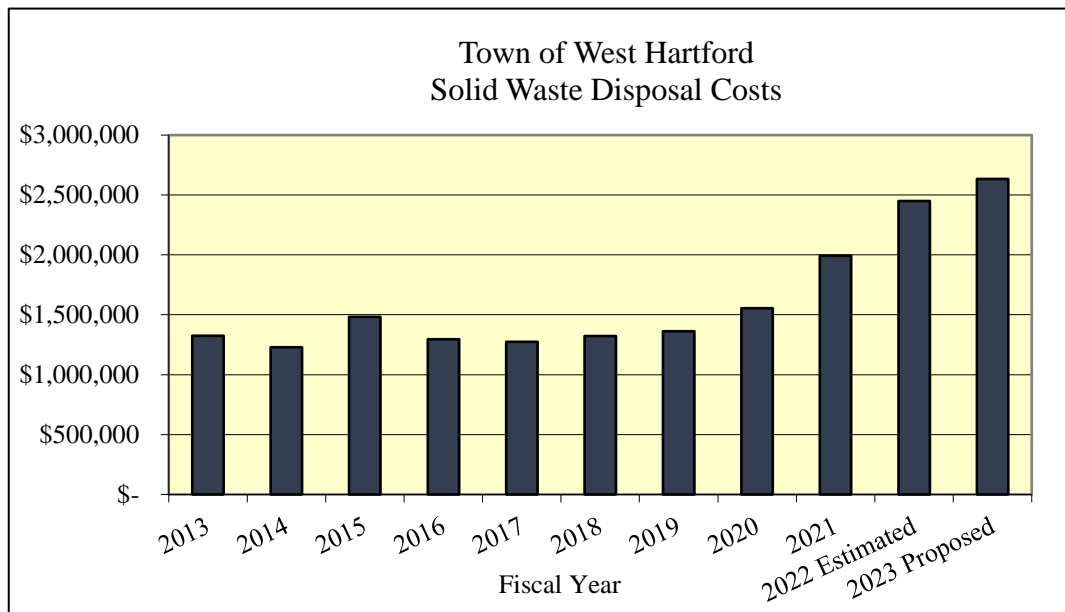
Wages and Salaries total \$46,724,917, an increase of \$3,123,757 or 7.16% from the prior adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. It is important to note that all non-public safety contracts remained unsettled when the FY 2022 budget was adopted. Therefore the settlement wages were budgeted in the Contingency Account; not the Regular Payroll account. The wage settlements reflected four years of retroactive wage settlements which is one of the reasons the year to year comparison is significant. A significant decrease in the Contingency Account will be evident. The budget also includes applicable merit increases for eligible employees and a contract settlement. In addition, regular payroll funds two part-time positions moving to full time, four new positions (Payroll Coordinator, Financial Analyst I, Fleet Mechanic and an Assistant Director Social Services), three positions reinstated (Director of Community Development, Librarian II and a Crew Leader) and three positions are reclassified. A contingency has been established for potential wage settlements for all collective bargaining unit contracts that are currently unsettled. As in fiscal year 2022, two Police Officer positions and associated benefits are funded in the Parking Fund.

The appropriation for temporary/part-time personnel increases \$372,555. The increase is largely due to the new CT minimum wage increases on July 1, 2022 and June 1, 2023, contractual wages and step increases to eligible employees. Temporary payroll increases are also seen in Registrar of Voters for a primary and an election scheduled in 2022 with a possible State-wide redistricting resulting in two additional polling locations (\$25,312), in addition to State law changes in absentee ballots (\$1,285). The Emergency Management Division of the Fire Department includes an increase in part-time staff (\$73,034) resulting from demands of COVID-19 and the new Citizen's Emergency Response Team. Also affecting temporary payroll is in the Community Development department for additional staff during construction season along with an additional part-time Engineering Technician and a part-time Engineering Intern (\$77,791). Facilities Services has a temporary payroll increase (\$65,889) to recognize the new minimum wage amount, contractual wage and step increases and an additional three part-time positions for the Town Hall security check point. Lastly, the Leisure and Social Services department is restoring part-time staff (\$38,203) to the Elmwood Community Center for programs being reinstated where they have been reduced during COVID-19.

The overtime appropriation slightly decreases by \$14,984 keeping overtime at current level.

Operating Expense

Operating expense totals \$28,899,620, an increase of \$1,056,436 or 3.79% from the 2022 adopted budget. Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The appropriation for fiscal year 2023 increases \$74,000 or .6% from fiscal year 2022. Public Works operating expense increases \$268,446 or 3.5% primarily due to the increased cost for the disposal of recyclable materials (\$58,250) with an added component of direct haul (\$40,000), contractual increases for disposal of municipal solid waste (\$20,100), snow and ice contractual services (\$40,000), vehicle & equipment maintenance (\$35,000). Also included is an estimated CPI for parts and services. Software maintenance costs increase \$161,358 based on contractual requirements and for Microsoft licenses based upon volume of users, the Building department software packages (BlueBeam, VEEAM, AppGEO) and minor increases are seen in various other software maintenance agreements. In fiscal year 2023, the primary increase is attributed to adding Microsoft 365 throughout the Town. Professional Services has increased \$142,420 for services provided by outside consultants and contractual costs such as internal mail, switchboard and copying services. Paramedic communication network operations, provided by North Central Connecticut Emergency Medical Services Council, Inc. remains at the current level. Increases can be seen in the Fire department for the Battalion Chief Assessment Center Test (\$10,000), the Town Clerk's office for transcription services increased due to virtual meetings (\$2,000) and in the Registrar of Voters office for State certification of moderators for the additional polling locations (\$1,200). In addition an additional \$125,000 has been added for Legal/Professional services associated with potential tax appeals. General contributions increase \$67,290 related primarily to the costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District and contributions to non-profit agencies serving West Hartford residents. The Public Works budget for vehicle maintenance increases \$62,300 due to the age of the fleet and the anticipated costs for fuel, parts, supplies and tires. Town-wide utility costs, which are increasing \$117,489, represent the General Fund transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. The increased contribution for fiscal year 2023 relates to the market price, increased use of HVAC for improved ventilation due to COVID-19, partially offset by savings for natural gas, electricity, and hydrants and a lower amount of accrued Utility Services Fund surplus amortized to offset the cost. Overall cost of electricity continues to trend down due to continued conservation projects.



Fringe Benefits & Insurance

Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds.

The Town's General Fund risk management expense decreases \$202,086, or -1.0% in fiscal year 2023. This decrease is due to a combination of adjustments and the addition of a significant number of Town employees to the State Partnership Plan health insurance. Overall, the Town Health Program expense decreases \$235,432, reflecting the General Fund's portion of the decrease in the contribution for retiree health and a decrease in active employee health care costs based upon current year trends. The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program: heart and hypertension (-\$29,603), self-insured (\$327,026), workers' compensation (\$103,590), and insured (-\$173,899).

Pension Benefits

On June 24, 2021, the Town issued \$324.3M of Pension Obligation Bonds (POB's). The Town's total pension liability for fiscal year 2023 consists of a debt service payment of \$17,661,915 for the POB's and an estimated Actuarially Determined Employer Contribution (ADEC) of \$7,248,000 for a total pension liability of \$24,909,162. This reflects a year over year decrease of \$2,009,162. This total pension liability is apportioned to Town, BOE and Grant program employees who contribute and are members of the pension plan. The Town portion of the total pension liability of approximately 73%.

As of the date of this proposed budget, the final pension valuation as prepared by the Town's Actuaries, was not completed. However, preliminary estimates indicate that the total actuarial liability projected is \$584.1 million and the total actuarial value of assets projected is \$592.6 million for a positive unfunded actuarial liability of \$8.5 million resulting in a funded status of 101.5%. The discount rate assumed is 6.25% with an amortization period of 25 years which is consistent with the bond repayment period.

Retiree Medical

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2019, is \$215,240,118. These benefits are paid from a retiree health care reserve fund established in 1984. The General Fund makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2023 resulting in a Town contribution of \$10,472,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the Actuarially Determined Employer Contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

Education

West Hartford Public Schools – The FY 2023 education budget totals \$181,328,975, an increase of \$5,772,920 or 3.29%.

- Salaries, which comprise 66% of the education budget, increase by \$4.28 million. This increase reflects rate adjustments required by collective bargaining agreements, as well as additional regular and special education staff in the current year to meet student needs as the district returned to a fully in-person school model. The budget includes an additional post-secondary teacher, offset by the reduction of eight full-time equivalent positions, primarily due to anticipated enrollment at the high school level.
- Employee benefit expense, which represents 18% of the budget, decreases \$0.42 million. Pension costs for non-certified staff decrease \$440,526 based on the Board's share of the actuarially determined employer contribution for the Town Pension plan and a prorated share of the debt service on pension obligation bonds issued by the Town. An estimated 8% increase in medical premiums for the State Partnership Plan is included in the budget, offset by use of a health reserve as a means to contain costs.
- Purchased services, which total 14% of the education budget, reflect an increase in tuition for outplaced students, contractual rate increases for transportation, and additional funding for special education professional services.
- The remainder of the education budget (2%) consists of instructional supplies, textbooks, library books, computer equipment and software, custodial and maintenance supplies, and office supplies.

CAPITAL FINANCING

The 2023-2034 Capital Improvement Program (CIP) invests \$349,735,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** The New Park Avenue Complete Streets Improvement Project utilizes \$3,706,000 of grant funds with \$100,000 of bond funds to rehabilitate and improve New Park Avenue from Oakwood Avenue to New Britain Avenue. This project will improve the attractiveness, safety and mobility for all users by incorporating traffic calming and complete streets elements such as a travel lane reduction from four lanes (two lanes in each direction) to three lanes (one lane in each direction with a center left turn lane). There will be a bike lane in each direction to connect New Britain Avenue, Elmwood, CT Fastrak bus station, the Trout Brook Trail and many destinations along this corridor. In addition, sidewalk areas will be improved with decorative street lighting, sidewalk material enhancements, wayfinding signage and landscaping. Enhanced crosswalks will be incorporated and traffic signals at the Talcott Road and Oakwood Avenue intersection will be replaced and include accessible pedestrian signal equipment with exclusive pedestrian phasing. This project is planned for Year 1 and has a cost of \$3,806,000.

- **Education:** West Hartford High Schools each have 12 tennis courts that accommodate their girls and boys tennis teams for the spring season. Each site is also used annually as part of the State high school championships. In addition, there is extensive use by the community. The new courts would be constructed using tension concrete and include new exterior fencing and nets. The courts would have a 20-year warranty from structural cracking, heaving, and settling and 10 year warranty on the prime coating sports surface from bubbling and peeling. The project is planned for Year 1, and has a cost of \$3,000,000
- **Town Building Improvements:** Over the years there have been concerns about maintaining operations at key facilities during power outages. Funding is provided in Year 1 (\$2,000,000) and Year 2 (\$1,000,000) for the purchase of permanent generators at key Town and School facilities. This is part of an overall emergency preparedness plan. The locations are: Town Hall, Conard and Hall High Schools, Fire Station #1, Bishops Corner Senior Center & Library and Cornerstone Aquatics Center.
- **Miscellaneous Equipment:** Year 1 of the plan includes \$214,000 for a simulator system that will be used to train Police Officers in the use of force/de-escalation tactics as well as other high liability incident areas. The system also has scenarios specifically meant to train people working with the special needs community as well as school security guards and educators who would benefit from this type of scenario based training. The simulator can also be used for weapons training (taser, shotgun, handgun and rifle) thereby reducing the need for live fire training. In addition, budget savings will also be realized from the reduction in the purchase of ammunition.

The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and “other” funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

FUND BALANCE POLICY – GENERAL FUND

TOWN OF WEST HARTFORD

The Government Finance Officers Association (GFOA) recommends that governments establish a formal policy on the level of unrestricted fund balance in the General Fund. Credit agencies are in general agreement with this GFOA recommendation as they carefully monitor levels of unrestricted fund balance in a government’s General Fund in order to properly evaluate a government’s continued creditworthiness. The Town of West Hartford (Town) is in agreement and believes that in order to ensure the long-term economic stability of the Town, a policy that requires maintaining a prudent level of financial resources in order to protect against reducing service levels or raising taxes and fees as a result of unforeseen catastrophic events, unexpected revenue shortfalls, or unpredicted one-time expenditures, is necessary. Furthermore, the Town recognizes that the creation of a formal fund balance policy for the General Fund is essential to preserve and maintain our Triple “A” credit rating.

Accordingly, the Town seeks to maintain an annual minimum unrestricted fund balance in the General Fund of 7.5% of expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town’s most recent Comprehensive Audited Financial Report. Should the unrestricted fund balance fall below 7.5%, the Town will take all necessary steps to restore it to at least 7.5% as soon as practical.

The Town intends to limit its unrestricted fund balance in the General Fund to no more than 15% of the audited General Fund Expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town's most recent Comprehensive Audited Financial Report.

Amounts in excess of 15% will be available for appropriation for the following purposes:

1. **Tax Relief Purposes:** Excess unrestricted fund balance may be used for tax relief purposes. This is allowable only when that tax relief is part of an overall strategy that is intended to smooth out projected tax levy increases over a multiyear period.
2. **Unanticipated Operating Expenses:** Excess unrestricted fund balance may be used to offset operating budget expenses in extraordinary cases where those expenses are unanticipated and substantial and/or are projected to occur over a multiyear period.
3. **Recurring Capital Projects:** Excess unrestricted fund balance may be used for recurring capital projects including, but not limited to, Arterial Street Reconstruction, Neighborhood Street Reconstruction, Street Resurfacing and Town Building Improvements.

The Town acknowledges that a drawdown of excess fund balance to mitigate tax increases or to support operations is essentially a one-time source of funding and, therefore, the Town commits to manage any excess fund balance drawdown(s) in a prudent and fiscally responsible manner. When appropriate, drawdowns of excess fund balance will be utilized over a multiyear period. If a significant drawdown of excess fund balance is proposed for a single fiscal year period, the Town Manager will be required to submit a fiscal analysis to the Town Council outlining the impact that one time revenue will have on the following fiscal year's operating budget.

Any recommended usage of excess fund balance must be proposed by the Town Manager and authorized by the Town Council.

TOWN OF WEST HARTFORD, CONNECTICUT

STATEMENT OF GENERAL INVESTMENT POLICY

I. Responsibility

Under Chapter 18 of the West Hartford Code, the Director of Finance is responsible for the custody of Town funds and money. This includes the investment of all town funds of the Town of West Hartford, including the General Fund, Special Revenue Funds, Capital Projects Fund, Proprietary Funds, and Trust and Agency Funds, and any other funds which may be created from time to time. Investment of those funds shall be administered in accordance with the provisions of this policy. This policy does not apply to the Risk Management Fund (and Capital and Nonrecurring Expenditure Fund), equity reserves and designated liability reserves, which are governed by the Statement of Reserve Investment Policy, nor its employee retirement system funds, which are administered separately and governed by the Statement of Pension Plan Investment Policy.

In meeting this responsibility, the Director of Financial Services establishes objectives for the investment of these funds, may select an investment manager, oversees the compliance of the manager with all articles and restrictions on the investment of the funds, and evaluates the performance of the investment manager, if one is selected. The Town Manager approves the contracts and/or fee schedules of the investment manager and the

investment custodian and approves the continuation of the business relationships with the investment manager and the custodian.

Town funds are invested under the authority of Section 7-400 of the Connecticut General Statutes (CGS).

II. Policy Rationale

The Town believes that prudent investment management requires a statement of investment policies and objectives to guide the investment manager responsible for investing Town assets. Investment objectives should reflect the Town's goal of attaining market rates of return on its investments, consistent with constraints imposed by its safety objectives, cash flow considerations, and state laws that restrict the investment of public funds. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

Inherent in the investment policy statement is the Town's belief that investment strategies should reflect a prudent investor's tolerance for risk. Certain specified investment restrictions are appropriate to help define the degree of risk tolerance acceptable to the Town. The Town believes that diversification is fundamental to the spreading of risk, for example. Fundamental to this diversification is asset allocation, and as indicated below, the Town accepts responsibility for asset allocation decisions, but may delegate asset allocation responsibility to its investment manager.

The Town's rationale for a statement of investment policy is to produce a superior return for the Town through prudent asset allocation and superior investment performance within the designated asset classes.

III. Objectives

The primary objective of the investment of Town funds is to earn an annualized return, including both income and changes in market value after management charges, which exceeds the rate of inflation by 2% as periodically expressed in the Consumer Price Index. The Town recognizes that this objective will not be attainable in periods of market adversity, and the Town places its emphasis on measuring attainment over periods long enough to encompass both a peak and a bottom in the appropriate markets.

The secondary objective of the investment fund is to earn an annualized return which ranks it in the top 40% of appropriate populations of funds as tabulated by Piper, SEI, and others. As in the case of the primary objective, the Town will emphasize standings in these populations for periods long enough to encompass market peaks and valleys, but will nonetheless assess relative performance at least quarterly.

Although these objective standards will be primary in the Town's assessment of manager performance, the Town will make use of other competitive data, as are made available to it.

If the Town selects an investment manager or managers for expertise in a specific class, or classes, of securities, the class objective standard will become primary in the Town's assessment of the particular manager. The Town will assess performance quarterly and will expect that the manager will rank in the top 40% of the appropriate population(s) over periods long enough to encompass both a peak and a bottom in the appropriate markets.

IV. Asset Allocation

Although asset allocation is finally the responsibility of the Town, the Town may delegate this responsibility or portion thereof to its investment manager, subject to certain restrictions. The Town will strive to give its investment manager the broadest possible mandate to utilize their expertise.

V. Specific Restrictions**A. General Restrictions on Asset Classes**

Per CGS Sections 7-400, the portfolio may be invested:

- a. In the obligations of the U.S. Government, including the joint and several obligations of the FHLMC, FNMA, GNMA, and FSLIC, the U.S. Postal Service, all federal home loan banks, all federal land banks, all federal intermediate credit banks, the Central Bank for Cooperatives, the Tennessee Valley Authority, or any other agency of the United States government.
- b. In the obligations of any state of the United States or of any political subdivision, authority of agency thereof, provided at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.
- c. In the obligations of the State of Connecticut or of any regional school district, town, city, borough or metropolitan district in the State of Connecticut, provided at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.

Other permissible investments include certificates of deposit, commercial paper, savings accounts, and bankers' acceptances, and the State Short Term Investment Fund (STIF).

B. Specific Restrictions

Unless specifically approved by the Town, all short term securities in the investment fund will be under the management of the Town, a single investment manager or the Town's custodian bank. To the extent that an investment manager elects to leave monies allocated to it in short term investments, these investments will be aggregated with all securities under the manager's responsibility for management fee purposes.

Short term securities are those which have a maturity date within one year at time of purchase. All short term investments must satisfy at least one of the following criteria:

- a. It is an obligation or guaranteed by the U.S. Government.
- b. It is commercial paper rate A-1 or P-1 by Moody's Investors Service or Standard and Poor's Corporation.
- c. It is a certificate of deposit or a banker's acceptance of a commercial bank with assets of at least \$20 billion and permanent capital of at least \$1 billion with the last five years of profitable operation.
- d. It is a repurchase agreement against the collateral of U.S. Treasury or government guaranteed securities with banks meeting requirement c. above and primary government securities dealers.

Because of the need to demonstrate compliance with state statutes, the Town does not permit the pooling of short term investments with those of other accounts under the manager's or the bank's direction.

VI. Diversification and Maturities

Funds of the Town shall be invested in instruments whose maturities do not exceed five years at the time of purchase. Investments shall be diversified to eliminate the risk of loss resulting from overconcentration in a specific maturity, a specific issuer, or a specific class of securities. In establishing diversification strategies, the following general policies shall apply:

- a. Maturities shall be staggered to avoid undue concentration of funds in a specific maturity. Maturities selected shall provide for stability of income and reasonable liquidity.
- b. Liquidity shall be assured through practices ensuring that the next disbursement date and payroll date cash flow needs are covered through maturing investments or marketable U.S. Treasury bills.
- c. At least five (5) percent of the portfolio shall be invested in overnight instruments or in marketable securities which can be converted into cash with one day's notice.

VII. Security

To protect against potential fraud, funds of the Town invested in repurchase agreements or bearer instruments shall be secured through third-party custody and safekeeping procedures. Investment officials shall be bonded to protect the public against possible embezzlement and malfeasance. Collateralized securities such as repurchase agreements shall be purchased using the delivery versus payment procedure. Unless prevailing practices or economic circumstances dictate otherwise, ownership shall be protected through third-party custodial safekeeping.

VIII. Investment Coordinator

The Town's Director of Finance shall serve as the investment coordinator.

IX. Investment Custodian

The Town (shall) may employ an investment custodian to hold or arrange for the holding of the securities in the portfolio and to execute investment transactions in accordance with instruction received from the investment manager. At least annually, the Town will review the fee schedule and performance of the investment custodian and approve the custodian's fees.

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TOWN OF WEST HARTFORD

FISCAL YEAR 2022-2023

BUDGET IN BRIEF

ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
General Fund	\$302,287,189	\$308,442,028	\$309,829,216	\$317,894,171
Blue Back Square Fund	3,430,299	3,646,530	3,762,575	3,673,800
Community Development Block Grant Fund	911,035	744,778	779,760	832,692
CDBG – Housing Rehabilitation Fund	154,682	200,000	200,000	200,000
State Housing & Community Development Fund				
Westmoor Park Fund	733,771	771,295	733,655	772,180
Leisure Services Fund	3,036,049	4,650,100	4,100,550	4,812,755
Private School Services Fund	2,134,724	2,491,483	2,310,881	2,548,339
West Hartford Library Fund	9,786	15,000	15,000	15,000
Parking Lot Fund	1,472,776	1,000,700	2,025,825	1,538,430
Technology Investment Fund	8,863	10,000	10,000	10,000
Capital & Non-Recurring Expenditure Fund	804,242		20,517	1,025,000
Police Private Duty Fund	2,360,119	1,900,000	1,938,000	1,900,000
Cemetery Operating Fund	425,461	572,900	475,900	588,600
Total Revenue & Other Resources	\$317,768,996	\$324,444,814	\$326,201,879	\$335,810,967

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
General Fund	\$301,737,165	\$308,442,028	\$309,473,382	\$317,894,171
Blue Back Square Fund	3,410,500	3,658,875	3,658,875	3,654,000
Community Development Block Grant Fund	911,035	744,778	779,760	832,692
CDBG – Housing Rehabilitation Fund	154,682	200,000	200,000	200,000
State Housing & Community Development Fund				
Westmoor Park Fund	695,222	757,976	744,415	758,083
Leisure Services Fund	3,382,798	4,525,399	4,559,110	4,733,898
Private School Services Fund	2,134,724	2,491,483	2,310,881	2,548,339
West Hartford Library Fund	9,878	15,000	15,000	15,000
Parking Lot Fund	2,328,092	2,798,346	2,822,233	3,050,149
Technology Investment Fund	4,543	10,000	10,000	10,000
Capital & Non-Recurring Expenditure Fund	2,599,525	350,000	1,861,725	1,545,000
Police Private Duty Fund	2,155,099	1,875,804	2,101,685	1,795,883
Cemetery Operating Fund	503,549	507,752	490,096	541,006
Total Expenditures & Other Uses	\$320,026,812	\$326,377,441	\$329,027,162	\$337,578,221

CHANGE IN FUND BALANCE	(\$ 2,257,816)	(\$ 1,932,627)	(\$ 2,825,283)	(\$ 1,767,257)
BEGINNING BALANCE	\$ 32,124,240	\$ 29,866,425	\$ 29,866,425	\$ 27,041,142
ENDING BALANCE	\$ 29,866,425	\$ 27,933,798	\$ 27,041,142	\$ 25,273,888

ANNUAL BUDGET 2022-2023

Summary of Sources, Uses And Changes in Fund Balances - All Funds

	General Fund	Blue Back Square Fund	CDBG Fund	CDBG Housing Rehab Fund	State Housing Fund	Westmoor Park Fund	Leisure Services Fund
<u>Revenues</u>							
Property Taxes	\$283,874,270						
Intergovernmental	25,783,244		\$832,692	\$200,000			
Charges for Services	6,786,357	\$19,800				\$410,180	\$4,702,755
Miscellaneous	849,300					362,000	40,000
Total Revenues	\$317,293,171	\$19,800	\$832,692	\$200,000	\$0	\$772,180	\$4,742,755
<u>Other Resources</u>							
Transfers In	\$601,000	\$3,654,000					\$70,000
Total Other Resources	\$601,000	\$3,654,000	\$0	\$0	\$0	\$0	\$70,000
Total Revenue & Other Resources	\$317,894,171	\$3,673,800	\$832,692	\$200,000	\$0	\$772,180	\$4,812,755
<u>Expenditures</u>							
Town Clerk	\$ 361,398						
Town Council	424,433						
Town Manager	725,982						
Corporation Counsel	495,867						
Registrar of Voters	299,350						
Information Technology	1,259,865						
Financial Services	2,714,136						
Assessor	847,338						
Human Resources	531,920						
Fire Department	13,599,688						
Police Department	17,736,960						
Community Development	3,034,406						
Public Works	12,923,927						
Plant & Facilities Services	2,536,291						
Leisure Services & Social Services	3,456,258		\$832,692	\$200,000		\$758,083	\$4,733,898
Library Services	3,584,025						
Education	181,328,975						
Debt Service	17,155,896						
Non-Departmental	52,955,873	\$3,654,000					
Total Expenditures	\$315,972,588	\$3,654,000	\$832,692	\$200,000	\$0	\$758,083	\$4,733,898
<u>Other Uses</u>							
Transfers Out	1,921,583						
Total Other Uses	\$1,921,583	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures and Other Uses	\$317,894,171	\$3,654,000	\$832,692	\$200,000	\$0	\$758,083	\$4,733,898
Change in Fund Balance	\$0	\$19,800	\$0	\$0	\$0	\$14,097	\$78,857
Estimated Fund Balance 7/1/22	\$27,744,807	\$125,721	\$0	\$0	\$3,863	\$331,991	(\$4,273,397)
Estimated Fund Balance 6/30/23	\$27,744,807	\$145,521	\$0	\$0	\$3,863	\$346,088	(\$4,194,540)

NOTE: Transfers In and Out on this schedule may not balance since some transfers are between budgeted and unbudgeted funds.

ANNUAL BUDGET 2022-2023

Summary of Sources, Uses And Changes in Fund Balances - All Funds

	Private School Services <u>Fund</u>	Library <u>Fund</u>	Parking Lot <u>Fund</u>	Technology Investment <u>Fund</u>	Capital & Non- Recurring Expenditure <u>Fund</u>	Police Private Duty Service <u>Fund</u>	Cemetery Operating <u>Fund</u>	Total All <u>Funds</u>
Revenues								
Property Taxes								\$283,874,270
Intergovernmental	\$626,756							27,442,692
Charges for Services		\$15,000	\$1,323,750	\$10,000		\$1,900,000	\$585,000	15,752,842
Miscellaneous			2,950				3,600	1,257,850
Total Revenues	\$626,756	\$15,000	\$1,326,700	\$10,000	\$0	\$1,900,000	\$588,600	\$328,327,654
Other Resources								
Transfers In	\$1,921,583		\$211,730		\$1,025,000			\$7,483,313
Total Other Resources	\$1,921,583	\$0	\$211,730	\$0	\$1,025,000	\$0	\$0	\$7,483,313
Total Revenue & Other Resources	\$2,548,339	\$15,000	\$1,538,430	\$10,000	\$1,025,000	\$1,900,000	\$588,600	\$335,810,967
Expenditures								
Town Clerk								\$ 361,398
Town Council								424,433
Town Manager								725,982
Corporation Counsel								495,867
Registrar of Voters								299,350
Information Technology				\$10,000				1,269,865
Financial Services								2,714,136
Assessor								847,338
Human Resources								531,920
Fire Department								13,599,688
Police Department						\$1,670,883		19,407,843
Community Development								3,034,406
Public Works			\$3,050,149				\$541,006	16,515,082
Plant & Facilities Services								2,536,291
Leisure Services & Social Services								9,980,931
Library Services		\$15,000						3,599,025
Education								181,328,975
Debt Service								17,155,896
Non-Departmental	\$2,548,339				\$850,000			60,008,212
Total Expenditures	\$2,548,339	\$15,000	\$3,050,149	\$10,000	\$850,000	\$1,670,883	\$541,006	\$334,836,638
Other Uses								
Transfers Out					695,000	125,000		2,741,583
Total Other Uses	\$0	\$0	\$0	\$0	\$695,000	\$125,000	\$0	\$2,741,583
Total Expenditures and Other Uses	\$2,548,339	\$15,000	\$3,050,149	\$10,000	\$1,545,000	\$1,795,883	\$541,006	\$337,578,221
Change in Fund Balance	\$0	\$0	(\$1,511,719)	\$0	(\$520,000)	\$104,117	\$47,594	(\$1,767,254)
Estimated Fund Balance 7/1/22	\$0	\$93,081	(\$254,935)	\$7,709	\$1,519,678	\$133,712	\$1,608,913	\$27,041,143
Estimated Fund Balance 6/30/23	\$0	\$93,081	(\$1,766,654)	\$7,709	\$999,678	\$237,829	\$1,656,507	\$25,273,889

NOTE: Transfers In and Out on this schedule may not balance since some transfers are between budgeted and unbudgeted funds.

TOWN OF WEST HARTFORD

FISCAL YEAR 2022-2023

BUDGET IN BRIEF

GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Current Year Property Taxes	\$262,777,569	\$266,811,380	\$267,111,380	\$279,209,270
Other Property Taxes	4,728,258	4,440,000	4,865,000	4,665,000
Intergovernmental	26,544,985	29,885,704	29,898,296	25,783,244
Charges for Services	6,550,912	5,839,398	6,503,043	6,786,357
Miscellaneous	787,427	902,800	888,751	849,300
Transfers In	<u>898,037</u>	<u>562,746</u>	<u>562,746</u>	<u>601,000</u>
Total Revenue & Other Resources	\$302,287,188	\$308,442,028	\$309,829,216	\$317,894,171

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Town Council	\$ 367,284	\$ 401,281	\$ 396,877	\$ 424,433
Town Clerk	328,241	279,627	309,109	361,398
Town Manager	407,056	610,390	578,105	725,982
Corporation Counsel	584,266	466,369	458,338	495,867
Registrar of Voters	300,106	255,123	242,994	299,350
Assessor	660,432	766,726	762,984	847,338
Information Technology	1,067,308	1,117,799	1,094,905	1,259,865
Financial Services	2,388,496	2,358,303	2,493,504	2,714,136
Human Resources	472,290	486,454	461,919	531,920
Fire	13,848,013	13,254,052	13,763,031	13,599,688
Police	17,673,593	16,970,863	17,647,994	17,736,960
Community Development	2,437,715	2,285,120	2,478,814	3,034,406
Public Works	11,519,940	12,365,930	12,234,313	12,923,927
Plant and Facilities Services	1,955,240	2,249,306	2,380,070	2,536,291
Leisure Services & Social Services	2,389,462	3,302,469	3,588,212	3,456,258
Library	2,820,119	3,211,110	3,216,111	3,584,025
Education	169,891,849	175,556,055	175,556,055	181,328,975
Capital Financing	17,630,917	15,643,560	15,643,560	17,155,896
Non-Departmental	<u>54,994,836</u>	<u>56,861,491</u>	<u>56,166,487</u>	<u>54,877,456</u>
Total Expenditures & Other Uses	\$301,737,165	\$308,442,028	\$309,473,382	\$317,894,171

CHANGE IN FUND BALANCE	\$ 550,024	\$	\$ 355,834	\$
BEGINNING BALANCE	\$26,838,949	\$27,388,973	\$27,388,973	\$ 27,744,807
ENDING BALANCE	\$27,388,973	\$27,388,973	\$27,744,807	\$ 27,744,807

ANNUAL BUDGET 2022-2023

**SUMMARY BY DEPARTMENT
GENERAL FUND EXPENDITURES AND OTHER USES**

	<u>ACTUAL</u> <u>FY 2020-2021</u>	<u>ADOPTED</u> <u>FY 2021-2022</u>	<u>ESTIMATED</u> <u>FY 2021-2022</u>	<u>PROPOSED</u> <u>FY 2022-2023</u>	<u>PERCENT</u> <u>CHANGE</u>
Town Council	\$ 367,284	\$ 401,281	\$ 396,877	\$ 424,433	5.8%
Town Clerk	328,241	279,627	309,109	361,398	29.2%
Town Manager	407,056	610,390	578,105	725,982	18.9%
Corporation Counsel	584,266	466,369	458,338	495,867	6.3%
Registrar of Voters	300,106	255,123	242,994	299,350	17.3%
Assessor's Office	660,432	766,726	762,984	847,338	10.5%
Information Technology	1,067,308	1,117,799	1,094,905	1,259,865	12.7%
Financial Services	2,388,496	2,358,303	2,493,504	2,714,136	15.1%
Human Resources	472,290	486,454	461,919	531,920	9.3%
Fire	13,848,013	13,254,052	13,763,031	13,599,688	2.6%
Police	17,673,593	16,970,863	17,647,994	17,736,960	4.5%
Community Development	2,437,715	2,285,120	2,478,814	3,034,406	32.8%
Public Works	11,519,940	12,365,930	12,234,313	12,923,927	4.5%
Plant and Facilities Services	1,955,240	2,249,306	2,380,070	2,536,291	12.8%
Leisure Services & Social Services	2,389,462	3,302,469	3,588,212	3,456,258	4.7%
Library	2,820,119	3,211,110	3,216,111	3,584,025	11.6%
Education	169,891,849	175,556,055	175,556,055	181,328,975	3.3%
Capital Financing	17,630,917	15,643,560	15,643,560	17,155,896	9.7%
Non-Departmental	<u>54,994,836</u>	<u>56,861,491</u>	<u>56,166,487</u>	<u>54,877,456</u>	-3.5%
Total Expenditures & Other Uses	\$301,737,165	\$308,442,028	\$309,473,382	\$317,894,171	3.1%

ANNUAL BUDGET 2022-2023

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2020-2021	Adopted 2021-2022	Actual 6 month	Estimated 2021-2022	Proposed 2022-2023	Percent Change
PROPERTY TAXES						
Current Year Taxes	\$262,777,569	\$266,811,380	\$169,985,828	\$267,111,380	\$279,209,270	4.6%
Motor Vehicle Supplement	2,314,987	2,425,000	528,820	2,775,000	2,650,000	9.3%
Prior Year Taxes	1,388,193	1,425,000	1,092,857	1,450,000	1,425,000	
Suspense	86,046					
Interest & Lien Fees	939,032	590,000	463,031	640,000	590,000	
TOTAL PROPERTY TAXES	267,505,827	271,251,380	172,070,536	271,976,380	283,874,270	4.7%
INTERGOVERNMENTAL REVENUES						
Federal						
Dial-A-Ride Assistance	22,110	84,570	11,055	84,612	84,612	
American Rescue Plan Act		4,135,000	344,584	4,135,000		-100.0%
FEMA Grant	691,749		220,895			
Miscellaneous Federal	96,629		18,518			
Total Federal Revenues	810,488	4,219,570	595,052	4,219,612	84,612	-98.0%
State						
ECS Grant	21,911,520	22,245,760	5,561,437	22,245,760	22,253,668	
Sub-Total Education	21,911,520	22,245,760	5,561,437	22,245,760	22,253,668	
Disabled Property Tax Relief	5,042	6,000	4,827	6,000	6,000	
Grant for Municipal Projects	860,080	805,784	414,278	805,784	805,784	
Payment in lieu of Taxes (PILOT) Property	907,052	899,745	899,745	899,745	899,745	
Payment in lieu of Taxes (PILOT) Grant		668,000	256,951	668,000	691,253	3.5%
Veterans Tax Relief	44,268	62,613	46,691	62,613	62,613	
Sub-Total Property Tax Relief	1,816,442	2,442,142	1,622,492	2,442,142	2,465,395	1.0%
Alcohol/Drug Abuse Grant	7,142	7,142	12,192	12,192	7,142	
Sub-Total Human & Cultural	7,142	7,142	12,192	12,192	7,142	
Town Aid Road	687,270	687,270	344,304	687,270	688,607	0.2%
Emergency 911 Service Grant	144,400	141,000	72,448	141,000	141,000	
Emergency Management Grant	6,027					
FEMA-Coronavirus Relief Fund	1,009,407					
Pequot/Mohegan Fund Grant	27,820	27,820	9,273	27,820	27,820	
Telephone Grant	116,969	115,000	422	115,000	115,000	
Preservation of Historic Documents	7,500		7,500	7,500		
Sub-Total Other State Aid	1,999,393	971,090	433,947	978,590	972,427	0.1%
Total State Revenue	25,734,497	25,666,134	7,630,068	25,678,684	25,698,632	0.1%
TOTAL INTERGOVERNMENTAL	26,544,985	29,885,704	8,225,120	29,898,296	25,783,244	-13.7%

ANNUAL BUDGET 2022-2023

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2020-2021	Adopted 2021-2022	Actual 6 month	Estimated 2021-2022	Proposed 2022-2023	Percent Change
CHARGES FOR SERVICES						
Licenses & Permits						
Building Permits	1,834,970	1,600,000	1,149,879	1,900,000	1,900,000	18.8%
Dog Licenses	2,932	11,000	1,014	4,000	11,000	
Fire Occupancy Fees	94,471	100,000	58,375	100,000	100,000	
Fire Plan Review Fees	341,340	315,000	196,059	350,000	340,000	7.9%
Marriage Licenses	21,448	20,000	12,014	20,000	20,000	
Liquor Permits	880	2,000	620	2,000	2,000	
Public Works Permits	166,583	101,500	87,850	101,500	116,500	14.8%
Weapons Permits	31,500	14,000	18,060	14,000	20,000	42.9%
Engineering Licenses & Permits	59,700	54,500	37,550	54,500	54,500	
Zoning Permits	41,463	35,000	14,832	35,000	35,000	
Miscellaneous Licenses & Permits	205	1,800	55	1,900	1,800	
Total Licenses & Permits	2,595,492	2,254,800	1,576,308	2,582,900	2,600,800	15.3%
Charges for Services						
Alarm Fees	19,083	15,000	9,351	15,000	15,000	
Birth Certificates	12,446	14,000	11,840	18,000	16,000	14.3%
Conveyance Taxes	1,696,085	1,030,000	852,602	1,400,000	1,400,000	35.9%
Copies	72,807	59,700	35,005	63,425	63,750	6.8%
Day Care Services	34,088	35,168	17,586	35,168	36,927	5.0%
Death Certificates	62,195	61,600	25,655	61,600	61,600	
General Admissions	18,826	90,000	40,933	48,500	66,000	-26.7%
Expedited Fees	742	600	315	600	600	
Land Records Fee	342,877	250,000	163,021	250,000	275,000	10.0%
Land Records – Farmland Bill Fees	20,439	21,000	10,650	21,000	21,000	
MERS Fee	202,004	100,000	74,994	120,000	150,000	50.0%
Memberships	33,786	66,000	27,671	59,000	60,000	-9.1%
Metal Recycling	1,645		5,849	7,500	4,000	
Recycling Revenue	1,203	1,000	128	1,100	1,000	
Additional Barrel Fees	100,800	55,000		55,000	52,000	-5.5%
Miscellaneous Charges For Services	35,767	35,150	19,635	31,500	36,500	3.8%
Paramedic Services	721,538	750,000	378,740	750,000	760,000	1.3%
Paramedic Intercept					150,000	100.0%
Program Registrations	140,540	375,000	375,455	440,000	465,000	24.0%
Land Leases	195,827	156,060	20,392	156,060	156,060	
Rental of Facilities	54,089	157,820	49,380	73,820	91,820	-41.8%
Special Events	6,509	31,800	4,984	31,800	20,000	-37.1%
TPZ/IWW Applications	14,886	17,500	6,430	15,000	17,500	
Zoning Petitions	9,974	15,000	17,095	19,000	20,000	33.3%
Total Charges for Services	3,798,156	3,337,398	2,147,711	3,673,073	3,939,757	18.0%
Fines & Forfeitures						
Adult Library Fines	5,163	15,000	8,131	15,000	15,000	
Moving Vehicle Violations	14,400	20,000	12,975	20,000	20,000	
Ordinance Violations	12,186	8,000	5,784	8,000	8,000	
Parking Violation	122,760	200,000	145,208	200,000	200,000	
Miscellaneous Fines & Forfeitures	2,755	2,700	1,368	2,250	2,800	3.7%
Total Fines & Forfeitures	157,264	245,700	173,466	245,250	245,800	
TOTAL CHARGES FOR SERVICES	6,550,912	5,837,898	3,897,485	6,501,223	6,786,357	16.3%

West Hartford, Connecticut

ANNUAL BUDGET 2022-2023

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2020-2021	Adopted 2021-2022	Actual 6 month	Estimated 2021-2022	Proposed 2022-2023	Percent Change
MISCELLANEOUS REVENUES						
Miscellaneous Revenue	192,656	100,000	72,119	320,876	200,000	100.0%
Commissions	12,841					
Contributions (including Donations)	13,842	13,300	2,848	8,695	13,300	
Interest & Investment Income	187,627	430,000	68,492	200,000	275,000	-36.0%
Miscellaneous Reimbursements	-2	1,000	-1,860	1,000	1,000	
Workers Compensation Reimbursements	276,076	360,000	237,065	360,000	360,000	
Refund of Prior Year Expenditures	<u>104,387</u>		20			
TOTAL MISC REVENUES	787,427	904,300	378,684	890,571	849,300	-6.1%
TRANSFERS IN						
Financial Services (Accounting Services)	72,000	72,000		72,000	72,000	
Human Resources (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)	125,000	125,000		125,000	125,000	
Community Development (CDBG)	50,000	50,000	5,696	50,000	75,000	50.0%
Public Works (CNRE)	24,000					
Facilities Services (CPF)	235,437	275,746		275,746	289,000	4.8%
Social Services (CNRE)	162,000					
Non-Departmental (CNRE)	<u>189,600</u>					
TOTAL TRANSFERS IN	898,037	562,746	5,696	562,746	601,000	6.8%
Use of Fund Balance						
GENERAL FUND TOTAL REVENUE	\$302,287,189	\$308,442,028	\$184,577,521	\$309,829,216	\$317,894,171	3.1%

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Town Council</u>					
Wages & Salaries	\$125,393	\$133,358	\$129,109	\$148,674	11.5%
Operating Expense	233,047	257,945	257,945	264,676	2.6%
Social Security	<u>8,844</u>	<u>9,978</u>	<u>9,823</u>	<u>11,083</u>	11.1%
TOTAL	\$367,284	\$401,281	\$396,877	\$424,433	5.8%
<u>Town Clerk</u>					
Wages & Salaries	\$222,252	\$188,901	\$213,437	\$251,389	33.1%
Operating Expense	92,151	77,395	79,790	91,215	17.9%
Social Security	<u>13,838</u>	<u>13,331</u>	<u>15,882</u>	<u>18,794</u>	41.0%
TOTAL	\$328,241	\$279,627	\$309,109	\$361,398	29.2%
<u>Town Manager</u>					
Wages & Salaries	\$376,933	\$548,527	\$517,023	\$654,216	19.3%
Operating Expense	6,119	24,850	25,405	24,850	
Social Security	<u>24,004</u>	<u>37,013</u>	<u>35,677</u>	<u>46,916</u>	26.8%
TOTAL	\$407,056	\$610,390	\$578,105	\$725,982	18.9%
<u>Corporation Counsel</u>					
Wages & Salaries	\$249,332	\$335,025	\$313,526	\$334,928	
Operating Expense	316,791	104,800	121,492	135,800	29.6%
Social Security	<u>18,143</u>	<u>26,544</u>	<u>23,320</u>	<u>25,139</u>	-5.3%
TOTAL	\$584,266	\$466,369	\$458,338	\$495,867	6.3%
<u>Registrar of Voters</u>					
Wages & Salaries	\$209,142	\$186,351	\$175,674	\$211,663	13.6%
Operating Expense	84,266	58,150	56,900	78,380	34.8%
Social Security	<u>6,698</u>	<u>10,622</u>	<u>10,420</u>	<u>9,307</u>	-12.4%
TOTAL	\$300,106	\$255,123	\$242,994	\$299,350	17.3%
<u>Assessor</u>					
Wages & Salaries	\$566,878	\$647,518	\$645,446	\$716,857	10.7%
Operating Expense	51,879	70,688	69,018	76,934	8.8%
Social Security	<u>41,675</u>	<u>48,520</u>	<u>48,520</u>	<u>53,547</u>	10.4%
TOTAL	\$660,432	\$766,726	\$762,984	\$847,338	10.5%

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Information Technology</u>					
Wages & Salaries	\$507,173	\$535,902	\$513,386	\$542,596	1.2%
Operating Expense	524,820	543,500	543,500	674,500	24.1%
Social Security	<u>35,315</u>	<u>38,397</u>	<u>38,019</u>	<u>42,769</u>	11.4%
TOTAL	\$1,067,308	\$1,117,799	\$1,094,905	\$1,259,865	12.7%
<u>Financial Services</u>					
Wages & Salaries	\$1,640,237	\$1,632,538	\$1,760,361	\$1,938,360	18.7%
Operating Expense	636,410	605,179	605,434	630,141	4.1%
Social Security	<u>111,849</u>	<u>120,586</u>	<u>127,709</u>	<u>145,635</u>	20.8%
TOTAL	\$2,388,496	\$2,358,303	\$2,493,504	\$2,714,136	15.1%
<u>Human Resources</u>					
Wages & Salaries	\$363,123	\$352,775	\$322,366	\$390,822	10.8%
Operating Expense	82,817	108,250	116,450	112,250	3.7%
Social Security	<u>26,350</u>	<u>25,429</u>	<u>23,103</u>	<u>28,848</u>	13.4%
TOTAL	\$472,290	\$486,454	\$461,919	\$531,920	9.3%
<u>Fire</u>					
Wages & Salaries	\$12,676,424	\$11,610,897	\$12,131,902	\$11,865,004	2.2%
Operating Expense	966,858	1,453,472	1,445,876	1,531,938	5.4%
Social Security	<u>204,731</u>	<u>189,683</u>	<u>185,253</u>	<u>202,746</u>	6.9%
TOTAL	\$13,848,013	\$13,254,052	\$13,763,031	\$13,599,688	2.6%
<u>Police</u>					
Wages & Salaries	\$16,396,430	\$15,568,961	\$16,237,384	\$16,262,403	4.5%
Operating Expense	921,473	1,056,458	1,051,058	1,101,178	4.2%
Social Security	<u>355,690</u>	<u>345,444</u>	<u>359,552</u>	<u>373,379</u>	8.1%
TOTAL	\$17,673,593	\$16,970,863	\$17,647,994	\$17,736,960	4.5%
<u>Community Development</u>					
Wages & Salaries	\$2,011,578	\$1,870,737	\$2,056,997	\$2,409,149	28.8%
Operating Expense	286,397	274,175	267,165	446,250	62.8%
Social Security	<u>139,740</u>	<u>140,208</u>	<u>154,652</u>	<u>179,007</u>	27.7%
TOTAL	\$2,437,715	\$2,285,120	\$2,478,814	\$3,034,406	32.8%

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Public Works</u>					
Wages & Salaries	\$3,958,149	\$4,333,763	\$4,390,070	\$4,595,198	6.0%
Operating Expense	7,185,981	7,617,287	7,425,817	7,885,733	3.5%
Social Security	<u>375,811</u>	<u>414,880</u>	<u>418,426</u>	<u>442,996</u>	6.8%
TOTAL	\$11,519,941	\$12,365,930	\$12,234,313	\$12,923,927	4.5%
<u>Plant and Facilities Services</u>					
Wages & Salaries	\$1,065,860	\$1,187,906	\$1,228,016	\$1,316,783	10.8%
Operating Expense	811,197	972,883	1,060,678	1,119,820	15.1%
Social Security	<u>78,183</u>	<u>88,517</u>	<u>91,376</u>	<u>99,688</u>	12.6%
TOTAL	\$1,955,240	\$2,249,306	\$2,380,070	\$2,536,291	12.8%
<u>Leisure Services and Social Services</u>					
Wages & Salaries	\$1,467,297	\$2,002,145	\$2,021,093	\$2,273,394	13.5%
Operating Expense	832,235	1,198,452	1,462,454	1,059,388	-11.6%
Social Security	<u>89,930</u>	<u>101,872</u>	<u>104,665</u>	<u>123,476</u>	21.2%
TOTAL	\$2,389,462	\$3,302,469	\$3,588,212	\$3,456,258	4.7%
<u>Library</u>					
Wages & Salaries	\$2,053,861	\$2,379,131	\$2,385,839	\$2,726,756	14.6%
Operating Expense	627,261	652,637	650,637	652,637	
Social Security	<u>138,999</u>	<u>179,342</u>	<u>179,635</u>	<u>204,632</u>	14.1%
TOTAL	\$2,820,121	\$3,211,110	\$3,216,111	\$3,584,025	11.6%
<u>Board of Education</u>					
Board of Education	<u>\$169,891,849</u>	<u>\$175,556,055</u>	<u>\$175,556,055</u>	<u>\$181,328,975</u>	3.3%
TOTAL	\$169,891,849	\$175,556,055	\$175,556,055	\$181,328,975	3.3%
<u>Capital Financing</u>					
Debt and Sundry	<u>\$17,630,917</u>	<u>\$15,643,560</u>	<u>\$15,643,560</u>	<u>\$17,155,896</u>	9.7%
TOTAL	\$17,630,917	\$15,643,560	\$15,643,560	\$17,155,896	9.7%

ANNUAL BUDGET 2022-2023

**COMPARISON OF WAGES AND SALARIES, OPERATING EXPENSE,
EQUIPMENT, AND SOCIAL SECURITY
GENERAL FUND**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Non-Departmental</u>					
Wages & Salaries	\$83,322	\$86,725	\$21,000	\$86,725	
Operating Expense	13,396,264	12,767,063	12,762,123	13,013,930	1.9%
Fringe Benefits and Insurance	<u>41,515,250</u>	<u>44,007,703</u>	<u>43,383,364</u>	<u>41,776,801</u>	-5.1%
TOTAL	\$54,994,836	\$56,861,491	\$56,166,487	\$54,877,456	-3.5%
 TOTAL ALL DEPARTMENTS	 \$301,737,165	 \$308,442,028	 \$309,473,382	 \$317,894,171	 3.1%

FULL-TIME POSITION SUMMARY

The following summary aggregates authorized and funded full-time classified and unclassified Town positions by department and fund. A detailed position schedule can be found in each departmental section. The fiscal year 2023 budget includes 456.5 full-time funded positions.

	Authorized and Funded Positions			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
<u>General Government</u>					
General Fund	16.0	16.0	19.0	19.0	21.0
<u>Information Technology</u>					
General Fund	4.0	4.0	4.5	4.5	4.5
<u>Financial Services</u>					
General Fund	17.0	17.0	17.0	17.0	19.0
<u>Human Resources</u>					
General Fund	3.2	3.2	3.2	3.2	3.2
Pension Fund	1.6	1.6	1.6	1.6	1.6
Risk Management Fund	<u>3.7</u>	<u>3.7</u>	<u>3.7</u>	<u>3.7</u>	<u>3.7</u>
TOTAL	8.5	8.5	8.5	8.5	8.5
<u>Fire</u>					
General Fund	93.0	93.0	93.0	93.0	93.0
<u>Police</u>					
General Fund	152.0	153.0	153.0	153.0	153.0
Parking Lot Fund	<u>2.0</u>	<u>1.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
TOTAL	154.0	154.0	155.0	155.0	155.0
<u>Community Development</u>					
General Fund	24.0	24.0	23.0	24.0	24.0

ANNUAL BUDGET 2022-2023

Public Works

General Fund	49.0	49.0	49.0	49.0	50.0
Parking Lot Fund*	10.0	10.0	10.0	10.0	10.0
Cemetery Operating Fund	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL	60.0	60.0	60.0	60.0	61.0

Plant and Facilities Services

General Fund	9.5	9.5	9.5	9.5	9.5
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Leisure Services & Social Services

General Fund	13.9	13.9	14.4	14.4	15.4
CDBG Fund	2.1	2.1	1.6	1.6	1.6
Westmoor Park Fund	2.1	2.1	2.1	2.1	2.1
Leisure Services Enterprise Fund	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>
TOTAL	26.0	26.0	26.0	26.0	27.0

Library Department

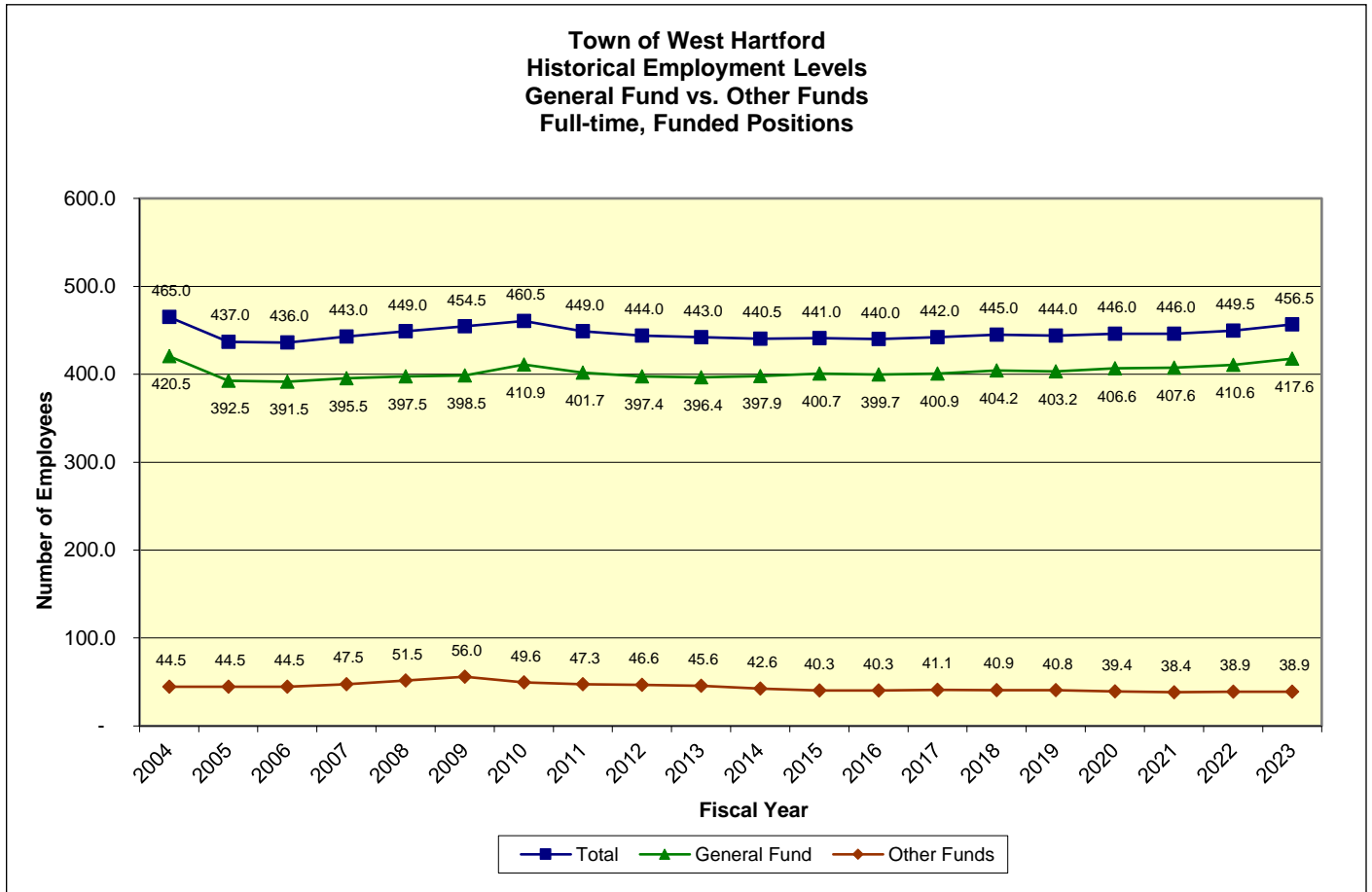
General Fund	24.0	24.0	24.0	24.0	24.0
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Non-Departmental

General Fund	1.0	1.0	1.0	1.0	1.0
Private School Services Fund	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>
TOTAL	10.0	10.0	10.0	10.0	10.0

TOTAL ALL FUNDS	446.0	446.0	449.5	450.5	456.5
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* Includes three (3) permanent part-time positions.



**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

<u>ADOPTED</u>	<u>ESTIMATED</u>	<u>PROPOSED</u>	<u>PERCENT</u>
<u>FY 2022</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>CHANGE</u>

WAGES & SALARIES

REGULAR PAYROLL	\$35,800,402	\$36,403,659	\$38,489,542	7.5%
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Comment: Regular payroll totals \$38,489,542, an increase of \$2,689,140 or 7.5% from the prior adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. It is important to note that all non-public safety contracts remained unsettled when the FY 2022 budget was adopted. Therefore the settlement wages were budgeted in the Contingency Account; not the Regular Payroll account. The wage settlements reflected four years of retroactive wage settlements which is one of the reasons the year to year comparison is significant. A corresponding decrease in the Contingency Account will be evident. The budget also includes applicable merit increases for eligible employees and a contract settlement. In addition, regular payroll funds two part-time positions moving to full time, four new positions (Payroll Coordinator, Financial Analyst I, Fleet Mechanic and an Assistant Director of Leisure and Social Services), three positions reinstated (Director of Community Development, Librarian II and a Crew Leader) and three positions were upgraded. A contingency has been established for potential wage settlements for all collective bargaining unit contracts that are currently unsettled. As in fiscal year 2022, two Police Officer positions and associated benefits are funded in the Parking Fund.

TEMPORARY PAYROLL	2,548,070	2,716,675	2,920,625	14.6%
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Comment: The appropriation for part-time personnel increases \$372,555. The increase is largely due to the new CT minimum wage amount on July 1, 2022 and June 1, 2023, contractual wages and step increases to eligible employees. Temporary payroll increases are also seen in Registrar of Voters for a primary and an election scheduled in 2022 with a possible State-wide redistricting resulting in two additional polling locations (\$25,312) in addition to State law changes in absentee ballots (\$1,285). The Emergency Management division of the Fire Department includes an increase in part-time staff (\$73,034) resulting from demands of COVID-19 and the new Citizen's Emergency Response Team. Also affecting temporary payroll is in the Community Development department for additional staff during construction season along with an additional part-time Engineering Technician and a part-time Engineering Intern (\$77,791). Facilities Services has a temporary payroll increase (\$65,889) to recognize the new minimum wage amount, contractual wage and step increases and an additional three part-time positions for the Town Hall security check point. Lastly, the Leisure and Social Services department is restoring part-time staff (\$38,203) to the Elmwood Community Center for programs being reinstated where they have been reduced during COVID-19.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2022</u>	<u>ESTIMATED</u> <u>FY 2022</u>	<u>PROPOSED</u> <u>FY 2023</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>WAGES & SALARIES (continued)</u>				
OVERTIME	4,169,576	4,890,452	4,154,592	-0.4%
Comment: The overtime appropriation slightly decreases by \$14,984 keeping overtime at current level.				
HOLIDAY	961,038	993,274	1,034,524	7.6%
Comment: Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off.				
EDUCATION PREMIUM PAY	<u>122,074</u>	<u>124,294</u>	<u>125,634</u>	2.9%
Comment: Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract, the Education Premium Pay is increased by \$3,560 for FY 2023. Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. Members of the Police and Fire Unions are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree. The variance reflects fluctuation in the number of employees eligible for this payment.				
TOTAL WAGES AND SALARIES	\$43,601,160	\$45,128,354	\$46,724,917	7.2%

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2022</u>	<u>ESTIMATED</u> <u>FY 2022</u>	<u>PROPOSED</u> <u>FY 2023</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>OPERATING EXPENSES</u>				
OFFICE EXPENSE	\$654,285	\$632,882	\$680,196	4.0%
Comment: Includes copying, postage, office supplies, paper, printing and other miscellaneous costs associated with program operation. Total office expense costs are increased by \$25,911 in fiscal year 2023, primarily due to the State-wide redistricting with potentially adding two polling locations and notifying the residents, expenses for the new Citizen's Emergency Response Team (CERT) along with CPI increases.				
DUES AND TRAVEL	292,807	291,203	316,339	8.0%
Comment: Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense. Total dues and travel increase by \$23,532 in fiscal year 2023, primarily due to the Police Department Emergency Service Unit DARC training (\$12,000) and increased training on body cameras (\$5,000).				
TRAINING	101,765	131,065	138,815	36.4%
Comment: Used for customer service training programs as well as department specific training. The increase of \$37,050 in fiscal year 2023 is primarily due to the Fire academy for four recruits (\$28,000).				
ADVERTISING	61,933	52,652	63,702	2.9%
Comment: Budgeted primarily for required public notices related to the business of the Town Council and Town Planning and Zoning Commission, recruitment advertising for new employees and advertising for Leisure Services programs slightly increases in fiscal year 2023 by \$1,769.				
PROFESSIONAL SERVICES	652,279	645,389	794,699	21.8%
Comment: This appropriation funds services provided by outside consultants and contractual costs such as internal mail, switchboard and copying services. Paramedic communication network operations, provided by North Central Connecticut Emergency Medical Services Council, Inc. remains at the current level. Increases can be seen in the Fire Department for the Battalion Chief Assessment Center Test (\$10,000), the Town Clerk's office for transcription services increased due to virtual meetings (\$2,000) and in the Registrar of Voters office for State certification of moderators for the additional polling locations (\$1,200). In addition an additional \$125,000 has been added for potential tax appeals.				

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

ADOPTED	ESTIMATED	PROPOSED	PERCENT
<u>FY 2022</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>CHANGE</u>

OPERATING EXPENSES (continued)

CONTRACTUAL SERVICES	3,765,775	3,796,492	4,008,752	6.5%
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Comment: Cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects a net increase of \$242,977. This increase is related to increased costs for curbside services related to trash pick-up and the continuance of a bi-weekly recycling collection program, consulting services for annual MS4 (State permit requirements) and Town-wide vehicular crash study to fulfill Plan of Conservation action item (\$148,500), wetlands application review (\$10,000), increased compensation for the Town's Corporation Counsel (\$31,000). Increases can also be found in Facilities and Public Works Departments for contractual services.

SOLID WASTE DISPOSAL	2,734,500	2,500,250	2,700,500	-1.2%
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Comment: This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is increased based upon increased rates (\$95 per ton @ 20,000 tons) along with a contract for collection and transportation of residential and municipal/Board of Education waste carts and large containers, schools food waste diversion.

OFFICE & MINOR EQUIPMENT	162,410	246,324	187,920	15.7%
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Comment: Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works Departments. The increase in fiscal year 2023 is primarily due to the Police Department's 3-D software to map out crime scenes (FARO) 3-year contract (\$19,000).

MEALS	18,500	16,500	18,000	-2.7%
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Comment: Meal reimbursement payments are required by collective bargaining agreements or appropriated for individuals serving on oral boards. In fiscal year 2023, the budget slightly decreases \$500.

UNIFORMS & LAUNDRY	336,518	323,188	342,448	1.8%
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Comment: Pays for uniforms for public safety employees along with uniforms and/or laundry for community maintenance departments, per union contracts. The increase relates to anticipated new public safety hires in the coming year.

EDUCATION TUITION REIMBURSEMENT	37,500	34,500	37,500	
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Comment: This appropriation pays for certain approved educational courses for public safety employees (\$30,000) and town-wide (\$7,500) through the Human Resources department.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2022</u>	<u>ESTIMATED</u> <u>FY 2022</u>	<u>PROPOSED</u> <u>FY 2023</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

GENERAL CONTRIBUTIONS	1,101,233	1,100,178	1,168,523	6.1%
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Comment: This appropriation funds the General Fund portion of costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$806,954), youth services provided by The Bridge, Inc. (\$198,990), a contractual contribution to the West Hartford Revolver Club (\$1,500), the North Central Mental Health (\$4,485), West Hartford Teen Center (\$12,744) and utility costs at Noah Webster House (\$15,000), the Sarah Whitman Hooker House (\$5,000) and the West Hartford Art League (\$15,000). In addition, the Town Council makes contributions to several non-profit agencies serving West Hartford residents (\$108,850).

INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE	1,196,081	1,193,406	1,357,439	13.5%
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Comment: Funds a variety of software and hardware related maintenance costs. Annual software support contracts provide for technical assistance, new software updates and new releases of the software. Increases are related to Microsoft licenses based upon volume of users, the Building department software packages (BlueBeam, VEEAM, AppGEO) and minor increases are seen in various other software maintenance agreements. In fiscal year 2023, the primary increase is attributed to adding Microsoft 365 throughout the Town.

UTILITIES	1,211,625	1,215,895	1,329,114	9.7%
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Comment: This appropriation, which is increasing \$117,489, represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement which has resulted in significant annual electricity savings. To date, the project has focused primarily on streetlights and school buildings. Town building projects and upgrades are progressing and a virtual net metering solar project is underway, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills. An increase in the appropriation relates to the market price increased demand is up due to increased ventilation due to longer HVAC run times due to COVID-19, partially offset by savings for natural gas, electricity, and hydrants and an use of \$612,487 in fund balance.

MDC	11,872,200	11,872,200	11,946,200	0.6%
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Comment: Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The operating budget for fiscal year 2023 increases \$74,000 or 0.6% from fiscal year 2022.

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2022</u>	<u>ESTIMATED</u> <u>FY 2022</u>	<u>PROPOSED</u> <u>FY 2023</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
TELECOMMUNICATIONS	238,359	248,824	254,659	6.8%
Comment: Maintenance and operating costs for the town wide telephone system, data communications network and radio system.				
VEHICLES & EQUIPMENT EXPENSE	1,004,533	1,072,958	1,066,833	6.2%
Comment: Includes vehicle maintenance and fuel costs for all Town departments. The appropriation for fuel has increased based upon rising rates and estimated consumption. Fuel forecasts indicate an overall increase in gas and diesel costs in addition to the increased cost for repairs to an aging fleet.				
OPERATING EXPENSE – MISCELLANEOUS	39,385	38,600	45,885	16.5%
Comments: Includes expenditures related to small machines or equipment repairs and maintenance. The increase is primarily related to replacement of batteries in the voting tabulator machines.				
MAINTENANCE & REPAIRS	717,028	713,258	756,373	5.5%
Comments: This appropriation includes all Town wide equipment repair and maintenance. Included in this category are sidewalk maintenance, streetlight maintenance, signal and traffic light maintenance and hardware/equipment maintenance. The increase of \$39,345 is primarily related to winter storm equipment and pool maintenance repair and supplies and a CPI increase.				
SUPPLIES	748,612	698,427	773,582	3.3%
Comment: This category encompasses all type of supplies the Town utilizes. Detailed breakdowns are available on Department budget summaries. Included in this category are snow supplies. The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget represents funding based upon a historical average of events per year. Street repair supplies such as cement, sand, bituminous materials and catch basins are included in this appropriation as well. Recreational supplies as well as public safety supplies are also included in this category. The increase of \$24,970 is related to the increased cost of bituminous materials used for patching roads; and recreational supplies (i.e. uniforms, lifeguard equipment, first aid supplies, and swim lesson equipment) and the Police Department's Emergency Service Unit expenses.				

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2022</u>	<u>ESTIMATED</u> <u>FY 2022</u>	<u>PROPOSED</u> <u>FY 2023</u>	<u>PERCENT</u> <u>CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
SPECIAL EVENTS	1,875	4,360	4,960	164.5%
Comments: This account funds special event programming at the West Hartford and Elmwood Senior Centers. This expense is offset by program registrations. The increase in fiscal year 2023 is a direct correlation of reinstating events after the pandemic.				
TOWN ASSISTANCE/ADA EXPENSE	329,685	614,685	337,250	2.3%
Comments: This account funds the cost of the Town's Dial-A-Ride contract, bus transportation to and from Kennedy Park for the Hillcrest Camp program, expenditures related to evictions and foreclosures experienced by Town residents, and administrative costs of the Probate Court. The increase is partly related to the Dial-A Ride program.				
RENTALS/LEASES	125,181	124,331	130,816	4.5%
Comment: Various land, operating equipment and system leases within the Information Technology, Financial Services, Public Works and Radio Maintenance departments.				
LIBRARY/ELECTRONIC MATERIALS	<u>439,115</u>	<u>439,115</u>	<u>439,115</u>	
Comment: Materials for the public libraries including books, subscriptions, periodicals as well as electronic materials including e-books, e-serial and e-audio and on-line resources, all available to West Hartford patrons. This budget for library/electronic materials remains consistent with prior year.				
TOTAL OPERATING EXPENSES	\$27,843,184	\$28,006,682	\$28,899,620	3.8%

CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

GENERAL FUND

	ADOPTED FY 2022	ESTIMATED FY 2022	PROPOSED FY 2023	PERCENT CHANGE
<u>FRINGE BENEFITS, INSURANCE & MISCELLANEOUS</u>				
SOCIAL SECURITY	\$1,698,898	\$1,734,564	\$1,916,494	12.8%
Comment: Determined by payroll costs and estimated cost-of-living and merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.				
PENSION	19,660,059	19,660,059	18,220,880	-7.3%
Comment: The fiscal year 2023 contribution to the Pension Fund reflects the Town's total Pension Liability which consists of the Debt Service on the Pension Obligation Bonds of \$17,661,916 and the actuarially determined employer contribution (ADEC) of \$7,248,000 which, when combined, equal the total Town Pension liability of \$24,909,915. This reflects a decrease of \$2,009,162 over the fiscal year 2022 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. The impact on the General Fund is a decrease of \$1,439,179.				
RISK MANAGEMENT EXPENSE	20,870,089	20,870,089	20,668,003	-1.0%
Comment: Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds. The Town's General Fund risk management expense decreases \$202,086, or -1.0% in fiscal year 2023. This decrease is due to a combination of adjustments and the addition of a significant number of Town employees to the State Partnership Plan health insurance. Overall, the Town Health Program expense decreases \$235,432, reflecting the General Fund's portion of the decrease in the contribution for retiree health and a decrease in active employee health care costs based upon current year trends. The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program, as detailed in the Human Resources departmental section.				
CONTINGENCY	1,598,281	1,298,281	960,000	-39.9%
Comment: The appropriation for fiscal year 2023 reflects potential wage settlements for all out of contract collective bargaining units except Police. The significant reduction reflects the four year retroactive wage settlement for all non-public safety unions that settled after the budget was adopted for FY 2022, therefore not shown in the Regular Payroll accounts.				
TRANSFERS OUT	<u>1,970,742</u>	<u>1,646,403</u>	<u>2,019,386</u>	2.5%
Comment: The overall Private School Services Fund subsidy increases \$48,644 to \$1,921,583 for fiscal year 2023. The transfer for the private school transportation program increases \$28,173 due to a contractual rate increase. The transfer for the private school health program increases \$20,471 due to salary, temporary payroll, pension and benefit increases. A transfer of \$97,803 from the Public Works Department to the Board of Education is included for grounds maintainers' health benefits.				
TOTAL FRINGE BENEFITS, INSURANCE & MISC.	\$45,798,069	\$45,209,396	\$43,784,763	-4.4%
TOTAL TOWN GENERAL FUND	\$117,242,413	\$118,344,432	\$119,409,300	1.8%

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2022</u>	<u>ESTIMATED FY 2022</u>	<u>PROPOSED FY 2023</u>	<u>PERCENT CHANGE</u>
<u>CAPITAL FINANCING</u>				
DEBT ADMINISTRATION	\$90,000	\$90,000	\$90,000	
Comment: The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
TRANSFER FOR DEBT SERVICE	15,553,560	15,553,560	16,040,896	3.1%
Comment: Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued total \$17,790,896 in fiscal year 2023, a decrease of \$67,090 from the prior year. Debt service includes principal payments of \$13,785,000 and interest payments of \$4,005,896, which are made out of the Debt Service Fund. Of this total, \$16,040,896 is funded via transfer from the General Fund. The remaining \$1,750,000 is funded by bond premiums received from previous Town bond issuances.				
TRANSFER TO CNRE			<u>1,025,000</u>	100.0%
Comment: Annual contribution to the Capital Non-Recurring Expenditure Fund for the financing of capital projects not eligible to be funded via long term financing per the terms of the Town's Capital Financing Policy.				
TOTAL CAPITAL FINANCING	\$15,643,560	\$15,643,560	\$17,155,896	9.7%
<u>BOARD OF EDUCATION</u>				
DIRECT APPROPRIATION	<u>\$175,556,055</u>	<u>\$175,556,055</u>	<u>\$181,328,975</u>	3.3%
Comment: Annual direct appropriation to the Board of Education for public schools.				
TOTAL BOARD OF EDUCATION	\$175,556,055	\$175,556,055	\$181,328,975	3.3%
TOTAL GENERAL FUND BUDGET	\$308,442,028	\$309,544,047	\$317,894,171	3.1%

GENERAL GOVERNMENT OVERVIEW

The General Government function consists of the following Departments and Offices: Town Council, Town Clerk, Town Manager, Corporation Counsel, Registrar of Voters and Assessor. The Town Clerk and Registrars of Voters are elected officials. The Town Manager and Corporation Counsel are appointed by the Town Council and the Town Assessor is appointed by the Board of Assessors.

BUDGET SUMMARY GENERAL GOVERNMENT					
	<u>Actual 2020-2021</u>	<u>Adopted 2021-2022</u>	<u>Estimated 2021-2022</u>	<u>Proposed 2022-2023</u>	<u>Percent Change</u>
Town Council	\$367,284	\$ 401,281	\$ 396,877	\$ 424,433	5.8%
Town Clerk	328,241	279,627	309,109	361,398	29.2%
Town Manager	407,056	610,390	578,105	725,982	18.9%
Corporation Counsel	584,266	466,369	458,338	495,867	6.3%
Registrar of Voters	300,106	255,123	242,994	299,350	17.3%
Assessor	<u>660,432</u>	<u>766,726</u>	<u>762,984</u>	<u>847,338</u>	10.5%
TOTAL	\$2,647,385	\$2,779,516	\$2,748,407	\$3,154,368	13.5%

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TOWN COUNCIL

MISSION

This office handles the administrative work of the Town Council which includes: posting and recording agendas and minutes of the Town Council meetings, Standing Committee meetings and Special Services District Meetings; handling routine requests for information from the public and Town Council members; and providing assistance to the Town Council in responding to citizens' requests for information. The office is also responsible for filings of Risk Management claims, Candidate and Committee Financial Reports, Candidate State Filings, Agendas and Minutes for Boards and Commission meetings, administration of Board and Commission Appointments/Resignations, Legal Notices, and Administration of Justices of the Peace. In addition, the Town Council has oversight over dues and contributions to outside agencies and retains an independent accounting firm to audit the financial activity of the Town.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Researched and selected new Agenda Management system for Town Council and Board and Commission Meetings. The new system "Civic Clerk" will provide easier access for the public and Town staff to find meeting information and minutes, as well as streamline the administrative tasks involved with setting up meetings and posting minutes. After the initial year, the annual costs to the Town will be less than the previous vendor.
- ✓ Assisted Corporation Counsel with training all Board and Commission members on Freedom of Information laws and new meeting requirements.

BUDGET SUMMARY TOWN COUNCIL						
<u>Revenues:</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Charges for Services	\$	\$	\$	\$	\$	
TOTAL	\$	\$	\$	\$	\$	
<u>Expenditures:</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Wages & Salaries	\$125,393	\$133,358	\$ 58,667	\$129,109	\$148,674	11.5%
Operating Expense	233,047	257,945	245,435	257,945	264,676	2.6%
Social Security	8,844	9,978	4,307	9,823	11,083	11.1%
TOTAL	\$367,284	\$401,281	\$308,409	\$396,877	\$424,433	5.8%

ANNUAL BUDGET 2022-2023

<u>Full-Time Positions:</u>	Authorized Positions			Revised	Proposed
	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2021-2022</u>	<u>2022-2023</u>
General Fund	1.5	1.5	1.5	1.5	1.5

BUDGET & PROGRAM HIGHLIGHTS

The Town Council's budget increases \$23,152 or 5.8% in fiscal year 2023. Wages and salaries increase as a result of an increase in the Town Clerk's salary and a wage settlement. Operating expense increases slightly due to an increase in the contribution to West Hartford Community Interactive, which has been providing additional support for virtual meetings during COVID-19. Social security increases reflect changes to wages and salaries.

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$125,393	\$133,358	\$ 58,667	\$129,109	\$148,164	11.1%
Education Premium Pay					510	100.0%
Dues	77,222	97,720	97,720	97,720	98,491	0.8%
Professional Services	41,500	44,000	37,825	44,000	44,000	
General Contributions	98,325	100,225	90,725	100,225	108,850	8.6%
Information Technology	16,000	16,000	19,165	16,000	13,335	-16.7%
Social Security	<u>8,844</u>	<u>9,978</u>	<u>4,307</u>	<u>9,823</u>	<u>11,083</u>	11.1%
Total Department	\$367,284	\$401,281	\$308,409	\$396,877	\$424,433	5.8%

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Town Clerk	1.0	1.0	1.0	1.0	1.0
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.5	1.5	1.5	1.5	1.5

TOWN COUNCIL– BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Town Council office is staffed with 1.5 full time positions. A Town/Council Clerk is elected every four years with the salary set by Town Council resolution on a biennial basis. The Assistant Town Clerk position is shared with the Town Clerk’s office.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate’s Degree or \$1,020 for a Bachelor’s Degree.

Dues: The Town pays dues to organizations as detailed in the chart below.

Dues to Outside Agencies				
<u>Agency</u>	<u>Actual</u> <u>2021</u>	<u>Adopted</u> <u>2022</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>
Capital Region Council of Governments (CRCOG)	\$46,551	\$46,551	\$46,551	\$46,551
Greater Hartford Transit District (GHTD)	10,123	10,123	10,123	10,894
CT Conference of Municipalities (CCM)	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>
TOTAL	\$97,720	\$97,720	\$97,720	\$98,491

Professional Services: This appropriation funds the cost of the Town Council’s annual financial audit. The Town and the Board of Education split the cost of the audit equally.

General Contribution: This appropriation funds contributions to not-for-profit organizations as detailed below.

Contributions to Outside Agencies				
<u>Agency</u>	<u>Actual</u> <u>2021</u>	<u>Adopted</u> <u>2022</u>	<u>Estimated</u> <u>2022</u>	<u>Proposed</u> <u>2023</u>
West Hartford Youth League	\$32,300	\$32,300	\$32,300	\$32,300
Noah Webster Foundation	28,500	28,500	28,500	28,500
West Hartford Community Interactive	21,375	21,375	21,375	30,000
West Hartford Art League	4,750	4,750	4,750	4,750
Playhouse on Park	4,750	4,750	4,750	4,750
Interval House	2,850	2,850	2,850	2,850
West Hartford Community Theater	1,900	1,900	1,900	1,900
West Hartford Symphony	<u>3,800</u>	<u>3,800</u>	<u>3,800</u>	<u>3,800</u>
TOTAL	\$100,225	\$100,225	\$100,225	\$108,850

Information Technology: This appropriation funds the new meeting management system (i.e. CivicClerk) at a savings from the previous year.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Town Council****(Calendar Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Number of Public Hearings	18	17	20	19	19
Number of Town Council Meetings	21	22	21	27	25
Special Services District Meetings	5	5	5	5	5
Standing Committees	42	48	41	28	37
Legal Notices	54	60	90	59	40
Justice of the Peace Appointments*	135	4	5	141	4
Board & Commission Appointments	77	42	58	40	57

* Justices of the Peace are appointed every four years.

TOWN CLERK

MISSION

Connecticut General Statutes require that every Town elect or appoint a Town Clerk. The mission of the Town Clerk's office is to carry out the duties and responsibilities of this office as prescribed in the Connecticut General Statutes. This is done to ensure uniformity throughout the State and to provide for the proper maintenance of important documents, issuance of various licenses and permits, certifying and recording of documents, and providing accurate information to the public.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Successfully implemented new State Death Record Registry, which allows for electronic processing of Death Records.
- ✓ Successful administration of Absentee Ballot Processing for the 2021 Municipal Election.
- ✓ Hired and trained new Assistant Town Clerk.
- ✓ Streamlined Board and Commission processes through the use of new Civic Clerk Board and Agenda Management System.
- ✓ Converted 5,000 maps from Access Database into COTT system for easier public access.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Continue conversion of 6,000 maps into the COTT Land Record system.
- ❖ Participate with CT Town Clerk's Association and the Elections Division of the Secretary of State's office in developing procedures for August State Primary and November State Election.
- ❖ Review and develop new Records Management processes to maximize storage capacity and increase accessibility of older records of the Town.

TOWN CLERK

BUDGET SUMMARY

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental	\$ 7,500	\$	\$ 7,500	\$ 7,500	\$	
Licenses and Permits	26,700	34,400	14,298	27,400	34,400	
Charges for Services	<u>2,396,341</u>	<u>1,528,200</u>	<u>1,152,769</u>	<u>1,926,700</u>	<u>1,979,700</u>	29.5%
TOTAL	\$2,430,541	\$1,562,600	\$1,174,567	\$1,961,600	\$2,014,100	28.9%
<u>Expenditures:</u>						
Wages & Salaries	\$222,252	\$188,901	\$106,050	\$213,437	\$251,389	33.1%
Operating Expense	92,151	77,395	40,585	79,790	91,215	17.9%
Social Security	<u>13,838</u>	<u>13,331</u>	<u>6,348</u>	<u>15,882</u>	<u>18,794</u>	41.0%
TOTAL	\$328,241	\$279,627	\$152,983	\$309,109	\$361,398	29.2%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
<u>Full-Time Positions:</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2021-2022</u>	<u>2022-2023</u>
General Fund	2.5	2.5	2.5	2.5	3.5

BUDGET & PROGRAM HIGHLIGHTS

The Town Clerk's budget increases \$81,771 or 29.2% in fiscal year 2023. An increase of \$62,488 in wages and salaries are a direct correlation to wage settlements, along with an Office Assistant moving from part time to full time. Operating expense increases \$13,820 or 17.9% due to consumable cost increases.

Revenues in the Town Clerk's office reflect an increase of \$451,500 or 28.9%. The increase is primarily in conveyance taxes and MERS fee due to the rise in home sales. In addition, the historical document preservation grant (\$7,500) has not yet been awarded for fiscal year 2023.

ANNUAL BUDGET 2022-2023

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Intergovernmental						
Revenue	\$ 7,500	\$	\$ 7,500	\$ 7,500	\$	
Licenses and Permits	26,700	34,400	14,298	27,400	34,400	
Conveyance Taxes	1,696,085	1,030,000	837,642	1,400,000	1,400,000	35.9%
Land Records Fee	342,877	250,000	163,070	250,000	275,000	10.0%
Charges for Services	<u>357,379</u>	<u>248,200</u>	<u>152,057</u>	<u>276,700</u>	<u>304,700</u>	22.8%
Total Department	\$2,430,541	\$1,562,600	\$1,174,567	\$1,961,600	\$2,014,100	28.9%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$168,739	\$157,881	\$ 79,683	\$174,417	\$218,574	38.4%
Temporary Payroll	52,400	30,000	25,925	38,000	31,285	4.3%
Education Premium Pay	1,113	1,020	442	1,020	1,530	50.0%
Office Expense	32,392	22,200	13,119	23,100	30,020	35.2%
Dues and Travel	495	1,000	2,130	2,835	3,000	200.0%
Advertising	8,652	6,000	1,732	6,000	7,000	16.7%
Professional Services	19,693	13,000	6,650	13,000	15,000	15.4%
Office Equipment	1,195	1,195		1,195	2,195	83.7%
Information Technology	29,064	33,000	16,594	33,000	33,000	
Telecommunications	660	1,000	360	660	1,000	
Social Security	<u>13,838</u>	<u>13,331</u>	<u>6,348</u>	<u>15,882</u>	<u>18,794</u>	41.0%
Total Department	\$328,241	\$279,627	\$152,983	\$309,109	\$361,398	29.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Deputy Town Clerk	1.0	1.0	1.0	1.0	1.0
Clerk of Vital Statistics	1.0	1.0	1.0	1.0	1.0
Assistant Town Clerk	0.5	0.5	0.5	0.5	0.5
Office Assistant*					<u>1.0</u>
TOTAL	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>	<u>3.5</u>

* In fiscal year 2023, the Office Assistant position was moved from part time to full time.

TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The appropriation reflects a wage settlement and anticipated merit increases for those eligible and deferred compensation elections. In addition an Office Assistant moved from part time to full time in fiscal year 2023.

Temporary Payroll: The temporary payroll slightly increases due to State law changes in the Absentee Ballot process, which increases staff time. This appropriation covers daily responsibilities such as covering lunch hours, vacations, high volume periods and special projects (i.e. elections, dog licensing month).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This includes the costs for printing of land record books, absentee ballots for elections, dog license notices, Vital Records and other miscellaneous statutory materials. The department is utilizing the Board of Education print shop when it is deemed cost beneficial. Costs are expected to increase due to State Primary and Regular Election this fiscal year.

Dues and Travel: This appropriation maintains membership to the Connecticut Town Clerks Association and attendance at educational training seminars sponsored by the State. These training sessions are required to learn about changes in legislation, policies and procedures as they relate to all functions of the Town Clerk's office.

Advertising: This appropriation is for the cost of publishing meeting dates, agendas, ordinances and elections as required under Freedom of Information (FOI) rules. Fiscal year 2023 increases due to legal notices for two State Elections (State Primary August 2022 and State Election 2022).

Professional Services: This appropriation is for court reporters and transcription services costs, which are required for many public hearings regarding zoning issues, as well as land record auditing services and services for Hearing Impaired. In fiscal year 2023 the transcription costs increase due to virtual meeting minutes.

Office Equipment: Replacement of printers, scanners, toner, ink cartridges, label makers associated with printing and binding land records, vital statistics, and election materials.

Information Technology: This appropriation finances the cost of annual software maintenance contracts for the land records system and General Code, as well as the contract for web hosting and the offsite electronic backup system for land records for enhanced security.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services.

Social Security: Required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

Town Clerk

(Calendar Year)

	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
Absentee Ballots Processed	874	4,133	1,678	30,946	1,914
Annual Births	554	597	535	592	609
Annual Deaths	753	749	716	833	691
Burial/Cremation permits	721	721	580	663	586
Certified Copies Vital Statistics	4,835	4,432	4,368	4,075	4,390
Copies of Land Records	41,967	38,888	44,056	53,559	57,167
Dog Licenses	2,955	2,884	2,901	1,842	3,006
E Search Subscriptions	34	34	36	387	262
Land Records Processed	8,897	8,335	8,561	10,957	12,012
Liquor permits	156	155	116	40	64
Maps	194	116	232	134	204
Marriage Certificates	486	488	503	277	531
Military Discharges Filed	28	31	39	16	21
Notary Commission	144	152	118	84	110
Notary Fees	483	653	734	132	60
Trade Names	151	138	129	116	141

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TOWN MANAGER

MISSION

Under the direction of the Town Council, the Town Manager's primary mission is to provide the leadership, vision, and oversight to ensure the effective delivery of public services. The Manager is appointed by the Town Council and serves as the organization's chief executive officer overseeing the administrative operations of the Town government. In this role, the Manager implements and monitors policies adopted by the Town Council. The Manager's duties include the execution of all laws and ordinances; development and execution of the annual operating and capital budgets; and communication with the Town Council. The Public Relations Specialist, the Equity Officer, the Economic Development Coordinator, and the Economic Development Specialist are assigned to the Town Manager's Office. The Public Relations Specialist functions as the Town's Public Information Officer responsible for public communications and supporting special events, while the Equity Officer will focus on promoting equity and inclusion across the organization. The Economic Development Coordinator and Economic Development Specialist work to support the Town's business community and to promote economy vitality.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Continued to lead Town's response to Covid-19 pandemic, with a focus on public health and safety, and initiatives to promote economic vitality and recovery.
- ✓ Collaborated with staff, restaurateurs and other stakeholders to create the premier outdoor dining experience in State of Connecticut.
- ✓ Continued organizational effort to promote diversity, equity, and inclusion (DEI) in order to make DEI a critical component of daily operations and future decision-making. Initiated recruitment to hire Town's first Equity Officer.
- ✓ Purchased 100 Mayflower St. to serve as site of new Elmwood Community Center.
- ✓ Obtained Council approval for various American Rescue Plan Act projects.
- ✓ Coordinated nearly 100 outdoor concerts at Blue Back Square and several special events including a virtual Martin Luther King Jr. celebration, Memorial Day ceremony and the Chamber's State of the Town presentation by Mayor Cantor. In person events included Park Road Parade, Friendship Circle and West Hartford Symphony Orchestra concerts at Town Hall, Juneteenth Day and the MLK39 RiseUp mural, ArtBarriers, Center Streets, Fall Farmers Market on Isham Road, Japan Fall Festival, Halloween Stroll, West Hartford Pride, Holiday Stroll, Chanukah Celebration, and the Mitten Run. Also worked with movie producers for *Call Jane*, *Willie Pep* and a Connecticut Tourism commercial.
- ✓ Coordinated the preparation of over 100 media releases and over 300 social media announcements in 2021 by using ConstantContact, Facebook, Twitter, Instagram and Everbridge.
- ✓ Our inter-departmental public relations team continued through 2021 as a way of collaborating on COVID-related messages and other projects.
- ✓ Experienced an increase in the Town's social media followers on all fronts. Facebook page likes/followers increased from 2,800 to 3,800 and Instagram increased to 2,333 followers, up from

1,093. Twitter grew to 4,163 followers, up from 3,792. Posts range on average from 1,000 views to as much as 12,000. In addition, the Town's email subscriber list increased from 7,700 to 8,442.

- ✓ In cooperation with the West Hartford Chamber of Commerce, organized eight virtual small business forums on a variety of topics related to COVID-19 assistance, advocacy, and recovery.
- ✓ Collaborated with Chamber of Commerce to introduce WHY West Hartford website initiative to market and promote the Town as destination for new residents, businesses and visitors.
- ✓ Increased efforts to support business retention and expansion through direct and mass communications, surveys and virtual meetings. Facilitated connections between businesses and local, regional and State resources providing access to advice, financial aid, marketing support, and workforce development. Fifty-eight new businesses opened in Town, despite the challenges caused by the pandemic.

FISCAL YEAR 2022 GOALS & OBJECTIVES

- ❖ Complete modifications to zoning ordinances to support transit-oriented development (TOD).
- ❖ Complete state-mandated affordable housing plan.
- ❖ Complete or make substantial progress with approved American Rescue Plan Act projects.
- ❖ Complete feasibility study for new Elmwood Community Center.
- ❖ Encourage growth and retention of existing businesses in Town.
- ❖ Promote the diversification and growth of the Town's tax base.
- ❖ Continue to participate in CT DEEP's initiatives to develop long-term sustainable solutions to improve recycling and reduce municipal solid waste.

TOWN MANAGER

BUDGET SUMMARY

<u>Expenditures:</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Wages & Salaries	\$376,933	\$548,527	\$227,520	\$517,023	\$654,216	19.3%
Operating Expense	6,119	24,850	6,576	25,405	24,850	
Social Security	<u>24,004</u>	<u>37,013</u>	<u>12,669</u>	<u>35,677</u>	<u>46,916</u>	26.8%
TOTAL	\$407,056	\$610,390	\$246,765	\$578,105	\$725,982	18.9%

	<u>Authorized Positions</u>			<u>Revised 2021-2022</u>	<u>Proposed 2022-2023</u>
<u>Full-Time Positions:</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>		
General Fund	3	3	5	5	6

BUDGET & PROGRAM HIGHLIGHTS

The Town Manager's budget increases by \$115,592 or 18.9%. A net increase of \$105,689 in wages and salaries reflects merit increases, fully funding the Special Assistant to the Town Manager position and an Economic Development Specialist position moving from part time to full time. Operating expenses remain level from the prior year. Social security is consistent with the variance in wages and salary.

Fund: General Fund
Department: Town Manager

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$375,767	\$527,807	\$220,528	\$496,303	\$653,496	23.8%
Temporary Payroll	440	20,000	6,680	20,000		-100.0%
Education Premium Pay	726	720	312	720	720	
Office Expense	3,161	2,200	3,073	5,563	2,200	
Dues and Travel	1,894	4,750	528	1,778	4,750	
Training	129	2,500		1,500	2,500	
Professional Services	455	10,000		10,000	10,000	
Office/Minor Equipment		100	1,264	1,264	100	
Information Technology		4,800	1,471	4,800	4,800	
Telecommunications	480	500	240	500	500	
Social Security	<u>24,004</u>	<u>37,013</u>	<u>12,669</u>	<u>35,677</u>	<u>46,916</u>	26.8%
Total Department	\$407,056	\$610,390	\$246,765	\$578,105	\$725,982	18.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Town Manager**	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Economic Development Coordinator*			1	1	1
Public Relations Specialist	1	1	1	1	1
Special Assistant to Town Manager (Equity Officer)*			1	1	1
Economic Development Specialist***					1
TOTAL	3	3	5	5	6

* In fiscal year 2022, the Economic Development Coordinator position was transferred from Community Development and a new position, Special Assistant to Town Manager, was approved.

** In fiscal year 2023, the Town Manager resigned and the Executive Director of Human Resources is the Acting Town Manager.

*** In fiscal year 2023, the position of Economic Development Specialist moved from part time to full time.

TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This department is staffed with six full-time employees. In fiscal year 2023, the position of Economic Development Specialist moved from part time to full time.

Temporary Payroll: Temporary payroll is budgeted for an intern who will assist the Economic Development Coordinator who will provide business services throughout Town. This appropriation has been eliminated in fiscal year 2023.

Education Premium Pay: Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's degree.

Office Expense: This appropriation covers the cost of office supplies, postage, printing and copying and is increased based upon experience.

Dues and Travel: This appropriation is for dues to professional organizations and related travel, primarily for the International City/County Management Association (ICMA), and dues for the CT Economic Development Association, professional association events and mileage reimbursement.

Training: This appropriation funds economic development training opportunities.

Professional Services: This appropriation funds miscellaneous consulting services.

Office/Minor Equipment: An appropriation for office equipment, as needed.

Information Technology: This appropriation funds a subscription to online real estate service that will provide additional property information and market data to assist in efforts to retain and attract businesses and investments.

Telecommunications: This appropriation funds the cost of desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

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CORPORATION COUNSEL**MISSION**

The Office of Corporation Counsel appears for and protects the rights of the Town in all actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. Additionally, the Office of Corporation Counsel provides legal advice to the Town Council, the Town Manager, and all Town officers, boards and commissions in all matters affecting the Town, and furnishes written opinions on questions of law involving their respective powers and duties. Upon request, the Office of Corporation Counsel prepares or approves forms of contracts or other instruments to which the Town is a party or in which it has an interest. As provided by ordinance, the Office of Corporation Counsel compromises or settles claims by or against the town, and advises the Town Council as to the same.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Analyzed the executive orders issued by Governor Lamont and provided timely, clear and concise guidance to the Town Council, Executive Policy Group, Town administration, Town departments, West Hartford-Bloomfield Health District and the school district regarding their impact on Town operations.
- ✓ Conducted training for all Town boards and commissions on the Freedom of Information Act (FOIA), including recent legislative amendments regarding the conduct of public meetings in a virtual format.
- ✓ Served as counsel to the Town in transactional matters, including the transfer and lease of land, buildings and other municipal assets, the construction and renovation of infrastructure, and the financing and development of commercial and residential projects.
- ✓ Initiated court actions to enforce municipal citations issued for violations of the Code of Ordinances.
- ✓ Reviewed contracts, grant agreements, memoranda of understanding, leases, license agreements, easements and other contractual arrangements between the Town and third parties for form and legality and compliance with the Town Charter and Code of Ordinances.
- ✓ Provided assistance to various departments to amend, create or repeal ordinances in the Code of the Town of West Hartford.
- ✓ Identified amendments to State law and provided guidance to various Town departments regarding their impact on policies and procedures.
- ✓ Worked closely with Town departments to update policies, manuals, forms, applications, waivers and releases.
- ✓ Worked with outside counsel to achieve favorable results in certain litigation and administrative proceedings against the Town.
- ✓ Conducted training for the reestablished Fair Rent Commission and developed forms for administrative and hearing purposes.
- ✓ Provided training in collaboration with the West Hartford Police Department to the newly created Civilian Police Review Board.
- ✓ Represented the Town in various administrative proceedings and individual Town employees in depositions and hearings in State court proceedings.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Improve office efficiency through the implementation of a modernized file and document management system.
- ❖ Create standardized templates for work product, including memoranda. Continue to refine and improve style conventions for resolutions and ordinances.
- ❖ Collaborate with the Town Clerk to improve the efficiency of Town Council meetings.
- ❖ Create standardized processes for commonly encountered legal issues such as FOIA requests.
- ❖ Maintain and sharpen the skills of staff attorneys through continuing legal education.
- ❖ Ensure compliance of Town officials with ethics and FOIA requirements by improving and developing training and education opportunities.

CORPORATION COUNSEL

BUDGET SUMMARY						
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
<u>Revenues:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Charges for Services	\$ _____	\$ 250	\$ _____	\$ _____	\$ _____	
TOTAL	\$ _____	\$ 250	\$ _____	\$ _____	\$ _____	
<u>Expenditures:</u>						
Wages & Salaries	\$249,332	\$335,025	\$140,717	\$313,526	\$334,928	
Operating Expense	316,791	104,800	38,056	121,492	135,800	29.6%
Social Security	<u>18,143</u>	<u>26,544</u>	<u>9,646</u>	<u>23,320</u>	<u>25,139</u>	-5.3%
TOTAL	\$584,266	\$466,369	\$188,419	\$458,338	\$495,867	6.3%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
<u>Full-Time Positions:</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2021-2022</u>	<u>2022-2023</u>
General Fund	2	2	3	3	3

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Corporation Counsel's budget is increased by \$29,498 or 6.3% in fiscal year 2023. Wages and salaries remain flat. Operating expense increases \$31,000 due to a contractual increase in the stipend to the Town's Corporation Counsel. Social security is consistent with the variance in taxable payroll.

ANNUAL BUDGET 2022-2023

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Copies	\$	\$ 250	\$	\$	\$	
Total Department	\$	\$ 250	\$	\$	\$	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$243,952	\$335,025	\$133,357	\$306,166	\$333,908	-0.3%
Temporary Payroll	5,380		7,360	7,360		
Education Premium Pay					1,020	100.0%
Office Expense	7,536	17,300	3,181	17,300	17,300	
Dues and Travel	1,633	2,500	379	2,500	2,500	
Professional Services	248,202	25,000	3,594	25,000	25,000	
Contractual Services	59,000	59,000	30,692	75,692	90,000	52.5%
Telecommunications	420	1,000	210	1,000	1,000	
Social Security	<u>18,143</u>	<u>26,544</u>	<u>9,646</u>	<u>23,320</u>	<u>25,139</u>	-5.3%
Total Department	\$584,266	\$466,369	\$188,419	\$458,338	\$495,867	6.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Deputy Corporation Counsel		1	1	1	1
Assistant Corporation Counsel	2	1	1	1	1
Legal Assistant			<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	3	3	3

CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The department is staffed with three full-time positions. Estimated merit increases and salary adjustments are included for eligible personnel.

Temporary Payroll: This appropriation has been eliminated with the hiring of a full time Legal Assistant.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation funds office supplies, postage, printing costs and off-site storage facility charges. It also funds court filing fees, marshal fees and subscriptions to legal publications.

Dues and Travel: This appropriation funds membership in the Connecticut Association of Municipal Attorneys and the Connecticut Bar Association, seminars required to meet minimum continuing legal education requirements, and reimbursement for mileage and parking expenses in connection with court appearances.

Professional Services: This appropriation represents outside legal services.

Contractual Services: This appropriation funds the monthly stipend to the Town's Corporation Counsel.

Telecommunications: This appropriation funds the cost of desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

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REGISTRAR OF VOTERS

MISSION

The mission of the Registrar of Voters Office is to fulfill all election statutes and regulations as mandated by Connecticut Secretary of the State. The Registrar of Voters office is charged with ensuring the voting rights of citizens and administering all elections based on current election laws within a safe environment for voters and election workers. Additionally, the Registrars are responsible for conducting an annual voter canvass to maintain an up-to-date list of eligible voters and their permanent addresses. These responsibilities are fulfilled under the guidance of the Secretary of the State.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Executed a successful municipal election with a 31.6% voter turnout rate. Despite the ongoing pandemic this was only 500 votes fewer than the 2019 November Municipal Election.
- ✓ Successfully implemented all directives in Governor Lamont's Executive Orders as they applied to absentee ballots, polling locations, and Election Day Registration.
- ✓ Processed and counted absentee ballots for 1,694 registered voters in one day, and all results were final the night of Election Day.
- ✓ Recruited, hired, and trained new poll workers to make up for a shortage in experienced poll workers being able to work on Election Day.
- ✓ Although the office was short-staffed, the Registrar of Voters office performance remained at a high functioning level.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Complete work on video training for poll workers to improve job performance in cooperation with WHC-TV.
- ❖ Initiate move to electronic file storage in order to decrease printing and paper costs and increase storage space within the Registrars of Voters vault.
- ❖ Choose and implement new polls based on the General Assembly's new State House and State Senate maps.
- ❖ Execute large-scale direct mailing to all voters whose polling place will change as a result of redistricting.
- ❖ Recruit, train, and hire new poll workers, including state certified moderators, as needed for additional polling places.
- ❖ Continue to ensure safe elections by following pandemic guidelines issued by the Town and State as we face new surges in the pandemic.

REGISTRAR OF VOTERS

BUDGET SUMMARY

<u>Expenditures:</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$209,142	\$186,351	\$74,317	\$175,674	\$211,663	13.6%
Operating Expense	84,266	58,150	18,116	56,900	78,380	34.8%
Social Security	<u>6,698</u>	<u>10,622</u>	<u>2,461</u>	<u>10,420</u>	<u>9,307</u>	-12.4%
TOTAL	\$300,106	\$255,123	\$94,894	\$242,994	\$299,350	17.3%

BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' budget increased by \$44,227 or 17.3% in fiscal year 2023. Wages and salaries reflect an increase of \$25,312 due to a need for additional part-time election workers for the primary and the election in 2022 and possible State-wide redistricting resulting in two additional polling locations. Operating expenses have increased \$20,230 from the prior year primarily due to the additional polling locations (i.e. State certification for new moderator, advertising and mailings to notify residents of new locations). Social security changes are reflective of changes in salary.

Fund: General Fund
Department: Registrar of Voters

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Temporary Payroll	208,968	186,351	74,317	175,674	211,663	13.6%
Overtime	174					
Office Expense	70,632	35,500	8,136	35,500	46,800	31.8%
Dues and Travel	2,525	5,530	1,151	5,580	6,060	9.6%
Advertising	177	300		300	500	66.7%
Professional Services	420	3,300	60	2,000	4,500	36.4%
Telecommunications	570	520	240	520	520	
Operating Expense – Miscellaneous	9,942	13,000	8,529	13,000	20,000	53.8%
Social Security	6,698	10,622	2,461	10,420	9,307	-12.4%
Total Department	\$300,106	\$255,123	\$94,894	\$242,994	\$299,350	17.3%

REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS

PROGRAM PERFORMANCE MEASURES & INDICATORS					
(Calendar Year)					
	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>
Percent Voting:					
Special Election- February			15%		
Special Election - April			23%		
Gubernatorial		75%			
Municipal	32%		34%		32%
Presidential				87%	
Presidential Primary (Democrat and Republican combined)				40%	
Number of Registered Voters	38,855	40,568	40,352	42,891	42,763
Connecticut Voter Registration System:					
Additions	2,255	4,673	2,877	5,888	2,753
Changes	7,165	4,924	3,816	7,547	5,060

ANNUAL BUDGET 2022-2023

Temporary Payroll: This appropriation funds: the salaries of the Registrars and Deputy Registrars, which are set via Town Council resolution; office staff for the department and election workers.

	Actual <u>2021</u>	Adopted <u>2022</u>	Estimated <u>2022</u>	Proposed <u>2023</u>
Registrars/Deputy Registrars	\$91,000	\$91,351	\$94,323	\$91,350
Office Staff	20,488	39,000	26,488	30,313
Election Workers	<u>95,309</u>	<u>56,000</u>	<u>54,863</u>	<u>90,000</u>
Total Temporary Payroll	\$206,797	\$186,351	\$175,674	\$211,663

Office Expense: Office expense includes office supplies, postage and printing/copying costs for the operation of the office, all election costs (including ballots) and the annual State mandated voter canvass. This line has increased in fiscal year 2023 due to the two additional polling locations.

Dues and Travel: This appropriation funds the cost of membership in the Registrar of Voters Association of Connecticut (ROVAC) as well as any travel and registration costs associated with bi-annual ROVAC conference and state-mandated Registrar and moderator certification/recertification. This line has increased in fiscal year 2023 due to the two additional polling locations.

Advertising: This appropriation funds election notices required by State law and has increased due to notifications to residents regarding the two additional polling locations.

Professional Services: This appropriation funds training for all of the moderators, as well as other training for staff and poll workers, as deemed necessary. Also, the cost for coding memory cards is reflected in this line item. In fiscal year 2023 this line has increased primarily due to a State certification for a new moderator for the additional polling locations.

Telecommunications: This appropriation funds the costs associated with desktop telephone services for maintenance, long distance calls and circuits.

Operating Expense - Miscellaneous: This line item funds costs related to the optical scan voting machines including annual maintenance and programming memory cards for each polling location, absentee ballot central counting, and electronic document reader. In addition, this appropriation funds costs associated with State mandated annual canvass of active, registered voters including purchase of National Change of Address (NCOA) reports as well as printing, copying, and mailing of canvass letters. In fiscal year 2023, this line increases primarily related to replacing batteries in the voting tabulator machine.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

ASSESSOR'S OFFICE**MISSION**

The mission of the West Hartford Assessor's Office is to produce an annual Grand List for all property classes in accordance with legal mandates in a timely, accurate, and efficient manner, and to provide assessment-related information to the public and governmental agencies in a timely, responsive and courteous manner.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Completed the quinquennial Town-wide revaluation of 22,474 parcels.
- ✓ Completed 682 property value review conferences with residential/commercial property owners.
- ✓ Settled three tax appeals originating from the 2016 revaluation.
- ✓ Completed goal of revising West Hartford Code §161-6 on ambulance type vehicles allowing adequate time for vehicle conversions before registration.
- ✓ Completed report to Town Manager on the local-option elderly tax relief program income guidelines.
- ✓ Completed 116 business personal property audits in-house encompassing the 2017-2020 Grand Lists; capturing 319,990 in escaped assessment value.
- ✓ Completed pricing on 44,000 registered motor vehicles from DMV.
- ✓ Completed processing of 2,700 business personal property declarations.
- ✓ Use of our online portal for filing annual personal property declarations increased by 2.26% over 2020 Grand List.
- ✓ Completed the October 1, 2021 grand list by the statutory deadline of January 31, 2022.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Complete development of Office Procedures Manual in fiscal year 2022-23 for improved continuity with staff changeover and overall office administration.
- ❖ Update images on all improved parcels in Town by July 1, 2023.

ASSESSOR'S OFFICE

BUDGET SUMMARY

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$661	\$1,000	\$633	\$1,000	\$1,000	
TOTAL	\$661	\$1,000	\$633	\$1,000	\$1,000	
<u>Expenditures:</u>						
Wages & Salaries	\$566,878	\$647,518	\$281,099	\$645,446	\$716,857	10.7%
Operating Expense	51,879	70,688	34,906	69,018	76,934	8.8%
Social Security	41,675	48,520	20,855	48,520	53,547	10.4%
TOTAL	\$660,432	\$766,726	\$336,860	\$762,984	\$847,338	10.5%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-2022</u>	<u>Proposed</u> <u>2022-2023</u>
<u>Full-Time Positions:</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>		
General Fund	7	7	7	7	7

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2023 budget for the Assessor's Office increases \$80,612, or 10.5%, from the prior year budget. Wages and salaries increase \$69,339 due to a wage settlement, anticipated merit increases and a deferred compensation matching for full-time employees along with refunding a vacant Property Appraiser II position. Operating expense reflects an increase of \$6,246 for annual software maintenance contracts and increased supply costs. Social security increases to reflect the changes to wages and salaries.

ANNUAL BUDGET 2022-2023

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 661	\$ 1,000	\$ 633	\$ 1,000	\$ 1,000	
TOTAL	\$ 661	\$ 1,000	\$ 633	\$ 1,000	\$ 1,000	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$540,443	\$619,373	\$264,279	\$615,388	\$689,319	11.3%
Temporary Payroll	24,763	25,000	15,646	26,913	24,393	-2.4%
Overtime	643	2,125	731	2,125	2,125	
Education Premium Pay	1,029	1,020	442	1,020	1,020	
Office Expense	14,236	22,200	8,845	20,780	25,226	13.6%
Dues and Travel	1,215	3,737	870	3,487	3,737	
Training	2,268	3,515	1,131	3,515	3,515	
Advertising		200		200	200	
Information Technology	32,311	37,148	22,161	37,148	40,568	9.2%
Telecommunications	1,172	2,384	1,288	2,384	2,384	
Vehicles & Equipment Expense	677	1,504	612	1,504	1,304	-13.3%
Social Security	41,675	48,520	20,855	48,520	53,547	10.4%
Total Department	\$660,432	\$766,726	\$336,860	\$762,984	\$847,338	10.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Director of Assessment	1	1	1	1	1
Property Appraiser I	2	2	1		
Property Appraiser II**	2	2	1	2	2
Property Appraiser III*			2	2	2
Administrative Assessment Technician	1	1	1	1	1
Assessment Analyst			1	1	1
Staff Assistant	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>	<u> </u>
TOTAL	7	7	7	7	7

* Two positions were reclassified to Property Appraiser III in fiscal year 2022.

** In fiscal year 2022 a Property Appraiser I was reclassified to a Property Appraiser II.

ASSESSOR'S OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Assessment is staffed with seven full-time positions. Regular payroll reflects anticipated merit increases.

Temporary Payroll: This appropriation is for a part-time Staff Assistant to perform personal property audits and ensure all personal property is discovered and listed.

Overtime: The overtime appropriation provides administrative support for the Board of Assessment Appeals, Board of Assessors, and motor vehicle pricing.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications. The increase for fiscal year 2023 results from a vendor changing the fee structure and charging .055 per vehicle (\$2,675) and increased costs for supplies.

Dues & Travel: Appropriations for dues in the Hartford Area Assessors Association, Connecticut Association of Assessing Officers, International Association of Assessing Officers, and the Appraisal Institute are integral to the core mission of the department, enabling attendance at educational seminars and workshops at discounted rates which are requisite for maintaining State certification as Certified Connecticut Municipal Assessors and towards improvement of assessment practices. In addition, the department maintains membership in the Multiple Listing Service in order to obtain detailed information on properties for sale.

Training: This appropriation covers attendance at local workshops, seminars and assessment/appraisal related classes to maintain requisite State certification as Certified Connecticut Municipal Assessors.

Advertising: This appropriation funds all State mandated notice requirements.

Information Technology: This appropriation funds the annual cost of web hosting for Vision software and software maintenance and support contracts for Vision and Quality Data. The increase represents contractual adjustments.

Telecommunications: This appropriation funds the cost for cell phones used by field appraisal staff, as well as desktop telephone services for maintenance, long distance calls and circuits.

Vehicle & Equipment Expense: This appropriation provides for gasoline and vehicle maintenance for the vehicles assigned to the department.

Social Security: This appropriation is for required Federal payments based upon actual wages paid and reflects the change in budgeted wages.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(calendar year)				
	2017	2018	2019	2020	2021
	<u>(GL 2015)</u>	<u>(GL 2016)</u>	<u>(GL 2017)</u>	<u>(GL 2018)</u>	<u>(GL 2019)</u>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,808	2,759	2,807	2,730	2,696
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,702	2,376	2,871	2,365	3,470
Real property transfers	2,324	1,692	1,400	2,155	2,534
Elderly, veterans, blind and disability applications	1,191	1,025	1,033	1,131	1,012

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ANNUAL BUDGET 2022-2023

DEPARTMENT: GENERAL GOVERNMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised	Proposed
	2019-20	2020-21	2021-22	2021-22	2022-2023
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant Town Clerk	0.5	0.5	0.5	0.5	0.5
TOTAL	1.5	1.5	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk	1	1	1	1	1
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	0.5	0.5	0.5	0.5	0.5
Office Assistant*****					1
TOTAL	2.5	2.5	2.5	2.5	3.5
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Special Assistant to the Town Manager****			1	1	1
Executive Assistant	1	1	1	1	1
Economic Development Coordinator*			1	1	1
Public Relations Specialist	1	1	1	1	1
Economic Development Specialist*****					1
TOTAL	3	3	5	5	6
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel		1	1	1	1
Assistant Corporation Counsel	2	1	1	1	1
Legal Assistant****			1	1	1
TOTAL	2	2	3	3	3
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	1		
Property Appraiser II***	2	2	1	2	2
Property Appraiser III**			2	2	2
Administrative Assessment Technician	1	1	1	1	1
Assessment Analyst****			1	1	1
Staff Assistant	1	1			
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	16	16	19	19	21

* This position is transferred from Community Development in fiscal year 2022.

** Two positions were reclassified to Property Appraiser III in fiscal year 2022.

*** In fiscal year 2022 the Property Appraiser I was reclassified to Property Appraiser II.

**** In fiscal year 2022 the positions of Assessment Analyst, Legal Assistant and Special Assistant to the Town Manager were added.

***** In fiscal year 2023 the Economic Development Specialist and Office Assistant position moved from part time to full time.

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DEPARTMENT OF INFORMATION TECHNOLOGY**MISSION**

The mission of the Information Technology Department is to contribute to the successful operation, performance and long-term viability of the organization through a technical infrastructure that promotes employee and customer access to information. This mission is accomplished through the cost effective and efficient delivery of management and maintenance of a wide-area network for voice and data communications and an infrastructure for supporting the Town's business applications.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Implemented redundant fiber to 50% of municipal buildings to improve network reliability;
- ✓ Digitized over 700 paper forms resulting in thousands of online submissions for both internal and residential use;
- ✓ Implemented enterprise wireless for guest use at Rockledge, Cornerstone, Veterans Memorial Skating Rink, and Elmwood Community Center;
- ✓ Implemented a new disaster recovery (DR) system for both Town and Schools.
- ✓ Launched a new high quality mobile-friendly website for the Town of West Hartford;
- ✓ Implemented redundant fiber from the Police station to the data center, ensuring connectivity in the event of a fiber break;
- ✓ Completed the installation of over 800 IP security cameras for all Public Schools, Public Works, Municipal Parking and the Police Department;
- ✓ Maintained 99.99% uptime availability of the entire communications infrastructure for the past 12 months;
- ✓ Integrated building permit and Town Clerk databases with our GIS portal for easier access to property records;
- ✓ Implemented a new data validation system for PowerSchool to ensure data entered meets reporting requirements;
- ✓ Increased the internet speed for West Hartford Public Schools from 1Gbps to 2Gbps;
- ✓ Deployed over thousands of new devices as part of the annual technology refresh process and COVID support for At Home Learning and telecommuting;
- ✓ Closed over 17,000 support tickets while maintaining an average of 4.9 out of 5 stars from customer service survey results.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ 50% of Town facilities that currently have no existing public address system (PA) will have Informacast implemented, a system that will enable a one-way PA over existing VoIP speakerphones;
- ❖ 100% of the Town's network will have a failover internet service provider (ISP) to maintain connectivity in the event of a provider outage;
- ❖ 100% of municipal buildings will have an enterprise-class wireless system installed for secure staff access and guest access for public use;
- ❖ Implement formal Cybersecurity training for all staff, develop Chief Information Security Officer (CISO) role;
- ❖ Expand IP surveillance cameras to the Public Libraries, Rockledge, Elmwood Community Center, West Hartford Fire Department and Westmoor Park;
- ❖ 100% replacement of core network hardware greater than 15 years old for both Town and Schools;
- ❖ 100% of all public schools will have a new rapid response system installed;
- ❖ 100% of both Town and Schools' aging PRI infrastructure will be replaced with new SIP technology, greatly improving phone system reliability and decreasing annual costs;
- ❖ 100% of all fire stations will have card access and surveillance cameras installed;
- ❖ Kiosks to be deployed in key locations to improve access to customer service for residents;
- ❖ Research 'Charge Bars' for parking garages, charging lockers for visitors to reserve and charge mobile devices securely;
- ❖ 50% of public parks to have guest wireless leveraging fiber and cellular technologies.

DEPARTMENT OF INFORMATION TECHNOLOGY

BUDGET SUMMARY						
<u>Expenditures:</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$507,173	\$535,902	\$261,307	\$513,386	\$542,596	1.2%
Operating Expense	524,820	543,500	409,007	543,500	674,500	24.1%
Social Security	<u>35,315</u>	<u>38,397</u>	<u>18,633</u>	<u>38,019</u>	<u>42,769</u>	11.4%
TOTAL	\$1,067,308	\$1,117,799	\$688,947	\$1,094,905	\$1,259,865	12.7%

	Authorized Positions			Revised	Proposed
<u>Full-Time Positions:</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2021-2022</u>	<u>2022-2023</u>
General Fund	4	4	4.5	4.5	4.5

BUDGET & PROGRAM HIGHLIGHTS

In total, the fiscal year 2023 budget for the Department of Information Technology increases \$142,066 or 12.7%. Wages and salaries increase \$6,694 or 1.2% primarily due to contract settlements and merit increases for eligible employees. The increase is offset by the reallocation of positions shared with the Board of Education. Operating expense has increased by \$131,000 or 24.1% due to an increase to the Microsoft Agreement, VEEAM renewal and AppGeo. The social security adjustment reflects estimated cost based upon wages and withholdings.

DEPARTMENT: INFORMATION TECHNOLOGY

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$481,001	\$535,902	\$253,277	\$513,386	\$542,596	1.2%
Temporary Payroll	26,172		8,030			
Office Expense	881	500	865	500	500	
Dues and Travel	609	1,000	358	1,000	1,000	
Training		5,000		5,000	5,000	
Professional Services	37,637	37,000	24,138	37,000	37,000	
Information Technology	311,634	350,000	283,963	350,000	475,000	35.7%
Telecommunications	66,028	60,000	30,459	60,000	60,000	
Rental & Leases	37,580	40,000	19,742	40,000	46,000	15.0%
Information Systems	70,451	50,000	49,482	50,000	50,000	
Social Security	<u>35,315</u>	<u>38,397</u>	<u>18,633</u>	<u>38,019</u>	<u>42,769</u>	11.4%
TOTAL	\$1,067,308	\$1,117,799	\$688,947	\$1,094,905	\$1,259,865	12.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Information Technology Director*	0.5	0.5	0.5		
Information Technology Manager*			0.5	1	1
Information Technology Specialist	2	2	2	2	2
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL	4	4	4.5	4.5	4.5

* Prior to fiscal year 2022, positions were shared with the Board of Education. In fiscal year 2022, the Information Technology Director is 100% Board of Education funded, and 50% of the Information Technology Manager, previously funded by the Board of Education, returns to the Town.

INFORMATION TECHNOLOGY - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Information Technology is staffed with four and one half full-time employees, one of whom is shared equally with the Board of Education. This appropriation also reflects a wage settlement and anticipated merit increases and benefit elections.

Temporary Payroll: This funding represents an internship program.

Office Expense: The office expense appropriation finances laser printing supplies for shared networked printers, paper products for centralized printing jobs, and office supplies.

Dues and Travel: This appropriation is used to provide mileage reimbursements to employees for the use of personal vehicles on Town business and provides membership to the Government Chief Information Officer Association.

Training: This account finances information technology training for Town employees.

Professional Services: This appropriation for outside consultants funds professional services to maintain and enhance existing applications for business software and the Geographic Information System (GIS) application. It also funds a service agreement for the Town's back-up system, including repair and maintenance if hardware failures occur.

Information Technology: This appropriation finances software licenses used by Town departments. There are also annual license fees associated with software products used to protect and defend the Town's computer network. These software licenses include anti-virus software for desktop computers and servers, web filtering software, and spam firewall. Funding is included for the cost of GIS maintenance and support for all Town departments. In addition, new software purchases requested by departments are funded in this line item. The increase in fiscal year 2023 is a direct result of the Microsoft Agreement (\$50,000); VEEAM Renewal (\$25,000) and APP Geo increase (\$50,000) for Building Mapping project.

Telecommunications: The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. The balance of the appropriation is for cell phones, mobile communication devices and desktop phones for IT staff and a backup internet service. This appropriation also includes implementation and maintenance of an Informacast emergency notification system, which will serve as a public address system.

Rental & Leases: This appropriation funds internet bandwidth services.

Information Systems: This expense is associated with maintaining hardware that provides wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications. This appropriation increases based upon annual warranty renewals, rising costs for maintenance and repair based upon recent trends, and emergency network maintenance needs.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>	<u>Estimated FY 2022</u>
Number of Municipal/School Sites on Town Owned Fiber	44	46	46	46	46
Number of Physical Servers Consolidated to Virtual Servers	112	141	150	150	156
Number of Sites with Building-wide Wireless	27	32	37	40	45

IT Helpdesk:

Number of Town Work Orders Received	2,577	2,577	2,944	5,593	6,500
Number of BOE Work Orders Received	9,140	9,140	10,438	18,788	20,000
Percentage Completed	99.9%	99.9%	96.5%	76.5%	84%
Average Number of Days to Complete	5.25	5.25	3.26	13.54	10.5

Website Statistics:

Site Visits to www.westhartfordct.gov	700,602	700,602	866,788	945,788	950,000
Site Visits to West Hartford's GIS Site	12,756	12,756	11,046	12,432	15,000
Use of West Hartford's Online Parking Omit System	20,463	20,463	23,000	13,403	3,000

TOWN OF WEST HARTFORD
Fiscal Year 2022-2023
BUDGET IN BRIEF
TECHNOLOGY INVESTMENT
FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Charges for Services	\$ 8,863	\$ 10,000	\$ 10,000	\$ 10,000
Total Revenues & Other Resources	\$ 8,863	\$ 10,000	\$ 10,000	\$ 10,000

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Technology Investments	\$ 4,543	\$ 10,000	\$ 10,000	\$ 10,000
Total Expenditures & Other Uses	\$ 4,543	\$ 10,000	\$ 10,000	\$ 10,000

CHANGE IN FUND BALANCE	\$ 4,320	\$	\$	\$
BEGINNING BALANCE	\$ 3,389	\$ 7,709	\$ 7,709	\$ 7,709
ENDING BALANCE	\$ 7,709	\$ 7,709	\$ 7,709	\$ 7,709

Fund: Technology Investment Fund
Department: Information Technology

PURPOSE

The Technology Investment Fund was created effective July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. Revenues are derived from a surcharge of one dollar on parking tickets, alarm fees and ordinance violations.

LONG-TERM STRATEGY

The surcharge revenue will be maintained at the current level in order to provide a consistent revenue stream. Although it is not expected that fund balance will grow significantly, the annual revenue achieved will enable expenditures that support the Town's goal to provide more of its services via the internet to improve customer service.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Charges for Services	<u>\$10,000</u>	<u>\$12,000</u>	<u>\$15,000</u>	<u>\$12,000</u>	<u>\$9,000</u>
TOTAL REVENUES	\$10,000	\$12,000	\$15,000	\$12,000	\$9,000
<u>Expenditures:</u>					
Operational	<u>\$21,000</u>	<u>\$</u>	<u>\$</u>	<u>\$26,000</u>	<u>\$5,000</u>
TOTAL EXPENDITURES	\$21,000	\$	\$	\$26,000	\$5,000
OPERATING RESULTS	(\$11,000)	\$12,000	\$15,000	(\$14,000)	\$4,000
FUND BALANCE	(\$10,000)	\$ 2,000	\$17,000	\$ 3,000	\$7,000

FISCAL YEAR 2022 OPERATING RESULTS

The Fund is projected to earn revenue in the amount of \$10,000 with expenditures of \$10,000 for the fiscal year. Accordingly, fund balance will be approximately \$7,000 by year-end.

FISCAL YEAR 2023 BUDGET

The budget for fiscal year 2023 assumes revenues derived from charges for services of \$10,000 with expenditures of an equal amount. This will allow fund balance to stabilize before appropriating additional funds.

DEPARTMENT: INFORMATION TECHNOLOGY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised	Proposed
	2019-20	2020-21	2021-22	2021-22	2022-23
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5		
Information Technology Manager*			0.5	1	1
Information Technology Specialist	2	2	2	2	2
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL INFORMATION TECHNOLOGY	4	4	4.5	4.5	4.5

* Prior to fiscal year 2022, positions were shared with the Board of Education. In fiscal year 2022, the Information Technology Director is 100% Board of Education funded, and 50% of the Information Technology Manager, previously funded by the Board of Education, returns to the Town.

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DEPARTMENT OF FINANCIAL SERVICES**MISSION**

The mission of the Financial Services Department is to contribute to the successful operation, performance and long-term viability of the organization through the provision of timely, accurate and meaningful information, and financial analysis and services.

The mission is accomplished through the cost-effective and efficient delivery of the following programs:

- Accurate and timely recording and reporting of the Town's financial transactions.
- Execution of short and long-term investment strategies to maximize the return on available funds.
- Development and execution of the Capital Improvement Program and debt financing plan.
- Accurate and timely execution of payment processes including accounts payable and payroll.
- Development, execution and monitoring of the annual budget.
- Billing, collecting and recording of property taxes, parking tickets and ordinance violations and processing of daily revenue deposits.
- Procurement of goods and services in accordance with applicable laws and best value purchasing.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Applied for the Certificate for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). [Review delayed due to COVID resurgence]
- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- ✓ Successfully migrated from HTE to Munis Payroll System for active employees.
- ✓ Successfully executed a \$15 million general obligation bond sale.
- ✓ Consistently achieved a tax collection rate higher than adopted.
- ✓ Closed on a \$324.3 million Pension Obligation Bond sale as of 7-1-22. Estimated pension funded ratio is 101.5%.
- ✓ Created a \$26.9m Pension Bond Reserve Fund to mitigate future economic downturn impacts on pension liability.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Complete the full implementation of the Munis Payroll System for pension retirees.
- ❖ Utilize the Munis Financial System to automate and produce fiscal year 2024 budget documents.
- ❖ Maintain current performance on our exceptional tax collection rates.
- ❖ Continue to assist Pension Board with asset allocation strategy related to Pension Obligation Bonds proceeds.
- ❖ Continue to assist Risk Management Board on strategies related to lowering insurance liability costs.

DEPARTMENT OF FINANCIAL SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 42	\$ 100	\$ 7	\$ 25	\$ 50	-50.0%
Fines & Forfeitures	1,050	500	328	550	600	20.0%
Transfers from Other Funds	<u>72,000</u>	<u>72,000</u>	<u>—</u>	<u>72,000</u>	<u>72,000</u>	
TOTAL	\$73,092	\$72,600	\$ 335	\$72,575	\$72,650	0.1%
<u>Expenditures:</u>						
Wages & Salaries	\$1,640,236	\$1,632,538	\$831,400	\$1,760,361	\$1,938,360	18.7%
Operating Expense	636,411	605,179	374,698	605,434	630,141	4.1%
Social Security	<u>111,849</u>	<u>120,586</u>	<u>54,471</u>	<u>127,709</u>	<u>145,635</u>	20.8%
TOTAL	\$2,388,496	\$2,358,303	\$1,260,569	\$2,493,504	\$2,714,136	15.1%

	Authorized Positions			Revised	Proposed
<u>Full-Time Positions:</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2021-2022</u>	<u>2022-2023</u>
General Fund	17	17	17	17	19

BUDGET & PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$355,833 or 15.1% from the current fiscal year. Wages and salaries increase primarily due to contract settlements and merit increases for all eligible employees, as well as an increase in part-time payroll. In addition, the Financial System Analyst I is reclassified to Financial System Analyst II. The addition of a Payroll Coordinator will provide needed support to the existing staff consisting of an Accounting Manager and a Payroll Specialist. Due to the increasing demands stemming from reporting requirements related to expenditure of American Rescue Plan Act (ARPA) funds as well as budget control and reporting and financial system management, an additional Financial Analyst I position is requested. The operating expenses increased \$24,962 primarily due to increases in software maintenance costs and the increase in the consumer price index. Social security reflects wage and salary changes.

ANNUAL BUDGET 2022-2023

FINANCIAL OPERATIONS DIVISION

SUMMARY OF REVENUES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
NSF Check Fees	\$1,050	\$ 500	\$ 328	\$ 550	\$ 600	20.0%
Transfer In	<u>72,000</u>	<u>72,000</u>	_____	<u>72,000</u>	<u>72,000</u>	
TOTAL	\$73,050	\$72,500	\$ 328	\$72,550	\$72,600	0.1%

SUMMARY OF EXPENDITURES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$803,835	\$808,081	\$429,171	\$905,045	\$1,057,723	30.9%
Temporary Payroll	14,289		13,193	28,301		
Overtime		1,300		500	500	-61.5%
Education Premium Pay	1,862	1,020	884	2,040	2,040	100.0%
Office Expense	14,545	15,625	3,142	14,125	15,825	1.3%
Dues and Travel	2,261	3,500	259	2,800	3,300	-5.7%
Professional Services	633	2,000	1,224	2,000	2,000	
Contractual Services	16,198	2,500	12	2,500	2,500	
Telecommunications	910	960	480	960	960	
Social Security	<u>58,647</u>	<u>58,504</u>	<u>28,181</u>	<u>67,039</u>	<u>79,826</u>	36.4%
TOTAL	\$913,180	\$893,490	\$476,546	\$1,025,310	\$1,164,674	30.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Budgets and Grants Manager	1	1	1	1	1
Financial Analyst I*					1
Accountant Auditor		1	1	1	1
Accountant I	1				
Accounting Assistant	1				
Accounting Specialist		1	1	1	1
Payroll Specialist	1	1	1	1	1
Payroll Coordinator*					1
Senior Staff Assistant		1	1	1	1
TOTAL	<u>7</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>10</u>

* In fiscal year 2023, the positions of Payroll Coordinator and Financial Analyst I are added.

FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Financial Operations is staffed with ten full-time positions. The budget reflects contract settlements in addition to estimated merit increases for eligible employees. In fiscal year 2023, the positions of Payroll Coordinator and Financial Analyst are added.

Temporary Payroll: This appropriation funds a part-time office operations specialist assisting with the American Rescue Plan Act Reporting. With the addition of a full time Financial Analyst I, this funding is eliminated in fiscal year 2023.

Overtime: The overtime appropriation is used for the processing of payroll during holiday weeks and peak reporting periods (quarterly and year end).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation is used for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies (toner cartridges, printer maintenance) associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB pronouncements, GAAP updates and payroll updates, annual reports that are produced and forms that are used, and any costs associated with utilizing the BOE print shop for printing and binding of documents.

Dues & Travel: The appropriation for dues and travel funds memberships and attendance at educational seminars that are important to the core mission of the financial operations activity. It funds memberships in the National and Connecticut Government Finance Officers Associations and the American Payroll Association, as well as registration fees and mileage for meetings and educational conferences within the State.

Professional Services: This appropriation funds the annual application fee to the GFOA Certificate of Achievement for Excellence in Financial Reporting award program and the GFOA Distinguished Budget award program.

Contractual Services: This appropriation finances the contract for banking services for the Town. The fee structure is activity based, but an earnings interest credit on available balances held at the bank offsets these fees.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>
Financial Reporting:					
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	*	*
Financial Operations:					
% of FT Employees on Direct Deposit	98%	100%	100%	100%	100%
% of FT Electronic Direct Deposit Stmt	99%	100%	100%	100%	100%
% of Electronic Payments					
Town & BOE Combined	26%				
Town		37.2%	39.1%	38.08%	39.13%
Board of Education (BOE)		23.5%	24.55%	27.58%	29.07%
Fund Balance as a % of General Fund Expenditures	8.1%	9.0%	9.1%	9.1%	9.1%
Investment Strategy:					
Short-Term Investment Fund Return	0.58%	1.38%	2.30%	1.52%	0.10%
Other Investment Vehicle Return	0.42%	0.91%	1.7%	2.02%	n/a
Capital Financing:					
Debt Service as a % of General Fund Expenditures (excluding BBS)	6.1%	6.2%	6.2%	5.7%	5.9%
Debt per Capita	\$2,471	\$2,415	\$2,295	\$2,137	\$2,094
Long Term Bonded Debt to Net Assessed Value	2.6%	2.4%	2.2%	2.1%	2.1%
WH General Obligation Bond Rate	2.62%	2.58%	2.65%	1.49%	2.0%

* The Town applied for the GFOA Certificate for Excellence in Financial Reporting for fiscal years 2020 and 2021 but due to COVID, the review process has been delayed.

PURCHASING DIVISION

SUMMARY OF REVENUES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Copies	\$	\$	\$	\$	\$	
TOTAL	\$	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$ 314,627	\$257,764	\$128,240	\$276,911	\$278,049	7.9%
Office Expense	1,903	2,000	480	2,575	2,590	29.5%
Dues and Travel	2,800	3,004	780	2,429	3,415	13.7%
Training		500		500	500	
Advertising	2,481	4,000	874	4,000	4,000	
Telecommunications	195	240	90	240	240	
Vehicles & Equipment Expense		500		400	500	
Social Security	<u>17,416</u>	<u>19,481</u>	<u>9,352</u>	<u>20,816</u>	<u>20,919</u>	7.4%
TOTAL	\$339,422	\$287,489	\$139,816	\$307,871	\$310,213	7.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Accounting Manager	1				
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Office Operations Specialist		1	1	1	1
Accounting Specialist	<u>1</u>				
TOTAL	4	3	3	3	3

PURCHASING - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Purchasing Division is staffed with three full-time positions. The budget reflects contract settlements in addition to merits for eligible employees.

Office Expense: The office expense appropriation reflects the cost of general office supplies, as well as the copying and mailing of procurement notices and specifications.

Dues & Travel: Dues and travel appropriations maintain membership in National Institute of Government Purchasing and the costs associated with participating in cooperative purchasing associations including the CRCOG Purchasing Cooperative and the Plymouth County Vehicle Cooperative. The appropriation also includes attendance at various public purchasing meetings and conferences.

Training: This account funds miscellaneous staff training.

Advertising: This appropriation funds weekly newspaper advertisements directing interested parties to the Town's website to learn about current procurement opportunities.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Vehicles & Equipment Expense: This appropriation funds fuel and maintenance cost for the Town pool car assigned to the division and is consistent with the prior year.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

REVENUE COLLECTION DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 42	\$ 100	\$ 7	\$25	\$ 50	-50.0%
TOTAL	\$ 42	\$ 100	\$ 7	\$25	\$ 50	-50.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$251,956	\$310,490	\$136,773	\$275,107	\$324,397	4.5%
Temporary Payroll	24,312	39,000	16,657	40,000	39,000	
Overtime	17,360	2,500	2,176	4,000	2,500	
Education Premium Pay	726	720	312	720	720	
Office Expense	97,738	94,210	14,860	94,210	104,210	10.6%
Dues and Travel	305	1,405	20	1,415	1,405	
Training		350	20	350	1,200	242.9%
Advertising	808	550		550	800	45.5%
Professional Services	11,397	20,000	4,535	20,000	20,000	
Contractual Services	26,668	30,150	11,685	30,150	30,322	0.6%
Information Technology	17,330	17,900	18,180	17,900	19,089	6.6%
Telecommunications	425	420	220	420	420	
Maintenance & Repairs	330	350		350	350	
Social Security	<u>20,083</u>	<u>26,833</u>	<u>9,264</u>	<u>22,904</u>	<u>27,505</u>	2.5%
TOTAL	\$469,438	\$544,878	\$214,702	\$508,076	\$571,918	5.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Revenue Collector	1	1	1	1	1
Revenue Services Representative	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	4	4	4	4	4

REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The revenue collection office is staffed with four full-time positions. The budget increase reflects contract settlements as well as merit increases for eligible employees.

Temporary Payroll: Two part-time positions support the Revenue Collection Office. One Staff Assistant position supports the full-time customer service representatives during peak collection periods and during the absence of any of the full-time employees. Another Staff Assistant is responsible for the daily processing of cash deposits for the Town.

Overtime: The overtime appropriation provides resources for peak collection periods (January and July).

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: The office expense appropriation reflects the cost of postage for the mailing of tax bills, the cost of an outside contract to print, stuff and mail the property tax bills, the costs associated with printing, binding and use of the BOE's print shop, and general office supplies.

Dues & Travel: The dues and travel appropriation funds membership and education costs associated with the Connecticut Tax Collectors Association, the Hartford Tax Collectors Association and required certification training classes.

Training: This account funds Connecticut Tax Collectors courses as needed.

Advertising: This appropriation funds legal advertisements in the newspaper for public notice of property tax bills.

Professional Services: This appropriation funds the annual contract with T2 for the management information system and delinquent billing services associated with the parking ticket and ordinance violation collection programs.

Contractual Services: This appropriation finances the portion of banking services used by the Revenue Collection Office and the contract for the hearing officer for parking ticket and ordinance violation appeals.

Information Technology: This appropriation finances the costs of annual software maintenance for the tax collection and billing software and web hosting software, and increases based upon contractual costs.

Telecommunications: This appropriation funds costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Maintenance & Repairs: This appropriation finances the costs associated with the currency counters.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>
Revenue Collection:					
Current Year Tax Collection Rate	99.2%	99.4%	99.3%	99.3%	99.3%
% of Parking Tickets Collected	68.8%	86.0%	74.8%	73.8%	72.7%
% Ordinance Violations Collected	66.7%	38.0% *	44.7%	32.9%	52.6%

* Two violators, now not in operation, accounted for fifty percent of tickets issued.

Using Technology to Improve the Customer Experience

Consistent with the habits of individuals, technology continues to be an area of growth in the revenue collection office.

Usage of both the online bill payment and presentment system and the online tax information lookup system are strong and continue to increase yearly. Customers have the option to make a one-time payment or to sign up as a registered user. Registered users have access to advanced features of the system, including storing credit card or bank account information for future use and choosing to receive tax bills in a paperless form via email. The registration process has recently been enhanced, allowing users to create a registered account at any time throughout the year, as opposed to previous years when registration could occur only when there was an open balance on an account.

The online tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. Continued improvements to the integration of the online lookup system with the bill payment and presentment system has resulted in a more user-friendly customer experience.

FINANCIAL SYSTEMS DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$211,270	\$211,663	\$103,994	\$227,737	\$233,431	10.3%
Office Expense	3,042	6,500		6,500	6,500	
Dues and Travel		1,000		1,000	1,000	
Professional Services		3,000		3,000	3,000	
Information Technology	334,756	287,500	266,111	289,545	299,000	4.0%
Information Systems	645	2,000		2,000	2,000	
Social Security	<u>15,703</u>	<u>15,768</u>	<u>7,675</u>	<u>16,950</u>	<u>17,385</u>	10.3%
TOTAL	\$565,416	\$527,431	\$377,780	\$546,732	\$562,316	6.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II					1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

* The Financial Systems Analyst I is reclassified to Financial Systems Analyst II in fiscal year 2023.

FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The division is staffed with two full-time positions. The budget increase reflects contract settlements as well as merit increases for eligible employees. In addition, the Financial System Analyst I is reclassified to a Financial System Analyst II.

Office Expense: This appropriation covers office supplies, paper products, printing and copying, and is reduced based upon experience.

Dues and Travel: This appropriation funds membership and training costs for the division.

Professional Services: This appropriation is for outside consultants to maintain and enhance existing financial applications.

Information Technology: This appropriation finances the costs of annual software maintenance contracts and licenses used by the Department of Finance. For fiscal year 2023, these contracts include: Superion LLC (\$48,373), OnPay Solutions (\$3,475), Tyler MUNIS (\$193,678), Tyler TSM Support (\$48,620), SHI International (\$110), GH Corporation (\$4,820) and Micro-Tel (\$2,500).

Information Systems: This appropriation reflects the costs associated with printer maintenance and operations.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

MAIL & DELIVERY SERVICES DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,839	\$ 1,500	\$ 1,671	\$ 2,000	\$ 1,500	
Professional Services	<u>99,201</u>	<u>103,515</u>	<u>50,054</u>	<u>103,515</u>	<u>103,515</u>	
TOTAL	\$101,040	\$105,015	\$51,725	\$105,515	\$105,015	

MAIL & DELIVERY SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Office Expense: This appropriation is for the annual rental of a postage meter used in the mailroom and the caller fee with the US Postal Service.

Professional Services: The Town and Board of Education have a joint contract with an outside contractor to provide mailroom and courier services to all facilities, which was renewed in fiscal year 2021 for an additional five years.

DEPARTMENT: FINANCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
<u>GENERAL FUND</u>					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	2	1	1	1	1
Budgets and Grants Manager	1	1	1	1	1
Financial Analyst**					1
Accountant Auditor			1	1	1
Accountant II		1			
Accountant I	1				
Accounting Assistant	1				
Accounting Specialist	1	1	1	1	1
Office Operation Specialist		1	1	1	1
Senior Staff Assistant		1	1	1	1
Payroll Coordinator**					1
Payroll Specialist	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Revenue Collector	1	1	1	1	1
Revenue Services Representative	3	3	3	3	3
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II					1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL FINANCIAL SERVICES	17	17	17	17	19

* The Financial Systems Analyst I is reclassified to Financial Systems Analyst II in fiscal year 2023.

** In fiscal year 2023 the positions of Payroll Coordinator and a Financial Analyst are added.

DEPARTMENT OF HUMAN RESOURCES**MISSION**

The Town of West Hartford Human Resources Department has the primary role of supporting the organization by providing human resources management services to more than 596 full, part-time, and seasonal employees of the Town. We collaborate with and support internal operating departments by providing consultative services and solutions to a wide range of human resource issues as well as ensuring a safe work environment through our Risk Management Division. All of this is done in an equitable, responsive and cost-effective manner.

Our commitment is to provide equitable leadership and expertise in the development and implementation of sound human resource policy, systems, and programs that support our employees. We make every attempt to meet the organization's commitment to hire qualified, dedicated employees who provide quality services to the residents of our community.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Successfully worked with the following departments to recruit staff: Corporation Counsel, Non-Public School Nurses, Public Works, Police, Fire, Public Safety Dispatch, Library, Leisure and Social Services, as well as Community Development.
- ✓ Developed a **"Get To Know"** video of Department Directors for onboarding.
- ✓ Utilized alternate recruitment sites including LinkedIn, ICMA, Indeed, and CCM, along with specialized professional websites.
- ✓ Collaboration with Police Department to review and improve Police Officer recruitment process. Participated in two job fairs.
- ✓ On line application available for police personnel.
- ✓ Hired 8 new Police Officers to date in FY 22: 37 % minority and 8 % female.
- ✓ On-boarded 39 full time staff (calendar year 2021), 61 new hire BOE pension sessions.
- ✓ Conducted "Building Lockdown" drill, and review of Active Shooter.
- ✓ Continue with a hybrid (live/virtual) onboarding process.
- ✓ Continue collaborative work with Finance on MUNIS platform.
- ✓ Secured ESI as the Town's EAP provider with enhanced on line training programs, as well as a referral process to work with employees and health care providers with a focus on improving work environments.
- ✓ Expanded production of the Quarterly "HR Messenger" Newsletter.
- ✓ Provided "in-person" Diversity, Equity and Inclusion training to 188 full time Town Hall staff.
- ✓ Police Contract negotiated through June of 2024.
- ✓ Employee Recognition Committee initiated implement employee motivation and recognition incentives.
- ✓ Hosted employee longevity ceremony/reception.
- ✓ Digitized "Open Benefits Enrollment" through MUNIS for 411 staff.
- ✓ Transitioned 133 staff to HSA program from HDHP.

- ✓ Conducted Medicare open enrollment for 400 eligible retirees.
- ✓ Processing of pension estimates (303) refunds (69), and death claims (39) for both Town and BOE staff.
- ✓ Mandated reporting moved to MUNIS.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Begin union negotiations for CSEA Local 2001 and AFSCME units.
- ❖ Develop community contacts and outreach to increase diversity of applicants.
- ❖ In collaboration with Finance, continue the implementation of MUNIS as the Town's Human Resources Information System.
- ❖ Continue increasing utilization of Employee Assistance Program (EAP) and training offerings.
- ❖ Complete DEI training with particular emphasis on public safety employees.
- ❖ Review internal processes to become more efficient in our delivery of services.
- ❖ Safety programs annual updates and training.
- ❖ Continue assessment of onboarding process to include automating benefit enrollment and providing a more global orientation to the organization, its culture, policies and procedures.
- ❖ Develop and implement an ongoing Leadership Management training program.
- ❖ Revisit Organizational Goals and Values.
- ❖ Employee Recognition Committee active in promoting employee appreciation programs.

DEPARTMENT OF HUMAN RESOURCES

BUDGET SUMMARY

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 166	\$	\$	\$	\$	
Miscellaneous Revenue	40,000	40,000	_____	40,000	40,000	
TOTAL	\$40,166	\$40,000	\$	\$40,000	\$40,000	
<u>Expenditures:</u>						
Wages & Salaries	\$363,123	\$352,775	\$167,774	\$322,366	\$390,822	10.8%
Operating Expense	82,817	108,250	35,951	116,450	112,250	3.7%
Social Security	26,350	25,429	11,942	23,103	28,848	13.4%
TOTAL	\$472,290	\$486,454	\$215,667	\$461,919	\$531,920	9.3%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
<u>Full-Time Positions:</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
General Fund	3.2	3.2	3.2	3.2	3.2
Risk Management Fund	3.7	3.7	3.7	3.7	3.7
Pension Fund	1.6	1.6	1.6	1.6	1.6
TOTAL	8.5	8.5	8.5	8.5	8.5

BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects an increase of \$45,466, or 9.3%, from the prior year. Wages and salaries increase \$38,047 or 10.8% which represents a contract settlement, anticipated merit increases and acting pay for the Assistant Director of Human Resources while the Executive Director is the Interim Town Manager. Operating expense increases slightly resulting from contractual increases. Social security is estimated based upon employee withholdings and the social security base wage rate.

ANNUAL BUDGET 2022-2023

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 166	\$	\$	\$	\$	
Transfers In	<u>40,000</u>	<u>40,000</u>	<u> </u>	<u>40,000</u>	<u>40,000</u>	
TOTAL	\$ 40,166	\$ 40,000	\$	\$ 40,000	\$ 40,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$362,095	\$351,755	\$167,332	\$321,346	\$389,802	10.8%
Education Premium Pay	1,028	1,020	442	1,020	1,020	
Office Expense	5,808	9,750	5,317	7,450	9,750	
Dues and Travel	1,002	1,500	1,246	2,500	3,500	133.3%
Training	7,699	15,000	3,595	15,000	15,000	
Advertising	6,816	10,000	8,301	10,000	10,000	
Professional Services	47,042	41,500	6,572	51,000	41,500	
Contractual Services	2,805	9,000	4,158	9,000	14,000	55.6%
Meals	2,007	5,000	820	5,000	2,000	-60.0%
Education Tuition						
Reimbursement	1,500	7,500	3,242	7,500	7,500	
Information Technology	7,539	8,250	2,400	8,250	8,250	
Telecommunications	600	750	300	750	750	
Social Security	<u>26,349</u>	<u>25,429</u>	<u>11,942</u>	<u>23,103</u>	<u>28,848</u>	13.4%
Total Department	\$472,290	\$486,454	\$215,667	\$461,919	\$531,920	9.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources	0.8	0.8	0.8	0.8	0.8
Human Resources Specialist	1	1	1	1	1
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3.2	3.2	3.2	3.2	3.2

* Position is shared between the Board of Education (0.5), Town (0.4), and the Risk Management Fund (0.1).

BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Human Resources is staffed with 3.2 full-time equivalent positions, consistent with the prior year. Regular payroll reflects anticipated merit increases and includes acting compensation for the Assistant Director of Human Resources while the Executive Director is the Interim Town Manager.

Education Premium Pay: Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's Degree.

Office Expense: This budget funds office supplies, postage and the costs associated with printing and binding labor contracts, employment forms and materials. It also funds subscriptions to the Connecticut Conference of Municipalities Municipal Labor Relations Data Service, CT Employee Law Updates and the CT Human Relations Report Newsletter.

Dues & Travel: This budget will be utilized for memberships in the Society for Human Resource Management (SHRM), Connecticut Personnel Labor Relations Association (PELRA) and International Public Management Administration (IPMA). In addition, funds for attendance at various professional workshops, seminars and training sessions have been included in the budget. The slight increase in fiscal year 2023 is a result of employees attending the annual MUNIS conference.

Training: The appropriation maintains the existing allocation of funds for Town-wide staff training to accommodate leadership development, supervisory training, and other legally mandated training.

Advertising: This appropriation funds advertising for recruitments. In fiscal year 2023, more online advertising sites with associated fees will be utilized.

Professional Services: This appropriation is for legal counsel on complex employment or labor issues and other professional consultants as required.

Contractual Services: This appropriation licenses the Town to issue Wonderlic testing and assessment products, in both on-line and paper testing processes. The increase in fiscal year 2023 is for the employee recognition program.

Meals: This appropriation pays for the meals associated with panel members brought in to assist in promotional and open competitive recruitment processes and is increased to reflect recruitment activity.

Education Tuition Reimbursement: This appropriation funds the tuition reimbursement policy for Town employees pursuing advanced educational degrees.

Information Technology: This request finances the software maintenance contract for Applitrack, the on-line application system.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits and is reduced consistent with experience.

Social Security: Required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Fiscal Year				
	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>
<u>Applications Processed</u>					
Police Officer	149	121	129	119	105
Open Competitive	538	481	791	694	352
Promotional	<u>46</u>	<u>86</u>	<u>36</u>	<u>100</u>	<u>37</u>
Total Applications Processed	733	688	956	913	494
<u>New Hires</u>					
Public Safety	15	11	25	33	14
Non-Public Safety	<u>15</u>	<u>14</u>	<u>25</u>	<u>22</u>	<u>10</u>
Total New Hires	30	25	50	55	24
<u>Terminations</u>					
Public Safety	14	23	24	25	26
Non-Public Safety	<u>10</u>	<u>17</u>	<u>19</u>	<u>24</u>	<u>13</u>
Total Terminations	24	40	43	49	39
<u>Reason for Separation (All Personnel)</u>					
Retirement	10	27	30	25	29
Resignation	13	10	11	23	9
Dismissal	1	1	2	0	1
Layoff	0	0	0	*	0
Death	<u>0</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>0</u>
Total	24	40	43	49	39

* Layoffs in Library and Leisure Services due to COVID-19 shutdown.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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TOWN PROGRAM

Employee Benefit Contributions	\$ 1,344,266	\$ 1,363,975	\$ 1,363,975	\$ 1,063,975
Interest on Investment	1,307,337	132,000	221,574	132,000
Amortization		62,000		1,002,000
Subrogation/Recoveries	35,503	25,000	35,503	25,000
Transfer In	23,041,960	24,801,683	24,801,683	24,793,365
Total Revenues & Other Resources	\$25,729,066	\$26,384,658	\$26,422,735	\$27,016,340

EXPENSES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Administration-Human Resources	\$ 247,260	\$ 261,516	\$ 272,266	\$ 280,490
Town Program Expense	21,184,534	26,123,142	26,191,695	26,735,850
Total Expenses & Other Uses	\$21,431,794	\$26,384,658	\$26,463,961	\$27,016,340

ANNUAL BUDGET 2022-2023

RISK MANAGEMENT FUND

MISSION

It is the mission and purpose of the Risk Management Fund to finance both current and future obligations of employee benefit programs, as well as casualty and property risks for the Town and Board of Education. The Risk Management Fund operates as an internal service fund, and is an unbudgeted fund independent from the General Fund. Information on the Risk Management Fund is included to provide support for expenditures in budgeted funds. There are six programs: workers' compensation, Town health benefits, heart and hypertension, self-insured, insured and Board of Education health benefits (which is included in the BOE budget).

BUDGET SUMMARY DEPARTMENT OF HUMAN RESOURCES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 184,834	\$ 224,552	\$ 197,834	\$ 241,853	7.7%
Operating Expense	21,178,830	26,095,042	26,201,265	26,708,120	2.3%
Fringe Benefits	68,130	65,064	64,862	66,367	2.0%
TOTAL	\$21,431,794	\$26,384,658	\$26,463,961	\$27,016,340	2.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Exec. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Asst. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Risk Management Coordinator	1	1	1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3.7	3.7	3.7	3.7	3.7

SUMMARY OF EXPENSES BY PROGRAM

<u>Program</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Risk Management					
Administration	\$ 247,260	\$ 261,516	\$ 272,266	\$ 280,490	7.3%
Workers' Compensation	2,543,550	2,830,000	2,851,242	2,980,000	5.3%
Health Program	15,570,189	20,606,078	20,466,644	20,760,646	0.8%
Heart and Hypertension	420,902	219,500	198,000	220,000	0.2%
Self-Insured Program	1,134,202	815,564	956,000	1,158,000	42.0%
Insured Program	<u>1,515,691</u>	<u>1,652,000</u>	<u>1,719,809</u>	<u>1,617,204</u>	-2.1%
TOTAL	\$21,431,794	\$26,384,658	\$26,463,961	\$27,016,340	2.4%

Fund: Risk Management
Department: Human Resources

Risk Management Administration

The Risk Management Administration budget includes the salary of the Risk Manager and a Risk Management Coordinator. All workers' compensation, heart and hypertension, liability, and property claims are administered by this staff. The Risk Manager also reviews all bid specifications, requests for proposals, and Town and Board contracts for compliance with insurance and indemnification requirements and purchases all insurance coverage. Risk Management Administration expenses are allocated to each program in order to determine the inter-fund transfer required.

SUMMARY OF EXPENSES RISK MANAGEMENT ADMINISTRATION					
<u>Expenses</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$184,834	\$200,237	\$197,834	\$217,538	8.6%
Temporary Payroll		24,315		24,315	
Office Expense	2,291	2,800	2,300	3,300	17.9%
Preventative Health	27,450		40,000		
Dues and Travel	4,425	3,850	2,150	3,850	
Training	10	5,000	5,000	5,000	
Telecommunications	120	250	120	120	-52.0%
Social Security	13,091	15,025	14,823	16,328	8.7%
Transfers Out	<u>15,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
TOTAL	\$247,260	\$261,516	\$272,266	\$280,490	7.3%

Fund: Risk Management
Department: Human Resources

Workers' Compensation Program

The workers' compensation program requires a contribution from other funds of \$2,853,196 in fiscal year 2023, an increase of \$103,590 from the current year. This is a result of an increase in projected claims and excess insurance.

WORKERS' COMPENSATION PROGRAM					
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues</u>					
Interest on Investments	\$ 477,066	\$ 50,000	\$ 80,256	\$ 50,000	
Subrogation	<u>35,503</u>	<u>25,000</u>	<u>35,503</u>	<u>25,000</u>	
Total Revenues	\$ 512,569	\$ 75,000	\$115,759	\$ 75,000	
<u>Expenses</u>					
Professional Services	\$ 12,913	\$ 10,000	\$ 10,000	\$ 15,000	50.0%
Claims Administration	126,072	126,000	124,000	132,000	4.8%
Insurance Services	19,782	19,000	21,000	25,000	31.6%
Excess Insurance	250,751	260,000	280,000	261,000	0.4%
WC Assessments-State	108,911	115,000	116,242	122,000	6.1%
Workers' Compensation Claims	<u>2,025,122</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,425,000</u>	5.4%
Total Expenses	\$2,543,551	\$2,830,000	\$2,851,242	\$2,980,000	5.3%
<u>Other</u>					
Allocation of Administration					
Expense	\$98,904	\$104,606	\$108,906	\$112,196	7.3%
Program Amortization		(110,000)		(164,000)	49.1%
Operating Income/(Loss)	<u>764,400</u>	<u> </u>	<u>(94,783)</u>	<u> </u>	
NET CONTRIBUTION					
(FUND PREMIUM)	\$2,897,284	\$2,749,606	\$2,749,606	\$2,853,196	3.8%

Fund: Risk Management
Department: Human Resources

Health Benefits Program

Health Claims Cost

The net contribution to this program from other funds totals \$18,865,671, a decrease of \$235,432 or -1.2%. The contribution to the retiree health care reserve for fiscal year 2023 is \$10,472,000, an increase of \$400,000 from the current fiscal year. The appropriation for claims expense decreases \$744,882 or 8.1% based upon experience. Amortization of an accumulated surplus totals \$806,000 for fiscal year 2023.

HEALTH BENEFITS PROGRAM					
	Actual	Adopted	Estimated	Proposed	Percent
<u>Revenues</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Interest on Investments	\$ 70,683	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	<u>1,344,266</u>	<u>1,363,975</u>	<u>1,363,975</u>	<u>1,063,975</u>	-22.0%
Total Revenues	\$1,414,949	\$1,388,975	\$1,388,975	\$1,088,975	-21.6%
<u>Expenses</u>					
Regular Payroll	\$151,360	\$150,268	\$142,050	\$167,888	11.7%
Education Premium	726	720	720	720	
Office Expense	1,002	2,800	2,800	2,800	
Dues and Travel		500	500	500	
Active Employee Claims	4,342,000	9,215,513	8,684,340	8,470,631	-8.1%
Normal Retirement Cost	9,672,000	10,072,000	10,072,000	10,472,000	4.0%
Life/Long-term Disability	291,811	295,812	298,372	313,291	5.9%
Program Expense	788,613	757,000	1,042,000	1,042,000	37.6%
Stop Loss Insurance	271,664	60,423	173,373	238,187	294.2%
Social Security	11,013	11,042	10,489	12,629	14.4%
Transfer Out	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
Total Expenses	\$15,570,189	\$20,606,078	\$20,466,644	\$20,760,646	0.8%
<u>Other</u>					
Program Amortization		90,000		(806,000)	594.8%
Operating Income/(Loss)	<u>3,037,553</u>		<u>24,434</u>		
NET CONTRIBUTION					
(FUND PREMIUM)	\$17,192,792	\$19,101,103	\$19,101,103	\$18,865,671	-1.2%

Fund: Risk Management
Department: Human Resources

Risk Management Health Reserve

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2019, is \$215,240,000. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2023 resulting in a Town contribution of \$10,472,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the actuarially determined employer contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

Fund: Risk Management
Department: Human Resources

Heart and Hypertension Program

The heart and hypertension program is a self-insured program which provides benefits to public safety employees who incur heart disease or hypertension. The benefits provided include payment of medical bills, a percentage of the employee's average weekly wages and permanent partial incapacity awards for loss of function and death benefits, as determined by the Workers' Compensation Commission. A transfer of \$266,049 from other funds is required to support this program in fiscal year 2023, a decrease of \$29,603. This decrease results from the amortization of accumulated deficit.

HEART AND HYPERTENSION PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
<u>Revenues</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Interest on Investments	\$178,517	\$25,000	\$33,673	\$25,000	
Total Revenues	\$178,517	\$25,000	\$33,673	\$25,000	
<u>Expenses</u>					
Medical Exams	\$	\$10,000	\$8,000	\$10,000	
Insurance Services		8,500	7,000	8,000	-5.9%
Claims Administration	1,043	1,000	3,000	2,000	100.0%
Claims Expense	419,859	200,000	180,000	200,000	
Total Expenses	\$420,902	\$219,500	\$198,000	\$220,000	0.2%
<u>Other</u>					
Allocation of Administration Expense	\$24,726	\$26,152	\$27,227	\$28,049	7.3%
Program Amortization		75,000		43,000	-42.7%
Operating Income/(Loss)	(5,048)		104,098		
NET CONTRIBUTION (FUND PREMIUM)	\$262,063	\$295,652	\$295,652	\$266,049	-10.0%

Fund: Risk Management
Department: Human Resources

Self-Insured Program

The Town utilizes a Self-Insured Retention (SIR) program for general liability, automobile liability and law enforcement liability with a retention level of \$250,000. The Town purchases excess insurance to cover core catastrophic losses. Claims for the SIR program are administered by an outside claims administration firm and actuarial services are procured. The self-insured program's required interfund transfer for fiscal year 2023 is \$1,213,196, an increase of \$327,026 from the prior year. This increase results from an increase in claims and claims administration expense. In order to protect the Town from an unknown liability, the stated goal of the Self-Insurance program is to maintain reserved retained earnings of approximately \$1,000,000.

SELF-INSURED PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
<u>Revenues</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Interest on Investments	\$581,070	\$ 32,000	\$ 82,645	\$ 32,000	
Total Revenues	\$581,070	\$ 32,000	\$ 82,645	\$ 32,000	
<u>Expenses</u>					
Professional Services	\$ 148,514	\$ 20,000	\$39,000	\$ 54,000	170.0%
Claims Administration Expense	154,442	162,000	154,000	174,000	7.4%
Claims Expense	831,246	633,564	763,000	930,000	46.8%
Total Expenses	\$1,134,202	\$815,564	\$956,000	\$1,158,000	42.0%
<u>Other</u>					
Allocation of Administration Expense	\$98,904	\$104,606	\$108,906	\$112,196	7.3%
Program Amortization		(2,000)		(25,000)	1,150.0%
Operating Income/(Loss)	544,220		(96,091)		
NET CONTRIBUTION					
(FUND PREMIUM)	\$1,196,256	\$866,170	\$886,170	\$1,213,196	36.9%

Fund: Risk Management
Department: Human Resources

Insured Program

The insured program includes premiums paid for insurance coverages that are in excess of the self-insured retention. The insured program also includes premiums paid for coverage that the Town and Board of Education elect not to self-insure. These include special events, cyber, sports accidents, surety bonds, and property. An interfund transfer of \$1,595,253 will be required in fiscal year 2023 to meet the costs of the insured program, a decrease of \$173,899 or -9.8%. This variance is due to the estimated cost of property insurance offset by the amortization of accumulated surplus for this program of \$50,000 in 2023.

INSURED PROGRAM					
	Actual	Adopted	Estimated	Proposed	Percent
<u>Expenses</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Purchased Insurance	\$1,515,691	\$1,652,000	\$1,719,809	\$1,617,204	-2.1%
Total Expenses	\$1,515,691	\$1,652,000	\$1,719,809	\$1,617,204	-2.1%
<u>Other</u>					
Allocation of Administration Expense	\$24,726	\$26,152	\$27,227	\$28,049	7.3%
Program Amortization		91,000		(50,000)	-154.9%
Operating Income/(Loss)	(46,853)		22,116		
NET CONTRIBUTION					
(FUND PREMIUM)	\$1,493,564	\$1,769,152	\$1,769,152	\$1,595,253	-9.8%

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Employee Contributions	\$ 3,303,014	\$ 3,270,000	\$ 3,200,000	\$ 3,209,000
Interest Income	735			
Pension Buyback				
Trust Fund Contribution	9,100,000	9,289,800	9,753,400	29,834,006
Transfer In	<u>25,439,484</u>	<u>26,919,077</u>	<u>26,919,077</u>	<u>7,248,000</u>
Total Revenues & Other Resources	\$37,843,233	\$39,478,877	\$39,872,477	\$40,291,006

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Human Resources –				
Administration	\$ 873,899	\$ 603,877	\$ 737,171	\$ 763,215
Regular Payments	35,782,304	37,500,000	37,610,306	38,002,791
Survivor Payments	1,432,110	1,350,000	1,500,000	1,500,000
Pension Refunds	<u>133,386</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$38,221,699	\$39,478,877	\$39,872,477	\$40,291,006

DEPARTMENT OF HUMAN RESOURCES

PENSION OPERATING FUND

MISSION

It is the mission of the Pension Fund to provide for the pension payments earned by employees according to the individual provisions of their union contract and other Employee/Town agreements. The Pension Fund operates as a trust fund, and is an unbudgeted fund independent from the General Fund. Information on the Pension Fund is included to provide support for expenditures in budgeted funds. The Fund is actuarially evaluated on an annual basis to ensure that it has adequate assets to meet the current and future needs of the Pension Plan.

**BUDGET SUMMARY
DEPARTMENT OF HUMAN RESOURCES**

	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Wages & Salaries	\$ 132,702	\$ 133,997	\$ 66,081	\$ 144,214	\$ 144,100	7.5%
Operating Expense	604,979	336,200	140,233	458,495	483,860	43.9%
Fringe Benefits	37,484,018	39,008,680	19,872,677	39,269,768	39,663,046	1.7%
TOTAL	\$38,221,699	\$39,478,877	\$20,078,991	\$39,872,477	\$40,291,006	2.1%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
<u>Full-Time Positions:</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	1	1	1	1	1
TOTAL	1.6	1.6	1.6	1.6	1.6

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2023 Pension Fund budget increases \$812,129, or 2.1%, over the prior year. This increase is primarily the result of anticipated benefit payments to retired employees under the terms of the Town's Pension Plan. Operating expenses increase primarily due to increased investment management fees, which vary based on incentive fees. The budget reflects estimated merit and cost-of-living adjustments for full-time employees.

ANNUAL BUDGET 2022-2023

Fund: Pension Operating Fund
Department: Human Resources

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Revenues:						
Employee Contributions	\$3,303,014	\$3,270,000	\$ 24,011	\$3,200,000	\$3,209,000	-1.9%
Interest Income	735		149			
Pension Buyback						
Trust Fund Contribution	9,100,000	9,289,800	5,700,000	9,753,400	29,834,006	221.1%
Transfer In	<u>25,439,484</u>	<u>26,919,077</u>	<u>13,459,539</u>	<u>26,919,077</u>	<u>7,248,000</u>	-73.1%
Total Department	\$37,843,233	\$39,478,877	\$19,183,699	\$39,872,477	\$40,291,006	2.1%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Expenditures:						
Regular Payroll	\$ 131,673	\$ 132,977	\$ 65,639	\$ 143,194	\$ 143,080	7.6%
Temporary Payroll						
Education Premium Pay	1,029	1,020	442	1,020	1,020	
Office Expense	2,342	3,750	603	3,750	3,550	-5.3%
Dues and Travel		850		800	800	-5.9%
Professional Services	599,841	325,500	137,772	450,000	475,500	46.1%
Office/Minor Equipment	951	4,000		2,000	2,000	-50.0%
Meals		50	43	100	50	
Information Technology	1,785	1,900	1,785	1,785	1,900	
Telecommunications	60	150	30	60	60	-60.0%
Social Security	9,675	9,936	4,908	10,718	10,793	8.6%
Pension Payments	37,351,640	38,875,000	19,824,413	39,135,306	39,528,916	1.7%
Pension Expense	55,086	57,042	28,521	57,042	57,042	
Risk Management						
Expense	30,586	29,671	14,836	29,671	29,264	-1.4%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	\$38,221,699	\$39,478,877	\$20,078,992	\$39,872,477	\$40,291,006	2.1%

Fund: Pension Operating Fund**Department: Human Resources**Pension Trust Fund

The ultimate cost, or liability, of a pension plan is directly correlated with the level of benefits promised by the plan. The benefits and expenses paid by the plan are offset by employee contributions and investment earnings to determine the net cost to the Town. The actuarial valuation measures this cost and distributes it over the working lifetime of current plan participants. The process utilized to determine the projected cost involves allocating costs to past and future years, as well as the current year. The valuation determines the Actuarially Determined Employer Contribution (ADEC), which is the amount the Town must contribute to the plan in a particular fiscal year.

On January 26, 2021 the Town Council authorized the issuance of not to exceed \$365M in Pension Obligation Bonds (POB) and the creation of a Pension Bonds Reserve Fund. The reserve fund would be used to shield the Town from contribution volatility by absorbing any year-over-year increase in the ADEC of more than 5%%. For example, a year over year ADEC increase of 4% would mean that the Town's budgeted contribution would increase by 4%. A year over year ADEC increase of 6% would trigger the use of the reserve fund and the Town's budgeted contribution would increase by 5% and the reserve fund would contribute the balance due for the ADEC payment that year. As long as the pension plan remains modestly overfunded (up to 150% funded ratio) the Town would continue to fund the ADEC on an annual basis. If the funded ratio in the pension trust were to ever exceed 150%, the pension reserve fund policy would identify what action could be taken, which could include paying down a portion of the bond principal or offsetting a portion of the annual ADEC.

On June 24, 2021, the Town issued \$324.3M of POB's resulting in a fully funded pension plan. The bond repayment schedule is based on level principal and interest, therefore eliminating any future fluctuation based on higher coupon rates in later years. The TIC (True Interest Cost) achieved, on a taxable basis, was 2.539%. Based on preliminary information provided by the Town's Actuary, Milliman, the infusion of the POB proceeds in to the pension trust resulted in a projected actuarial value of assets of \$592.6M. The actuarial liability projected is \$584.1M, resulting in an excess of \$8.5M or a funded ratio of 101.5%. The bond repayment schedule and the pension liability amortization period are both 25 years.

For FY 2023, the debt service on the bonds is \$17,661,915 and the (ADEC) is \$7,248,000 for a total pension liability of \$24,909,915. The discount rate assumed is 6.25%. This compares extremely well to the ADEC the Town would have been required to pay (\$26,919,077) if the POB's were not issued.

The Town budgeted \$26,919,077 as the ADEC for FY 2022, should the POB sale not take place. Since the POB sale was executed, the pension bond proceeds that were deposited in to the pension trust, more than satisfied the ADEC for FY 2022. The \$26,919,077, not needed to satisfy the ADEC was then deposited into the POB reserve fund for possible future use as described earlier in this section.

DEPARTMENT: HUMAN RESOURCES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2021-22	Proposed 2022-2023
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources*	0.8	0.8	0.8	0.8	0.8
Human Resource Specialist	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
TOTAL GENERAL FUND	3.2	3.2	3.2	3.2	3.2
<u>PENSION FUND</u>					
Assistant Director of Human Resources*	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	1	1	1	1	1
TOTAL PENSION FUND	1.6	1.6	1.6	1.6	1.6
<u>RISK MANAGEMENT FUND</u>					
Executive Director of Human Resources*	0.1	0.1	0.1	0.1	0.1
Assistant Director of Human Resources*	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst					
Senior Staff Assistant					
Risk Management Coordinator	1	1	1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	1	1	1	1	1
TOTAL RISK MANAGEMENT FUND	3.7	3.7	3.7	3.7	3.7
TOTAL HUMAN RESOURCES	8.5	8.5	8.5	8.5	8.5

*The Executive Director of Human Resources has been appointed to Interim Town Manager. The Assistant Director of Human Resources has been appointed the Acting Director of Human Resources.

FIRE DEPARTMENT**MISSION**

The mission of the West Hartford Fire Department is to provide superior emergency service to the citizens of West Hartford. This mission will be accomplished by utilizing the latest industry technology, state of the art training, sound fiscal policy and effective resource management.

The Fire Department's primary goals are to:

- Improve the quality of life for the citizens of West Hartford through education in methods of preventing fires and the development of fire safety attitudes.
- Provide the most efficient and cost effective delivery of emergency service.
- Improve the quality of life through fair and consistent code enforcement.
- Investigate all major fires and those of incendiary origin for education and prosecution purposes.
- Ensure that our personnel are highly trained in the areas of technical, human and conceptual skills.
- Serve as our Town's first line of defense against natural and man-made disasters.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ At year-end, we responded to 9,670 incidents continuing pandemic virus conditions and several high-impact weather events with a high-degree of customer satisfaction.
- ✓ Maintained a Town-wide ICS system, Executive Policy Group, and recovery committees to manage the COVID 19 pandemic.
- ✓ Maintained a very successful and innovative Public Safety COVID 19 testing program that expanded to critical key Town employees and developed a rapid testing strategy for the upcoming year.
- ✓ Coordinated and executed the Town's public rapid test kit and N95 distribution plans, successfully delivering supplies to various stakeholders.
- ✓ Continued negotiations with American Medical Response (AMR) to obtain a contract to provide ambulance service with expectations and metrics.
- ✓ Successfully obtained new EMS revenue recovery vendor resulting in a 1% decrease in Town costs.
- ✓ Worked in collaboration with the Police Department to improve the efficiency of the EMS system by transferring the primary first responder duties to the Fire Department.
- ✓ Successfully implemented a new firefighter annual physical program.
- ✓ Completed an Insurance Service Organization re-evaluation, maintaining the Town's ISO rating (Class 2x).
- ✓ Maintained deployment of new lighter-duty EMS units, greatly improving the safety and efficiency of our quick-response fleet.
- ✓ Secured a significant Federal training grant for supervisors (\$385k) and several smaller grants to support firefighter safety (bailout kits), fire marshal equipment, and emergency management functions.
- ✓ Changed entry-level employee requirements to expand the size and diversity of the applicant pool. Successfully onboarded 12 new employees from a variety of different backgrounds.
- ✓ Continued a voluntary review process with OSHA to ensure the department is operating within federal safety regulations.
- ✓ Re-started the inactive Town Citizen Emergency Response Team (CERT) with two initial classes given with over 60 residents completing basic training and then delivering over 1,000 hours of donated time to the Town.
- ✓ Continued and supported several drive-through flu-clinics and C19 vaccination clinics with the Health District.
- ✓ Improved the existing partnership with the American Red Cross to provide regional shelter capabilities to the Town.

- ✓ Participated in Active Shooter Drill for Town Hall Employees and developed After Action Report.
- ✓ In conjunction with Risk Management, upgraded all automatic external defibrillators in Town facilities, provided training in hands-only CPR, and Stop the Bleed to Town Hall employees.
- ✓ Assisted with first Public Safety Day and a fire extinguisher turn-in.
- ✓ In collaboration with Information Technology, obtained funding for security upgrades to fire stations and created an installation plan to occur in CY2022.
- ✓ Developed relationship and partnership with Department of Emergency Management and Homeland Security (DEMHS) to designate West Hartford as one of five host communities for evacuees, bringing in new training and funding to support response in the event of a radiological emergency.
- ✓ Working with the WHPS system to develop a preparedness capstone project based on the CERT training curriculum.
- ✓ Improved public information brochures for use by residents ahead of disasters or weather events.
- ✓ Completed and updated the Local Emergency Operation Plan.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Continue to increase the number of statutorily required inspections, especially for residential occupancies.
- ❖ Reduce the number of follow up inspections, especially at licensed facilities, by educating facilitator's and managers about required testing and documentation maintenance.
- ❖ Finalize an ambulance service contract with American Medical Response.
- ❖ Assist with finalizing and closing out the public safety radio upgrade project and onboarding a new Communications Manager.
- ❖ Continue to build the Town's Emergency Management Program and expand the use of the CERT Team.
- ❖ Improve hiring strategies to diversify the candidate pool, and invest in longer- term strategies to find and attract employees.
- ❖ Continue to reinforce virtual fire prevention programs and public service announcements being utilized by the Board of Education and other visitors to West Hartford Fire Department website.
- ❖ Develop the written Host Community Program and prepare for a CY2023 community drill.
- ❖ Revise and update the Local Emergency Operations Plan.

FIRE DEPARTMENT

BUDGET SUMMARY

	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
<u>Revenues:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Intergovernmental	\$18,360	\$	\$	\$	\$	
Licenses & Permits	435,811	415,000	254,434	450,000	440,000	6.0%
Charges for Services	721,538	750,000	378,740	750,000	910,000	21.3%
Miscellaneous Revenue	<u>224</u>	<u>250</u>	<u></u>	<u>125</u>	<u>250</u>	
TOTAL	\$1,175,933	\$1,165,250	\$633,174	\$1,200,125	\$1,350,250	15.9%
<u>Expenditures:</u>						
Wages & Salaries	\$12,676,424	\$11,610,897	\$5,815,610	\$12,131,902	\$11,865,004	2.2%
Operating Expense	966,858	1,453,472	743,376	1,445,876	1,531,938	5.4%
Social Security	<u>204,731</u>	<u>189,683</u>	<u>92,008</u>	<u>185,253</u>	<u>202,746</u>	6.9%
TOTAL	\$13,848,013	\$13,254,052	\$6,650,994	\$13,763,031	\$13,599,688	2.6%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
<u>Full-Time Positions:</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
General Fund	<u>93</u>	<u>93</u>	<u>93</u>	<u>93</u>	<u>93</u>
TOTAL	93	93	93	93	93

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$345,636 or 2.6% in fiscal year 2023. Wages and salaries increase \$254,107. The increase represents estimated merits for eligible employees and an increase in temporary payroll in the Emergency Management division. The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement. Operating expense reflects an increase of \$78,466. The primary increase is related to recruits to the Fire Academy (\$28,000), additional CERT expenses (\$6,200), a Battalion Chief Assessment Center Test (\$10,000) and CPI increases in utilities and supplies. The Social Security adjustment reflects estimated cost based upon wages and withholdings.

MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ 224	\$ 250	\$	\$ 125	\$ 250	
TOTAL	\$ 224	\$ 250	\$	\$ 125	\$ 250	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$396,949	\$359,781	\$120,129	\$356,843	\$395,715	10.0%
Temporary Payroll					18,000	100.0%
Overtime	3,619	2,500		3,002	2,500	
Education Premium Pay	725	720	312	720	720	
Office Expense	10,183	13,111	6,466	12,245	13,111	
Dues and Travel	4,923	6,535	1,408	4,535	6,535	
Professional Services	14,208	66,150	16,770	45,000	76,150	15.1%
Uniforms & Laundry	714	2,250	1,179	2,250	2,250	
Information Technology	42,783	41,371	23,433	41,371	41,371	
Telecommunications	12,225	27,083	6,137	27,083	27,083	
Social Security	29,072	27,891	11,855	24,409	30,373	8.9%
TOTAL	\$515,401	\$547,392	\$187,689	\$517,458	\$613,808	12.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Fire Chief	0.8	0.8	1	1	1
Assistant Fire Chief	1	1	1	1	1
Office Operations Specialist				1	1
Executive Assistant*	<u>1</u>	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>
TOTAL	2.8	2.8	3	3	3

* In fiscal year 2022 the Executive Assistant position was reclassified to Office Operations Specialist.

MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds the Fire Chief, an Assistant Fire Chief and an Office Operations Specialist.

Temporary Payroll: This appropriation was added in fiscal year 2023 to support administrative functions.

Overtime: Funding for overtime for the Department's Office Operations Specialist to ensure the administrative functions are performed in a timely manner, especially those associated with payroll and financial information in a significant department with only one administrative staff position.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation funds all office supplies, printing costs and postage for the Management division.

Dues and Travel: This budget covers professional memberships in order to maintain access to professional knowledge and certifications. Also included is the cost of required certification and professional training.

Professional Services: This budget is for required entry and annual physicals (OSHA required physicals, hazardous material team physicals, annual respiratory exams and DOT required exams). This line also finances new employee hiring costs such as background investigations and psychological exams. In fiscal year 2023 the increase represents a Battalion Chief Assessment Center Test.

Uniforms & Laundry: This appropriation covers uniform repair and maintenance costs for the Fire Chiefs.

Information Technology: This budget is for the software maintenance costs for Nexgen and Priority Dispatch software. Additionally, this line finances a staffing program (Telestaff) which increases the efficiency of daily hiring practices and provides for more analysis and tracking of personnel activity.

Telecommunications: This appropriation funds costs associated with the desktop telephone services for maintenance and circuits and cell phone costs.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

EMERGENCY MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$ 6,027	\$	\$	\$	\$	
TOTAL	\$ 6,027	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$9,624	\$	\$	\$	\$	
Temporary Payroll	64,615	30,834	31,547	65,664	103,868	236.9%
Office Expense	184	2,200	2,120	4,700	8,400	281.8%
Office Equipment	1,395	2,000	1,443	2,000	2,000	
Information Technology	19,160	20,000	19,160	20,000	20,000	
Telecommunications		3,400	1,150	3,400	3,400	
Social Security	<u>1,466</u>	<u>865</u>	<u>640</u>	<u>2,158</u>	<u>7,946</u>	818.6%
TOTAL	\$96,444	\$59,299	\$56,060	\$97,922	\$145,614	145.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Fire Chief*	<u>0.2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	0.2	-	-	-	-

* This position was transferred to the Management Division in fiscal year 2021.

EMERGENCY MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: In fiscal year 2021, a portion of the Fire Chief's position was transferred to the Management Division.

Temporary Payroll: This appropriation funds the emergency management preparedness planning. Included in temporary payroll is a part-time Emergency Manager Program Specialist (Deputy Emergency Manager). The increase in fiscal year 2023 includes a student intern and two additional temporary Department of Emergency Management positions to assist with the pandemic and the tropical storms the Town has faced recently. The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement.

Office Expense: This appropriation covers the office supplies, printing and postage costs for the division. The increase in fiscal year 2023 represents expenses related to the Citizen Emergency Response Team (CERT).

Office Equipment: This appropriation minor office equipment for emergency management.

Information Technology: The appropriation is for the maintenance of the Everbridge Notification System, used for citizen and employee notifications.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance and circuits, cell phone costs, and call back.

Social Security: This appropriation is for required Federal payments based upon actual wages paid. An increase represents proper funding for temporary payroll.

ANNUAL BUDGET 2022-2023

FIREFIGHTING DIVISION

SUMMARY OF REVENUES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Intergovernmental	\$ 12,333	\$ _____	\$ _____	\$ _____	\$ _____	
TOTAL	\$ 12,333	\$ _____	\$ _____	\$ _____	\$ _____	

SUMMARY OF EXPENDITURES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$7,645,678	\$7,649,394	\$3,369,999	\$7,854,711	\$7,824,421	2.3%
Overtime	3,134,397	2,121,612	1,745,840	2,446,577	2,121,612	
Holiday	446,120	462,643		469,530	434,772	-6.0%
Education Premium Pay	23,006	16,000	10,258	16,000	19,000	18.8%
Office Expense	1,517	2,000	418	2,110	2,000	
Minor Equipment	15,272	31,500	5,168	26,500	31,500	
Uniforms & Laundry	77,201	159,820	64,213	148,500	159,820	
Education Tuition Reimbursement	10,478	10,000	3,874	7,000	10,000	
Utilities		195,020	97,510	194,320	201,260	3.2%
Operating Expense-Misc.	93	4,110		2,000	4,110	
Maintenance & Repairs		14,500	80	10,500	14,500	
Miscellaneous Supplies	7,645	7,500	7,234	9,000	7,500	
Social Security	156,746	139,911	73,645	145,205	153,851	10.0%
TOTAL	\$11,518,153	\$10,814,010	\$5,378,239	\$11,331,953	\$10,984,346	1.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter*	40	40	40	40	40
TOTAL	84	84	84	84	84

* Two Firefighter positions are authorized but unfunded in fiscal year 2022.

FIREFIGHTING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation fully funds Firefighting division positions, as detailed, and includes merit increases, as applicable. In addition, contractual stipends for hazardous material certification are budgeted in this line. This increase includes contractual obligations.

Overtime: This appropriation covers overtime costs in the firefighting division. Overtime is incurred for various reasons such as the training or personnel and administrative assignments but is predominately used to cover vacant positions from either retirement or the use of accrued leave. A larger driver of overtime is the minimum daily staffing provision in the collective bargaining contract (21) in comparison to the amount of FTE fire personnel scheduled and assigned to shifts (21).

Holiday Pay: Reflects the cost of twelve (12) days of holiday pay per employee in lieu of actual days off.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree.

Office Expense: Reflects level funding for office supplies.

Minor Equipment: Includes funding for hazardous materials equipment, rescue equipment, hose and hand line supply equipment, and miscellaneous firefighting equipment as needed.

Uniforms & Laundry: This appropriation funds the cost of small safety items such as gloves, flash hoods, and safety goggles. Additionally, the bulk of this line funds the initial and replacement costs of personal protective equipment needed for each firefighter (bunker coats, bunker pants and helmets). Further, this line accounts for repair of protective equipment, contractually required safety shoes as well as uniform procurement and repair.

Education Tuition Reimbursement: Represents contractual funding to cover 75% of each employee's approved tuition costs up to a cap of \$1,000 per employee and \$10,000 in total (promulgated in the collective bargaining agreement).

Utilities: This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission (MDC).

Operating Expense-Miscellaneous: This appropriation covers unanticipated costs in firefighting operations.

Maintenance & Repairs: Covers small equipment repair on items such as meters, monitors, and various electrical devices.

Miscellaneous Supplies: This appropriation funds miscellaneous supplies, as necessary.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES AND INDICATORS

(Calendar Year)

<u>Fire Call Volume</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>
Number of Fire Related Calls	179	184	183	176	165
Number of Emergency Medical/ Rescue Calls	6,781	6,360	7,101	6,284	6,381
Number of False Alarms	895	909	847	833	976
Mutual Aid	26	15	15	20	13
Number of Hazardous Material Calls	150	420	532	698	188
Number of Other Calls for Service	<u>1,149</u>	<u>1,618</u>	<u>1,357</u>	<u>1,271</u>	<u>1,947</u>
Total Calls	9,180	9,506	10,035	9,282	9,670

EMERGENCY MEDICAL SERVICES DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$721,538	\$750,000	\$378,740	\$750,000	\$760,000	
Paramedic Intercept					150,000	100.0%
TOTAL	\$721,538	\$750,000	\$378,740	\$750,000	\$910,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$65,728	\$109,646	\$ 46,038	\$99,526	\$101,387	-7.5%
Stipends	175,581	162,600	125,459	162,600	160,932	-1.0%
Overtime	66,050	40,900	1,818	20,000	40,900	
Holiday	7,030	7,303		6,571	6,571	-10.0%
Office Expense		2,000		2,000	2,000	
Dues and Travel	3,875	8,680	2,945	8,680	8,680	
Training	9,206	30,375	14,850	30,375	30,375	
Professional Services	94,948	115,667	40,553	115,667	115,667	
Information Technology		24,862		24,862	24,862	
Telecommunications	4,397	5,600	782	4,600	5,600	
Maintenance & Repairs	19,952	16,457	988	16,457	16,457	
Miscellaneous Supplies	128,099	148,079	100,335	148,079	148,079	
Social Security	2,609	3,958	733	3,552	2,203	-44.3%
TOTAL	\$577,475	\$676,127	\$334,501	\$642,969	\$663,713	-1.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Fire Lieutenant - Support Services	1	1	1	1	1
TOTAL	1	1	1	1	1

EMERGENCY MEDICAL SERVICES DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Beginning in fiscal year 2020, this appropriation funds the salary of a Lieutenant of Support Services. The decrease represents a retirement of a Senior Lieutenant and a transferred Lieutenant at a lower salary.

Stipends: This appropriation funds paramedic stipends based upon the anticipated number of paramedics and the appropriate step payment, per the collective bargaining agreement.

Overtime: Funding for overtime is included to fund annual paramedic recertification.

Holiday Pay: Reflects the cost of twelve (12) days of holiday pay in lieu of actual days off.

Office Expense: This appropriation funds supplies and office equipment for the EMS division.

Dues and Travel: This appropriation funds the re-licensure training costs for paramedics.

Training: These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes a simulation center.

Professional Services: This line funds the costs for a contracted billing service based on anticipated revenue, as well as maintenance and service contracts for equipment specific to the paramedic program. In addition, this line funds an existing contract with a consultant who provides quality assurance and review relative to the Town's paramedic services program.

Information Technology: Funds ESO Solutions fire and EMS (patient) reporting software. The increase is for access to the old Fire/EMS reporting software which was not budgeted in prior years.

Telecommunications: This appropriation funds the mobile internet service cost for tablets (patient care reporting) and modems for electrocardiograms.

Maintenance & Repairs: Includes funding for paramedic equipment maintenance and repairs.

Miscellaneous Supplies: Reflects funding for medical supplies and medications, oxygens and gases, and medical waste costs.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PREVENTION DIVISION

SUMMARY OF REVENUES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Fire Occupancy/Use Permits	\$94,471	\$100,000	\$58,375	\$100,000	\$100,000	
Fire Plan Review Fees	<u>341,340</u>	<u>315,000</u>	<u>196,059</u>	<u>350,000</u>	<u>340,000</u>	7.9%
TOTAL	\$435,811	\$415,000	\$254,434	\$450,000	\$440,000	6.0%

SUMMARY OF EXPENDITURES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$284,698	\$348,094	\$250,326	\$326,031	\$338,990	-2.6%
Temporary Payroll	24,174	22,870	12,575	22,870	25,096	9.7%
Overtime	11,287	30,000	4,599	30,000	30,000	
Education Premium Pay					2,500	100.0%
Office Expense	5,764	10,509	3,800	9,509	11,509	9.5%
Dues and Travel	265	310	303	310	1,280	312.9%
Training	511	1,150		750	2,150	87.0%
Office Equipment	1,903	2,500	285	2,500	4,000	60.0%
Uniforms & Laundry	3,035	3,000		3,000	4,500	50.0%
Information Technology	1,890				200	100.0%
Miscellaneous Supplies	9,901	13,000	5,724	13,000	13,000	
Social Security	<u>10,594</u>	<u>13,455</u>	<u>3,797</u>	<u>6,694</u>	<u>4,853</u>	-63.9%
TOTAL	\$354,022	\$444,888	\$281,409	\$414,664	\$438,078	-1.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2021-22</u>	<u>Proposed 2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Assistant Fire Chief	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Fire Inspector	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects salaries and benefit elections for an Assistant Chief, one Deputy Fire Marshal and one Fire Inspector position. The decrease in fiscal year 2023 represents a retirement of a Senior Assistant Chief and a replacement Assistant Chief at a lower salary.

Temporary Payroll: This appropriation includes funding for hours necessary to administer Fire Occupancy/Use Permits.

Overtime: This appropriation funds overtime needed for fire investigations, fire inspection and fire prevention education activities.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree.

Office Expense: This appropriation covers office supplies, printing/copying and postage costs. In addition, new handbooks, codes, and code subscriptions will be purchased. A CPI increase is included.

Dues and Travel: This appropriation is for dues for fire prevention professional organizations. The increase is related to providing three (3) certified staff in the fire marshal's office with professional development opportunities.

Training: These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes simulation center.

Office Equipment: The appropriation is used to purchase fire investigation supplies and evidence collection equipment. The purchase of prevention equipment such as fire extinguisher refills, four (4) gas meters, tools, and batteries are also included in this appropriation.

Uniforms & Laundry: This appropriation covers three (3) employees uniform repair and maintenance costs and is increased to provide for a fully-staffed office.

Information Technology: This appropriation is for maintenance for BluBeam Review software.

Miscellaneous Supplies: This line funds the purchase of online NFPA access to codes (required for fire marshal activities) and updated professional material for fire safety education programs.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES AND INDICATORS

(Fiscal Year)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Total Cases</u>	1,443	1,542	1,018	1,328	1,446
<u>Statutory Inspections</u>					
Annual	193	133	93	227	606
Licensing	137	157	134	134	153
Re-inspections	126	71	42	24	23
Consultations	75	92	31	103	47
Modifications	18	30	45	3	2
Complaints	13	25	12	41	52
Court	<u>5</u>	<u>13</u>	<u>—</u>	<u>—</u>	<u>—</u>
	567	521	357	532	883
<u>New Construction</u>					
Plans Review	392	431	337	378	315
Inspections	142	142	97	100	72
Cert. of Occ.	<u>72</u>	<u>50</u>	<u>47</u>	<u>22</u>	<u>26</u>
	606	623	481	500	413
<u>Miscellaneous</u>	270	398	180	296	150

STATION OPERATIONS & MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 597	\$ 2,500	\$	\$ 1,000	\$ 2,500	
Utilities	104,659	100,730	50,366	100,730	109,696	8.2%
Telecommunications	21,864	8,110	11,200	21,000	21,000	61.4%
Building/Grounds Maintenance	<u>36,748</u>	<u>48,500</u>	<u>18,166</u>	<u>45,600</u>	<u>48,500</u>	
TOTAL	\$163,868	\$159,840	\$79,732	\$168,330	\$181,696	12.0%

STATION OPERATIONS & MAINTENANCE – BUDGET AND PROGRAM HIGHLIGHTS

Office Expense: This appropriation funds supplies necessary for each of the five fire stations.

Utilities: **Electricity** – The contribution to the Utilities Services Fund for the cost of electrical service to each of the five fire stations is revised based upon consumption and rates.

Natural Gas – This appropriation covers the cost of natural gas at all stations, and is revised based upon consumption and rates.

Water – Covers the cost of water service to each of the five fire stations.

Telecommunications: Covers the cost of telephone service to fire stations.

Building/Grounds Maintenance: This appropriation covers the cost of maintenance (door repair, furnace repairs, etc.), and the cost of expendable supplies used in the stations (paper products, cleaners, etc.).

EQUIPMENT OPERATIONS & MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$95,882	\$98,084	\$28,471	\$97,576	\$98,351	0.3%
Overtime	5,627	12,000	773	8,000	12,000	
Office Expense		500	44	500	500	
Training	1,150	2,500		1,200	2,500	
Minor Equipment	4,919	6,000	2,546	5,000	6,000	
Vehicles & Equipment Expense	219,647	236,129	158,567	236,129	236,129	
Social Security	<u>1,422</u>	<u>1,597</u>	<u>391</u>	<u>1,469</u>	<u>1,652</u>	3.4%
TOTAL	\$328,647	\$356,810	\$190,793	\$349,874	\$357,132	0.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2021-22</u>	<u>Proposed 2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

EQUIPMENT OPERATIONS & MAINTENANCE DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects salary for the Fire Mechanic position.

Overtime: This appropriation covers call backs due to alarm support activity and emergency repairs to fire apparatus during non-business hours.

Office Expense: This appropriation covers office supplies, printing/copying and postage costs. In addition, new handbooks, codes, and code subscriptions will be purchased.

Training: These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes simulation center.

Minor Equipment: An appropriation for tools, jacks and diagnostic equipment for the maintenance division.

Vehicle & Equipment Maintenance: This appropriation covers the costs for fuel (\$76,000) and vehicle maintenance (\$160,129) for all department vehicles.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

TRAINING DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$180,648	\$122,481	\$56,636	\$121,595	\$125,669	2.6%
Overtime	26,482	5,000	9,962	14,305		-100.0%
Holiday Pay	7,871	8,435		8,581		-100.0%
Education Premium Pay	633		867	1,200	2,000	100.0%
Office Expense	1,512	2,550	1,981	3,200	2,550	
Training	34,232	20,000	55,859	60,000	48,000	140.0%
Professional Services		12,000		6,000	12,000	
Office Equipment	21,331	3,300	1,130	3,300	3,300	
Information Technology	18,473	19,914	15,189	19,914	19,914	
Social Security	<u>2,821</u>	<u>2,006</u>	<u>947</u>	<u>1,766</u>	<u>1,868</u>	-6.9%
TOTAL	\$294,003	\$195,686	\$142,571	\$239,861	\$215,301	10.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Battalion Chief – Training	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects the salary for the Battalion Chief of Fire Training.

Overtime: This appropriation covers the cost of overtime for required night or weekend training programs and alarm activity and has been eliminated in fiscal year 2023.

Holiday Pay: Reflects the cost of twelve (12) days of holiday pay in lieu of actual days off. This appropriation is eliminated in fiscal year 2023 as it is given to employees that work over forty hours per week only.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree.

Office Expense: This appropriation covers office supplies, printing/copying training documents and postage costs.

Training: This appropriation reflects expenditures related to maintaining the skill levels of firefighting personnel including leadership, general firefighting, apparatus operation, emergency medical training, hazardous material training, and extrication skills. The increase in the appropriation for fiscal year 2023 allocates funding for new recruits to attend the Fire Academy.

Professional Services: This line item covers the cost of outside expert instruction in emergency medical services, other technical skill areas and emergency medical technician refreshers.

Office Equipment: Funding for minor training equipment (tools and appliances).

Information Technology: This appropriation funds software costs for online training.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

DEPARTMENT: FIRE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2021-22	Proposed 2022-2023
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	2	2	2	2
Office Operations Specialist				1	1
Executive Assistant**	1	1	1		
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Deputy Fire Marshal	1	1	1	1	1
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter*	40	40	40	40	40
Fire Lieutenant - Support Services	1	1	1	1	1
Fire Inspector	1	1	1	1	1
Fire Battalion Chief - Training	1	1	1	1	1
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	93	93	93	93	93

* Two Firefighter positions were authorized but unfunded in fiscal year 2022.

**Position reallocated to an Office Operations Specialist during fiscal year 2022.

POLICE DEPARTMENT**MISSION**

The West Hartford Police Department, in active collaboration with our community, will work to improve the quality of life and safety of the public. This mission will be accomplished by providing professional, high quality police services and treating everyone with fairness and respect.

The Police Department's primary goals are:

- To provide prompt and professional response to medical emergencies, vehicular accidents or crimes reported in West Hartford.
- To work in cooperation with residents, business owners, interest groups and other Town agencies to maintain the high standards for which this community is known.
- To further the professionalism of law enforcement as a whole.
- To deliver a high level of service in the most cost efficient manner possible.
- To maintain the perception of safety among residents and visitors to the Town.

HIGHLIGHTS & ACCOMPLISHMENTS 2021-2022**Program Analysis**

The West Harford Police Department reviewed the programs and services provided to the community. As the primary law enforcement agency, all activities are either directly related to public safety or part of an effort to reduce crime and enhance public confidence in the department. An ongoing review of the agency policies and procedures has been underway during the 2021-2022 fiscal year to ensure compliance with statewide mandates and the pursuit of State accreditation. The department Drone program was expanded to include supporting large scale Town events, serious accident scenes and crime scene investigation applications. With the statewide increase in car thefts and car break-ins, the department joined a regional violent crime/auto theft task force which proved to be very successful in criminal arrests and stolen vehicle recovery in West Hartford and the surrounding towns.

Significant efforts were undertaken during the 2021-2022 fiscal year in developing protocols to comply with HB6004 /Public Act No.20-1, as such, a vendor and equipment associated with body worn and vehicle dash camera systems was selected, with the acquisition of equipment, training and implementation occurring this fiscal year. The mandated drug and psychological testing for sworn personnel is ongoing. As such, we have already administered 46 drug tests and 30 psychological exams, with all personnel examined successfully passing. In addition, the new Citizen Police Review Board was selected, trained and oriented to their new oversight duties. Fourteen (14) new use of force Trainers were certified within the department to provide instruction to every sworn member, consistent with the State's new guidelines.

Pandemic Operations

Due to the Covid-19 Pandemic, and to curb the transmission of disease, many of the department protocols, services and responses were adjusted to provide for enhanced safety of our personnel and the community we serve. Such measures included constant personal protective equipment (PPE) use, decontamination of vehicles and facilities, as well as increased utilization of technology.

- ✓ As a result of the pandemic, a Telephone Response Unit (TRU) was developed and implemented for handling some calls for service to reduce some direct person to person contact while still providing high quality service.
- ✓ The department continued its own PCR COVID testing program in conjunction with the Health Department, Fire Department, and Jackson Laboratory.

Additional Revenue

- ✓ Awarded over \$142,000 in grant funding for DUI & Distracted Driving and Seat Belt Enforcement.
- ✓ With the first full calendar year of the department Supernumerary Program, the Town has realized a net revenue of \$198,225.

Community Outreach

- ✓ Even with a difficult holiday season, the department collected over 1,000 toys and \$1,000 in cash donations for the community.
- ✓ Continued the department video sharing program with the community to improve solvability of crimes.
- ✓ As of January 2022 our Prescription Drug Box Program has collected 312.8 lbs. thus far this fiscal year.

Social Media

- ✓ The Police Department's Facebook account has seen a 75.7% increase in activity over the past year. Our Instagram interaction is up 63.8%. We have increased our Facebook followers to 7,400. We have had an increase of over 300 followers on Twitter with almost 400,000 views this year.

Accreditation

- ✓ Complete Tier I State Accreditation process.

FISCAL YEAR 2023 GOALS & OBJECTIVES**Anticipated Trends and Key Issues:**

- ❖ Department will continue to face challenges in recruitment. Multiple retirements are upcoming which will heighten the problem.
- ❖ Anticipated that we will continue to see an issue with juvenile crime.
- ❖ Continue to see challenges in staffing private duty and overtime assignments.
- ❖ Neighborhoods continue to express strong concerns over traffic related issues (speeding, congestion and unsafe driving).
- ❖ Increased visitors to, as well as more pedestrian friendly events in, Blue Back Square and The Center requires frequent reassessment of police services to continue to ensure safety and security for all. This is accomplished by working in concert with various private businesses, civic groups, and other Town Departments.

GOALS 2022-2023:

Recruitment and Retention

- ❖ Strive towards recruiting and hiring more diverse police personnel.
- ❖ Attempt to retain senior department personnel.

Increased Community Outreach

- ❖ HANOC Project.
- ❖ Reconstitute the WHPD Police Cadet Program.
- ❖ Continue to increase the Department's Social Media footprint.

Training

- ❖ Implement and train personnel on body worn camera and dash camera equipment.
- ❖ Continue to train all sworn personnel on the new use of force guidelines implemented by POSTC.

Health and Safety

- ❖ Mitigate the impact of the Covid Pandemic on department personnel and operations.
- ❖ Continue with the mandated drug testing and psychological evaluation for all sworn personnel.

SMART Goals: (Specific, Measurable, Achievable, Relevant, Time bound)

- ❖ Complete State accreditation process by fiscal year 2023.
- ❖ Increase Department's social media community outreach and recruitment by 20%.
- ❖ Acquisition of new digital forensic technology for improved investigative access to mobile devices.
- ❖ Enhance police officer safety and wellness programs.
- ❖ Recruit new officers of color, to better reflect Town demographics by 30% of annual hiring.
- ❖ Expand our network of partnerships with new public and private community agencies.
- ❖ Augment training and professional development programs to enhance department succession planning.
- ❖ Complete new Police Officers Standards Training Council (POSTC) department wide use of force training prior to calendar year 2023.

POLICE DEPARTMENT

BUDGET SUMMARY						
<u>Revenues:</u>	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Intergovernmental						
Revenues	\$242,790	\$141,000	\$94,195	\$141,000	\$141,000	
Licenses & Permits	31,630	15,900	18,090	15,900	21,900	37.7%
Charges for Services	58,238	33,500	21,099	33,500	33,500	
Fines & Forfeitures	151,051	230,200	165,007	229,700	230,200	
Miscellaneous Revenue	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
TOTAL	\$608,709	\$545,600	\$298,391	\$545,100	\$551,600	1.1%
<u>Expenditures:</u>						
Wages & Salaries	\$16,396,430	\$15,568,961	\$7,419,592	\$16,292,478	\$16,262,403	4.5%
Operating Expense	921,473	1,056,458	449,544	1,051,058	1,101,178	4.2%
Social Security	<u>355,690</u>	<u>345,444</u>	<u>164,603</u>	<u>358,553</u>	<u>373,379</u>	8.1%
TOTAL	\$17,673,593	\$16,970,863	\$8,033,739	\$17,702,089	\$17,736,960	4.5%

Full-Time Positions:	Authorized Positions			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
General Fund	153	152	153	153	153
Parking Lot Fund	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	154	154	155	155	155

BUDGET & PROGRAM HIGHLIGHTS

The Police Department's fiscal year 2023 budget is increases \$766,097 or 4.5%. Wages and salaries increase \$693,442 or 4.5% and includes anticipated merit increases, where applicable. Operating expenditures comprise of uniforms, operating supplies and equipment, recruitment & training, software maintenance agreements, and polygraph school training. The increase is primarily due to contractual and legal mandates along with additional expenses for the Emergency Services Unit (ESU). The social security appropriation reflects budgeted wages.

ANNUAL BUDGET 2022-2023

POLICE MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$31,630	\$15,800	\$18,090	\$15,800	\$21,800	38.0%
Alarm Fees	19,083	15,000	9,351	15,000	15,000	
TOTAL	\$50,713	\$30,800	\$27,441	\$30,800	\$36,800	19.5%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$994,733	\$896,720	\$387,454	\$942,715	\$964,381	7.5%
Overtime	8,913		20,634	25,020		
Holiday Pay	8,614	10,239		10,239	11,465	12.0%
Education Premium Pay	4,083	4,020	792	4,020	1,020	-74.6%
Office Expense	10,228	11,200	5,618	11,200	11,200	
Dues and Training	6,129	53,509	40	53,509	58,509	9.3%
Boards & Commissions	3,019	8,000	2,531	8,000	8,000	
Education Tuition						
Reimbursement	20,000	20,000	1,114	20,000	20,000	
Maintenance & Repairs	2,214	6,700	1,100	6,700	6,700	
Social Security	45,717	51,134	19,934	51,760	56,183	9.8%
TOTAL	\$1,103,650	\$1,061,522	\$439,217	\$1,133,163	\$1,137,458	7.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Captain		1	1	1	1
Police Sergeant				1	1
Police Officer		1	1		
Information Technology Specialist	1	1	1	1	1
Office Operations Specialist*				1	1
Administrative Assistant*	1	1	1		
Senior Staff Assistant	1	1	1	1	1
TOTAL	<u>6</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>

* The Administrative Assistant was reclassified to an Office Operations Specialist in fiscal year 2022.

POLICE MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of this division is to manage the Police Department, which consists of 155 full-time and 4 part-time employees. This division also manages 41 crossing guards working for the Board of Education.

Regular Payroll: This appropriation funds eight (8) FTE positions: Police Chief, two (2) Assistant Police Chiefs, Police Captain, Police Sergeant, Information Technology Specialist, Office Operations Specialist and Senior Staff Assistant. Estimated merit increases are included, where applicable.

Overtime: This appropriation was eliminated in fiscal year 2021. However, funds were used for various special projects and is eligible in the Police Union contract.

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days”.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate’s Degree or \$1,020 for a Bachelor’s Degree.

Office Expense: This covers office expenses such as paper, toner, envelopes and various office supplies.

Dues and Training: This account provides executive training and dues for management within the department. This account also funds an enhanced recruitment, retention and promotion diversity program, consistent with CT General Statutes Chapter 104, Sec. 7-291a (June Sp. Sess. P.A. 15-4, S. 3.), to develop and implement guidelines for recruitment, retention and promotion of minority police officers with the goal of achieving racial, gender and ethnic diversity within law enforcement.

Boards and Commissions: This budget represents funding to the West Hartford Police Cadets. The Police Cadets provide support services to the Town at events such as Cruise Nights, Park Road Parade, Memorial Day Parade, Celebrate West Hartford and walkathons. The funds are spent on uniforms and an annual week-long summer training camp.

Education Tuition Reimbursement: As part of the collective bargaining agreement with the West Hartford Police Officer Association, officers are entitled to a partial reimbursement for law enforcement related college courses. This is capped at \$20,000 by contract.

Maintenance & Repairs: These funds are allocated for the maintenance of the Police Department’s Simplex camera security system.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES AND INDICATORS**Police Management Division****(Fiscal Year)**

	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
Reported Town Ordinance Violations	1,571	1,311	1,272	1,267	889
Medical Calls	5,250	5,256	6,361	6,057	5,680
Motor Vehicle Accidents	2,498	2,866	2,428	2,247	1,632
Number of Motor Vehicle Stops	6,216	6,053	6,169	5,476	2,156
Total Calls for Service	45,374	45,287	45,745	49,440	45,866
Number of Criminal Arrests	1,237	1,174	1,220	1,303	1,175
Number of Motor Vehicle Arrests	5,036	4,728	4,769	5,030	1,232
Number of DUI Arrests	93	73	96	77	54

PROFESSIONAL STANDARDS DIVISION (PREVIOUSLY SPECIAL INVESTIGATIONS)

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$605,300	\$418,142	\$198,056	\$428,392	\$443,631	6.1%
Overtime	20,888	22,712	2,178	22,712	22,614	-0.4%
Holiday	8,979	19,110		19,110	20,268	6.1%
Education Premium Pay	6,581	3,500	2,167	3,500	5,000	42.9%
Office Expense	3,236	4,500	461	4,500	8,100	80.0%
Professional Services	5,950	10,300	5,150	10,300	10,300	
Uniforms	9,801	4,440	634	4,440	4,440	
Social Security	<u>9,455</u>	<u>6,679</u>	<u>2,829</u>	<u>6,828</u>	<u>7,057</u>	5.7%
TOTAL	\$670,190	\$489,383	\$211,475	\$499,782	\$521,410	6.5%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Police Lieutenant	1	1	1	1	1
Police Detective	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	4	4	4	4

PROFESSIONAL STANDARDS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: This division investigates allegations of misconduct made against employees of the West Hartford Police Department, conducts internal investigations, ensures proper procedures and policies are followed, and conducts background investigations when necessary. In addition, this division has oversight of the Polygraph Unit.

Regular Payroll: This budget accounts for the salary of one Police Lieutenant and three Detectives.

Overtime: Overtime for this unit is strictly limited to members of the unit working overtime on investigations and background checks.

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor’s degree or \$1,000 a year for an Associate’s degree.

Office Expense: This appropriation is used to cover the purchase of supplies for polygraph examiners and for the digital and video recording devices. The increase for fiscal year 2023 relates to the PoliceApp software.

Professional Services: Police Officer applicants are subjected to a rigorous background investigation, which includes a complete physical and psychological testing. This appropriation pays for those examinations.

Uniforms: Due to the nature of the work, the detectives and supervisor of this unit work in plain clothes, which are purchased by the officer. Per union contract they are paid a “uniform allowance”.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

ANIMAL CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$1,290	\$1,200	\$ 830	\$1,200	\$1,200	
TOTAL	\$1,290	\$1,200	\$ 830	\$1,200	\$1,200	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$166,083	\$175,959	\$84,396	\$181,027	\$184,467	4.8%
Temporary Payroll	42,694	43,460	19,509	46,401	47,351	9.0%
Overtime	14,708	16,978	9,883	16,978	16,978	
Holiday	4,052	8,033		8,033	8,456	5.3%
Education Premium Pay	2,015	2,000	867	2,000	2,000	
Office Expense	4,482	10,200	4,119	10,200	10,200	
Advertising	227	650	60	650	650	
Office Equipment		2,000	454	2,000	2,000	
Social Security	<u>3,557</u>	<u>6,247</u>	<u>1,630</u>	<u>3,669</u>	<u>6,688</u>	7.1%
TOTAL	\$237,818	\$265,527	\$120,918	\$270,958	\$278,790	5.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
TOTAL	2	2	2	2	2

ANIMAL CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Animal Control Division is to balance the health, public safety, and welfare needs of people and animals within the community of West Hartford by humanely enforcing animal related laws; investigating cases where proper animal care is questionable; educating the public about responsible pet ownership and promoting peaceful coexistence with animals; providing care and a safe environment for unwanted, stray, abused and impounded animals; and finding new homes for homeless animals. The department has an Animal Control Officer working on weekdays and weeknights and during the day on Saturday and Sundays.

Regular Payroll: This budget accounts for the salary of an Animal Control Officer and an Assistant Animal Control Officer.

Temporary Payroll: This appropriation accounts for the salary of one part-time Animal Control Officer to work on weekends, and one part-time kennel assistant who cleans and feeds the impounded animals.

Overtime: Overtime for this unit is used to pay Animal Control Officers to work overtime on investigations and to cover for Animal Control Officers due to training, vacation or illness.

Holiday Pay: Since animal complaints continue to come in on holidays and impounded animals need to be cared for 7 days a week, Animal Control Officers are often required to work on holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay Animal Control Officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.” This budget reflects the amount paid to officers for their holiday pay.

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. Officers can earn \$2,000 a year for a Bachelor’s degree or \$1,000 a year for an Associate’s degree.

Office Expense: This appropriation is used to cover the costs of disposing of dead animals removed from Town streets, vet expenses, food and supplies, and euthanizing unclaimed and unwanted animals that the Animal Control Officers impound. It also includes printing costs for required forms, publications and notices.

Advertising: This budget is used to place notices for stray animals found by the department in accordance with State law. If no one claims these animals, they are placed for adoption.

Office Equipment: This appropriation is for the purchase of minor equipment as needed to fulfill the needs of the division.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

RECORDS CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$	\$ 100	\$	\$ 100	\$ 100	
Charges for Services	16,969	18,000	9,205	18,000	18,000	
Fines & Forfeitures	<u>415</u>	<u>1,000</u>	<u>210</u>	<u>500</u>	<u>1,000</u>	
TOTAL	\$17,384	\$19,100	\$9,415	\$18,600	\$19,100	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$306,244	\$309,369	\$157,362	\$333,139	\$339,083	9.6%
Temporary Payroll	19,156		9,985	19,500		
Overtime	337	1,000		1,000	1,000	
Holiday Pay						
Office Expense	24,410	37,500	12,309	30,000	37,500	
Maintenance & Repairs	94,954	93,701	41,309	93,701	93,701	
Social Security	<u>24,196</u>	<u>23,541</u>	<u>12,295</u>	<u>25,359</u>	<u>25,711</u>	9.2%
TOTAL	\$469,297	\$465,111	\$233,260	\$502,699	\$496,995	6.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5

RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Records Division is the efficient maintenance and dissemination of all Police Department records according to State Statute, Town Ordinance, Freedom of Information (FOI), State Librarian retention schedule, and department policy. In addition, the Records Division stores, destroys and returns lost property and evidence, maintains the prescription drug drop off program, fingerprints citizens, conducts records checks, issues permits and responds to general questions from the public on police department services and functions. This division is responsible for payroll, the tracking of leave time and scheduled step increases, and maintaining personnel records of all current and past employees. They work in close association with other Town departments and State agencies. Many of the functions that the Records Division accomplishes are time sensitive (such as payroll, court reports and FOI requests) and must be completed in an expedient manner.

Regular Payroll: This budget accounts for the salary of a Records Division Supervisor, an Assistant Records Supervisor and three Staff Assistants. It includes estimated merit increases for eligible employees.

Temporary Payroll: This appropriation was eliminated in 2021, however it was necessary to hire temporary employees to cover the workload demand.

Overtime: The overtime budget is used to pay clerical staff to come in on weekends or holidays to process payroll, as needed.

Office Expense: This appropriation is used to cover the cost of supplies for the Police Department. In addition to the normal office expenses (paper, pens, envelopes) there are some unique purchases, such as parking ticket books and prisoner food. This appropriation is also used to pay for printing costs of certain internal forms and business cards for officers.

Maintenance & Repairs: This appropriation pays for upkeep of the Police Department software, hardware, networking equipment, and in-vehicle computers, including maintenance costs associated with a Cogent Livescan finger printing machine, TeleStaff schedule and payroll program, NexGen CAD and RMS system, and CAPTAIN in-vehicle computer communication system.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

EQUIPMENT OPERATIONS DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Telecommunications	\$4,844	\$5,472	\$	\$5,472	\$5,472	
Vehicles & Equipment Expense	<u>244,857</u>	<u>235,000</u>	<u>126,171</u>	<u>235,000</u>	<u>235,000</u>	
TOTAL	\$249,701	\$240,472	\$126,171	\$240,472	\$240,472	

EQUIPMENT OPERATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: This division is administered by the Department of Public Works on behalf of the Police Department to maintain the police fleet in good operating condition and to purchase fuel.

Telecommunications: Funds the cost of cellular service for the vehicle maintenance program.

Vehicles & Equipment: This appropriation pays for gas, oil and other supplies for the police fleet of vehicles. In addition, it funds the costs for service, routine washing and minor repairs. It is also used to replace lights, sirens, flashlights or other safety equipment that is damaged or has failed. All vehicle towing costs are paid from this account, whether they are cruisers or civilian cars towed due to criminal investigation.

UNIFORMED PATROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$ 4,911	\$	\$	\$	\$	
Charges for Services	<u>21,646</u>	_____	<u>2,125</u>	_____	_____	
TOTAL	\$26,557	\$	\$ 2,125	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,559,889	\$6,846,595	\$3,026,147	\$6,929,041	\$7,367,067	7.6%
Overtime	2,116,106	1,023,223	989,340	1,303,430	1,023,223	
Holiday	244,895	258,373		258,373	338,645	31.1%
Education Premium Pay	39,567	42,500	17,900	42,500	33,000	-22.4%
Office Expense	28,819	29,900	11,693	29,900	31,700	6.0%
Office Equipment	552	15,100	3,150	15,100	15,100	
Uniforms	94,513	84,123	25,224	84,123	84,123	
General Contributions	1,500	1,500	1,500	1,500	1,500	
Maintenance & Repairs	2,175	4,000	275	4,000	4,000	
Miscellaneous Supplies	24,842	28,898	940	28,898	32,218	11.5%
Social Security	<u>141,787</u>	<u>120,077</u>	<u>58,515</u>	<u>123,734</u>	<u>130,918</u>	9.0%
TOTAL	\$9,254,645	\$8,454,289	\$4,134,684	\$8,820,599	\$9,061,494	7.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	3	3	3
Police Sergeant **	9	9	9	9	9
Police Officer* **	<u>70</u>	<u>69</u>	<u>68</u>	<u>69</u>	<u>69</u>
TOTAL	83	82	81	82	82

* In fiscal year 2021, one Police Officer position was authorized but unfunded. In fiscal year 2022, two Police Officer positions are authorized but unfunded.

** During fiscal year 2022, one Police Officer was transferred from Community Relations to Uniformed Patrol and one Police Officer was transferred from Management to Uniformed Patrol. In addition, an additional Sergeant was added in the Detective Division, reducing one Police Officer position in Uniformed Patrol.

UNIFORMED PATROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Patrol Division of the West Hartford Police is to provide comprehensive public safety services to citizens, residents, and visitors to the community. The largest division within the police department, the Patrol Division provides 24 hour, 7 days a week emergency response to the community to provide visibility and deterrence to crime.

Regular Payroll: This budget accounts for the salaries of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, and sixty eight Officers. During the summer months, two officers are reassigned from the Patrol Division to staff Police Bicycle Patrols and the department has three K-9 Officers. The fiscal year 2023 budget assumes contractual cost of living and merit increases.

Overtime: This appropriation pays for officers who work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on other authorized leave.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. The Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: To attract the most qualified applicants, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. This is subject to change as new officers are hired to fill vacancies.

Office Expense: This appropriation encompasses miscellaneous patrol items such as medical supplies, oxygen, flares, prisoner blankets, radio supplies, interpreters, etc.

Office Equipment: This appropriation is utilized for minor equipment required in the course of duty.

Uniforms: Police Officers are required to work outside in all types of adverse weather conditions. The Town provides the officers with a variety of gear to protect them while they are working. The Town does not pay for laundry service for officers. This appropriation also covers badges, replacement holsters and reimbursement for damaged personal property.

General Contributions: This is a contractual contribution to the West Hartford Police Revolver team.

Maintenance & Repairs: These funds pay for the upkeep of police equipment, including maintenance costs associated with a Cogent Livescan finger printing machine.

Miscellaneous Supplies: This budget funds the SWAT Team, Scuba Team, Bike Squad, K9, and a contractual contribution for bullet proof vests.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

POLICE COMMUNICATIONS DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$144,400	\$141,000	\$ 72,448	\$141,000	\$141,000	
TOTAL	\$144,400	\$141,000	\$ 72,448	\$141,000	\$141,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$719,873	\$869,702	\$459,877	\$989,752	\$1,002,434	15.3%
Overtime	127,032	38,400	63,095	75,065	38,400	
Holiday	28,808	39,358		39,358	40,498	2.9%
Office Expense		1,000	185	1,500	1,000	
Professional Services	56,338	57,330	57,298	57,330	57,330	
Office Equipment	4,760	5,000		5,000	5,000	
Telecommunications	56,004	51,500	27,872	51,500	51,500	
Social Security	65,170	69,277	38,671	78,426	79,523	14.8%
TOTAL	\$1,057,985	\$1,131,567	\$646,998	\$1,297,931	\$1,275,688	12.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
ERC Manager		1	1	1	1
Public Safety Dispatch Supervisor	1				
Public Safety Dispatchers*	<u>12</u>	<u>12</u>	<u>13</u>	<u>13</u>	<u>13</u>
TOTAL	13	13	14	14	14

* In fiscal year 2022 an additional Public Safety Dispatcher was added per the bargaining unit contract.

POLICE COMMUNICATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Emergency Reporting Center (ERC) is to answer telephone calls received each year from citizens reporting emergencies, requesting aid or needing information. These calls are either handled directly by the ERC staff or entered into the West Hartford Police Department Computer Aided Dispatch (CAD) system so that a police officer can be dispatched. ERC also provides dispatching service for the West Hartford Fire Department and makes notification to a variety of agencies requesting a response for a specialized skill or piece of equipment. In addition, the dispatchers communicate with medical personnel and coordinate necessary responses. The dispatchers have received specialized training in the handling of emergency calls.

Regular Payroll: This budget accounts for the salaries of thirteen Public Safety Dispatchers (PSD) and a Public ERC Manager. Merit increases are budgeted for eligible positions.

Overtime: This appropriation is used to pay Public Safety Dispatchers to cover staff shortages when other Public Safety Dispatchers are absent due to training, holiday, vacation, sick or other leave time.

Holiday Pay: Since the ERC is open 24 hours a day and 7 days a week, dispatchers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay dispatchers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Office Expense: This budget is used to cover the cost of Hill Donnelly Reference Books, a directory of listings by address or phone number for the Hartford area.

Professional Services: This appropriation funds the annual assessment from the North Central CT Emergency Medical Services Council, Inc., the company that operates the paramedic communications network.

Office Equipment: This budget covers the cost of yearly replacement of chairs for the three work stations within the division, which receive 24 hour usage, 7 days a week.

Telecommunications: This appropriation is used to cover the cost of the Police Department’s phone system and cellular phones.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

ANNUAL BUDGET 2022-2023

DETECTIVE BUREAU

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 542	\$ 500	\$ 418	\$ 500	\$ 500	
TOTAL	\$ 542	\$ 500	\$ 418	\$ 500	\$ 500	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,853,048	\$2,304,001	\$968,289	\$2,355,001	\$2,205,278	-4.3%
Overtime	228,674	135,058	166,054	200,915	135,058	
Holiday	62,652	77,126		77,126	101,044	31.0%
Education Premium Pay	19,846	22,000	8,475	22,000	27,500	25.0%
Office Expense	6,738	23,000	7,446	23,000	23,000	
Dues & Travel		835		835	835	
Office Equipment		500		500	500	
Uniforms	25,722	19,370	2,886	19,370	19,370	
Maintenance & Repairs	4,638	10,570		10,570	10,570	
Miscellaneous Supplies		5,000		5,000	5,000	
Social Security	33,061	36,645	15,791	38,498	35,553	-3.0%
TOTAL	\$2,234,379	\$2,634,105	\$1,168,941	\$2,752,815	\$2,563,708	-2.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Police Captain	1	1	1	1	1
Police Lieutenant*	1	1	1		
Police Sergeant **	3	3	3	3	3
Police Detective	13	13	13	13	13
Police Officer	2	2	4	4	4
TOTAL	20	20	22	21	21

* During fiscal year 2022, a Police Lieutenant was transferred to the Community Relations Division.

DETECTIVE BUREAU – BUDGET AND PROGRAM HIGHLIGHTS

Mission: It is the mission of the West Hartford Police Detective Division to conduct initial and follow up criminal investigations by interviewing witnesses, victims and suspects and by collection, preservation and analysis of physical evidence. This division works closely with Federal, State and other local law enforcement agencies as well as with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations. The Detective Division also specializes in youth related offenses and works closely with other juvenile agencies and handles the pistol permit process for Town residents. The division is also responsible for maintaining the deadly weapons offender registry and the sexual offender registry. This division also includes the Community Support Unit, which is responsible for addressing neighborhood complaints and quality of life issues, vice, narcotics and liquor investigations.

Regular Payroll: This budget accounts for the salary of a Captain, three Sergeants, thirteen Detectives and four Officers. The Detective Bureau is available from Monday through Friday and work both day and evening shifts.

Overtime: This appropriation is used to pay for Detectives who are working over their shift or have been recalled on an investigation. One detective receives a 4 hour stipend to be on call each Sunday.

Holiday: The Town of West Hartford is contractually obligated to either pay Police Officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The variance reflects officers assigned to this division who are eligible for this payment.

Office Expense: This appropriation is used to cover the cost of certain supplies for the Detective Bureau, such as fingerprint powders and ink, evidence tags, bags and boxes, photographic supplies, blood test kits, gun powder residue test kits and other miscellaneous evidence supplies.

Dues & Travel: Detectives occasionally have to travel out of state and overnight in connection with various criminal investigations. Any such travel is approved by the Chief of Police and the Town Manager.

Office Equipment: This account is used to cover the cost of repair and maintenance on various evidence collection devices used by the division. This equipment includes black lights, a “Total Station” (used in measuring distances at crime scenes and accidents for diagrams), ventilation hood (which removes harmful and noxious fumes from the lab area), metal detectors, and a variety of surveillance devices.

Uniforms: Due to the nature of their work, the detectives and supervisors of this unit work in plain clothes, purchased by the officers. Since they are not in uniform, per union contract they are paid a “uniform allowance”.

Maintenance & Repairs: This account pays for the upkeep of police equipment, including maintenance costs associated with a Cogent Livescan finger printing machine, computer recording system and computer forensics costs.

Miscellaneous Supplies: This budget is used to cover photography requests, as well as supplies for the Bomb Squad.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

POLICE COMMUNITY RELATIONS DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$781,059	\$664,024	\$261,532	\$669,731	\$708,290	6.7%
Overtime	50,860	37,549	11,972	37,549	37,549	
Holiday	34,197	20,090		20,090	28,988	44.3%
Education Premium Pay	10,895	9,000	3,133	9,000	7,000	-22.2%
Office Expense	6,654	11,000	1,532	11,000	11,000	
Office Equipment		500		500	500	
Uniforms & Laundry	7,044	6,420	444	6,420	6,420	
Maintenance & Repairs	799	1,500	45	1,500	1,500	
Social Security	<u>13,413</u>	<u>13,811</u>	<u>5,170</u>	<u>13,811</u>	<u>15,903</u>	15.1%
TOTAL	\$904,921	\$763,894	\$283,828	\$769,601	\$817,150	7.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Police Lieutenant***				1	1
Police Sergeant	1				
Police Officer*	7	7	7	6	6
Social Worker**			1	1	1
TOTAL	8	7	8	8	8

* In fiscal year 2020 one Police Officer was funded by the Parking Lot Fund. In fiscal year 2021 and 2022, the second officer was transferred back to the Parking Lot Fund.

** In fiscal year 2022 a Social Worker position is added.

*** During fiscal year 2022, a Police Lieutenant was transferred from the Detective Division to the Community Relations Division

POLICE COMMUNITY RELATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Community Relations Division is to improve the efficiency of policing by providing a variety of diverse educational programs and services to the community. Focusing on crime prevention, awareness, and safety, the division provides instruction in all public schools, grades K-12, as well as to numerous private schools and day care programs throughout West Hartford. The division provides group specific presentations on topics such as elderly safety, internet safety, drug and alcohol abuse, and programs to increase the safety and well-being of West Hartford residents. This division also provides a School Resource Officer to both of the Town's high schools.

Regular Payroll: This budget accounts for the salary of one Lieutenant, three Beat Officers, two School Resource Officers, one Community Relation Officer and one Social Worker.

Overtime: This budget is limited to members of the unit working overtime on investigations.

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as "holiday days."

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement. The variance reflects officers assigned to this division who are eligible for this payment.

Office Expense: This appropriation is used to cover the purchase of handouts and other items to be used during presentations to students and residents.

Office Equipment: This appropriation pays for the purchase of various supplies needed for equipment used during presentations and to purchase specialized equipment used in criminal investigations.

Uniforms: Officers with a plain clothes assignment are given a uniform allowance which is budgeted here, if applicable.

Maintenance & Repairs: This appropriation is for the upkeep of the Police Department's exercise room equipment.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

ANNUAL BUDGET 2022-2023

POLICE TRAINING DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$ 1,760	\$	\$ 3,230	\$	\$	
TOTAL	\$ 1,760	\$	\$ 3,230	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$329,960	\$310,230	\$171,426	\$325,220	\$306,048	-1.3%
Overtime	74,390	11,409	15,255	25,230	11,409	
Holiday	12,281	14,091		23,571	13,975	-0.8%
Education Premium Pay	2,573	3,500	600	3,500	2,500	-28.6%
Office Expense	78,383	94,700	51,228	95,100	94,700	
Dues and Training	76,893	75,500	48,991	76,700	87,500	15.9%
Office Equipment	7,773	10,640		10,640	10,640	
Social Security	<u>5,829</u>	<u>4,861</u>	<u>\$4,593</u>	<u>4,752</u>	<u>4,792</u>	-1.4%
TOTAL	\$588,082	\$524,931	\$292,093	\$564,713	\$531,564	1.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Police Lieutenant	1	1	1	1	1
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	3	3	3	3	3

POLICE TRAINING – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Training Division is to enhance officer safety, improve officer performance, increase inter-agency contacts and cooperation, and maintain mandatory certifications, which ultimately improves productivity, increases citizen satisfaction and diminishes civil liability. The Training Division provides training to members of the department and maintains training and certification records. In addition, this unit coordinates annual regional in-service training for more than 500 officers from 18 local and State agencies by pooling resources, facilities and instructors from the participating agencies and securing the services of outside instructors. This division also researches and tests new equipment for the Police Department. The training division also conducts recruitment fairs and open houses.

Regular Payroll: This budget funds the salary of a Training Lieutenant and two Training Officers.

Overtime: Training classes for officers are required to last for a full 8 hours. Accordingly, the training division officers often have to start their day early or end late to prepare for class and to clean up. This appropriation is used to pay for Training Officers that are working over their shift.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement.

Office Expense: This appropriation is used to purchase ammunition, targets, medical and other supplies for training, including automated external defibrillators and tasers, as well as the associated service contracts.

Dues and Training: This account is used to pay for training for officers throughout the department. The Town is charged for training at the Police Academy for new recruits and continuing education for current officers. Dues are for officers and detectives to belong to a variety of organizations. These include the International Association of Arson Investigators, International Police Mountain Bike Association, American Association of Police Polygraphers, International Association for Law Enforcement Firearms Instructors, International Association of Dive Rescue, New England State Police Information System, Capitol Region Chiefs of Police Association and Narcotics Enforcement Officers Association. These organizations are either a requirement for certification purposes or provide specialized training.

Office Equipment: This appropriation is used to pay for miscellaneous minor equipment and funds the cost of replacing the range blocks at the indoor Pistol Range located on Brixton Street, which need to be replaced at least annually due to the frequency of shooting.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

TRAFFIC CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Miscellaneous Federal Revenue	\$61,030	\$	\$18,518	\$	\$	
DUI Enforcement	30,688					
Moving Vehicle Violations	14,400	20,000	12,975	20,000	20,000	
Ordinance Violations	12,186	8,000	5,784	8,000	8,000	
Parking Violations	122,760	200,000	145,208	200,000	200,000	
Transfer In	<u>125,000</u>	<u>125,000</u>	<u> </u>	<u>125,000</u>	<u>125,000</u>	
TOTAL	\$366,064	\$353,000	\$182,485	\$353,000	\$353,000	

SUMMARY OF EXPENDITURES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$689,356	\$790,649	\$303,171	\$691,831	\$650,837	-17.7%
Overtime	156,240	81,604	58,527	81,604	81,604	
Overtime – DUI Enforcement						
Holiday	35,167	36,237		45,805	29,842	-17.6%
Education Premium Pay	5,682	3,000	1,517	3,000	4,500	50.0%
Office Expense	1,833	2,200	117	2,200	2,200	
Contractual Services	1,140	1,700	540	1,700	1,700	
Office Equipment		11,500	7,110	11,500	30,500	165.2%
Social Security	<u>13,506</u>	<u>13,172</u>	<u>5,173</u>	<u>11,716</u>	<u>11,048</u>	-16.1%
TOTAL	\$902,924	\$940,062	\$376,155	\$849,356	\$812,231	-13.6%

FULL-TIME POSITION SCHEDULE

	<u>2019-20</u>	<u>Authorized Positions 2020-21</u>	<u>2021-22</u>	<u>Revised 2021-22</u>	<u>Proposed 2022-2023</u>
Police Captain	1				
Police Lieutenant	1	1	1	1	1
Police Sergeant		1	1	1	1
Police Officer	<u>8</u>	<u>7</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL	10	9	8	8	8

TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Traffic Division is to respond to and investigate motor vehicle accidents that occur in West Hartford each year, to conduct traffic enforcement in order to reduce the number and severity of accidents in West Hartford, and to supervise the school crossing guard program, which is funded by the Board of Education. This division provides logistical support for the many community events held throughout the year. The traffic division works closely with the Town Engineering Department on all traffic/construction matters. This division also responds to calls for service to assist the Patrol Division.

Regular Payroll: This appropriation funds the salary of one Traffic Lieutenant and six Traffic Officers.

Overtime: This budget is used to pay traffic officers when they are required to work overtime or recalled to investigate an accident. Overtime will also be used to hire extra officers to work during times of inclement weather (such as ice storms), in which there is a higher than normal accident rate, or to cover for shortages due to illness, training, vacation or other leave time.

Overtime – DUI Enforcement: Overtime incurred under eligible State traffic grants are accounted for in this line item. If grants are received in fiscal 2022, they will be appropriated when notice of award is received.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.”

Education Premium Pay: In order to attract the most qualified applicants and to encourage officers to continue their education, the Town has agreed, as part of the collective bargaining agreement, to pay college educated officers a premium for degrees and course work related to law enforcement.

Office Expense: This appropriation is used to purchase replacement parts for radar and laser guns.

Contractual Services: This appropriation is used to pay for repair and certification of radar and laser guns.

Office Equipment: This budget funds the purchase of miscellaneous office equipment. The increase is due to FARO 3-year maintenance contract (\$19,000).

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Charges for Services	<u>\$2,360,119</u>	<u>\$1,900,000</u>	<u>\$1,938,000</u>	<u>\$1,900,000</u>
Total Revenues & Other Resources	\$2,360,119	\$1,900,000	\$1,938,000	\$1,900,000

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Private Duty Pay	\$1,492,237	\$1,300,000	\$1,409,320	\$1,369,575
Operating Expense	24,595	17,500	134,061	17,500
Pension Expense	513,267	433,304	433,304	283,808
Transfer Out	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$2,155,099	\$1,875,804	\$2,101,685	\$1,795,883

CHANGE IN FUND BALANCE	\$ 205,020	\$ 24,196	(\$ 163,685)	\$ 104,117
BEGINNING BALANCE	\$ 92,377	\$ 297,397	\$ 297,397	\$ 133,712
ENDING BALANCE	\$ 297,397	\$ 321,593	\$ 133,712	\$ 237,829

Fund: Police Private Duty Fund
Department: Police

PURPOSE

The Police Private Duty Service Fund was created on July 1, 1993 to account for revenues and expenditures related to police private duty services. Police personnel are hired by private and non-profit entities to provide services, primarily at construction sites in the public right-of-ways.

LONG-TERM STRATEGY

The Fund was established to ensure that revenues charged for private duty services were sufficient to cover the cost of the services and that the general taxpayer was not subsidizing these activities. The rates charged are calculated to include salary, benefit and administrative costs associated with the services and are adjusted annually. It is anticipated that fund balance will be maintained at approximately its current level. Annual transfers to cover benefit and administrative costs will be made to the Pension Fund, Risk Management Fund and General Fund, as appropriate.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Charges for Services	\$1,988,000	\$2,007,000	\$1,674,000	\$1,935,000	\$2,360,000
TOTAL REVENUES	\$1,988,000	\$2,007,000	\$1,674,000	\$1,935,000	\$2,360,000
<u>Expenditures:</u>					
Operational	\$2,000,000	\$2,112,000	\$1,612,000	\$1,792,000	\$2,030,000
TOTAL EXPENDITURES	\$2,000,000	\$2,112,000	\$1,612,000	\$1,792,000	\$2,030,000
TRANSFERS TO OTHER FUNDS	(\$125,000)			(\$125,000)	(\$125,000)
OPERATING RESULTS	(\$137,000)	(\$105,000)	\$62,000	\$18,000	\$205,000
FUND BALANCE	\$117,000	\$12,000	\$74,000	\$92,000	\$297,000

Fund: Police Private Duty Fund**Department: Police****REVIEW OF PERFORMANCE**

The Police Private Duty rates charged for the program cover direct program costs including a reimbursement to the General Fund for costs associated with administering the program and to the Pension Fund for benefit costs. The Fund had an accumulated fund balance of \$297,397 as of June 30, 2021.

FISCAL YEAR 2022 OPERATING RESULTS

Operating revenues are projected to total \$1,938,000 with anticipated expenditures for the current fiscal year of \$2,101,685, inclusive of a \$433,304 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs.

FISCAL YEAR 2023 BUDGET

The fiscal year 2023 budget reflects a continued demand for private duty officers with estimated revenue of \$1,900,000. Operating expenses consist of private duty pay to officers and gasoline expense, with \$283,808 transferred to the Pension Fund and \$125,000 transferred to the General Fund. Fund balance is estimated to total approximately \$237,829 at June 30, 2023.

DEPARTMENT: POLICE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2021-22	Proposed 2022-2023
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Police Captain	3	3	3	3	3
Police Lieutenant	7	7	7	7	7
Police Sergeant	13	13	13	14	14
Police Detective	16	16	16	16	16
Police Officer * **	88	87	86	85	85
Emergency Response Center Manager	1	1	1	1	1
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
Public Safety Dispatcher***	12	12	13	13	13
Information Technology Specialist	1	1	1	1	1
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Social Worker****			1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Staff Assistant	3	3	3	3	3
TOTAL GENERAL FUND	153	152	153	153	153
<u>PARKING LOT FUND</u>					
Police Officer	1	2	2	2	2
TOTAL PARKING LOT FUND	1	2	2	2	2
TOTAL POLICE – ALL FUNDS	154	154	155	155	155

* The position and funding for two Police Officers was transferred to the Parking Lot Fund beginning in fiscal year 2021.

** In fiscal year 2021, one Police Officer position is authorized but unfunded. In fiscal year 2022, two Police Officer positions are authorized but unfunded.

*** In fiscal year 2022 an additional Public Safety Dispatcher is added per the bargaining unit contract.

**** In fiscal year 2022 a Social Worker position is added in lieu of an Officer position.

***** In fiscal year 2023, an additional Sergeant is added, reducing the number of Police Officers by one in the Uniformed Patrol Division.

DEPARTMENT OF COMMUNITY DEVELOPMENT

MISSION

The mission of the Community Development Department is to maintain and preserve the Town's infrastructure and to ensure the quality of private development in the community through a system of building inspection, zoning enforcement and land-use planning.

The Community Development Department's primary goals are:

- To develop, maintain and improve those assets of the Town, referred to as infrastructure, which are essential to the health, safety, transportation and development of the community.
- To promote and support community planning as a guide for resource allocation.
- To protect the general public's health, safety and welfare by enforcing building codes, developing and enforcing subdivision regulations and zoning ordinances.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ The Building Inspection Division continued to offer accessibility to customers during the pandemic by offering remote video inspections and maintaining an exterior service window.
- ✓ The Planning and Engineering Divisions lead a multi-departmental task force in the redeployment of a comprehensive expanded outdoor dining plan for the Center and permitting process for the entire Town. These efforts were recognized by the Connecticut Chapter of the American Planning Association and were presented with an annual planning award for "Tactical Urbanism".
- ✓ The Planning Division working closely with the Town Council, lead a multi-departmental effort in the development of two new zoning ordinances: accessory dwelling units and restaurant drive-through facility expansion both of which were ultimately adopted.
- ✓ The Engineering Division finalized and initiated the Neighborhood Traffic Calming Program.
- ✓ The Engineering Division completed the North Main Street Bridge Rehabilitation.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Launch the CityView software upgrade for the Building Inspection, Engineering, and Planning and Zoning Divisions. This will vastly enhance the customer experience while allowing staff to refocus time invested in permit processing towards other core office functions.
- ❖ Continue to work with the Town Council, Town Planning & Zoning Commission and various Boards and Commissions on the implementation of the Plan of Conservation and Development's strategies and action items. Prioritize strategies and action items that support the promotion of Transit Oriented Development; that encourage availability and access to a diversity of housing types and costs; and that preserve, protect, and enhance the Town's open space and fragile natural systems.
- ❖ Complete the remaining sections of the 3.8 mile long Trout Brook Trail between Asylum Avenue and New Park Avenue.

SMART Goals (Specific, Measurable, Achievable, Relevant, Time bound)

- ❖ As much as possible, work towards a paperless Department. The Building, Engineering, and Planning Divisions currently require paper submissions for most of their documents. The CityView upgrade will allow electronic submission for many of these documents. Legacy documents will still be stored in file cabinets, boxes, and racks. As needed, these documents will be scanned and stored electronically. Once completed, the office will be free of these documents, which will allow office space to be repurposed.
- ❖ Use our Department webpages to a greater extent. Each webpage should be updated as necessary to provide greater information access to our customers. This will save staff time with calls and emails. The CityView upgrade, which will eliminate a lot of staff time handling paper documents, should allow for greater attention to our Department webpages.

DEPARTMENT OF COMMUNITY DEVELOPMENT

BUDGET SUMMARY						
	Actual <u>2020-21</u>	Adopted <u>2021-22</u>	Actual <u>6 Months</u>	Estimated <u>2021-22</u>	Proposed <u>2022-23</u>	Percent <u>Change</u>
<u>Revenues:</u>						
Licenses & Permits	\$1,936,133	\$1,689,500	\$1,202,261	\$1,989,500	\$1,989,500	17.8%
Charges for Services	25,166	34,000	23,632	34,400	38,200	12.4%
Miscellaneous Revenue	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>75,000</u>	50.0%
TOTAL	\$2,011,299	\$1,773,500	\$1,225,893	\$2,073,900	\$2,102,700	18.6%
<u>Expenditures:</u>						
Wages & Salaries	\$2,011,578	\$1,870,737	\$945,450	\$2,056,997	\$2,409,149	28.8%
Operating Expense	286,397	274,175	135,311	267,165	446,250	62.8%
Social Security	<u>139,740</u>	<u>140,208</u>	<u>63,383</u>	<u>154,652</u>	<u>179,007</u>	27.7%
TOTAL	\$2,437,715	\$2,285,120	\$1,144,144	\$2,478,814	\$3,034,406	32.8%

FULL-TIME POSITION SCHEDULE					
	Authorized Positions			Revised	Proposed
Full-Time Positions:	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
General Fund	<u>24</u>	<u>24</u>	<u>23</u>	<u>24</u>	<u>24</u>
TOTAL	24	24	23	24	24

BUDGET & PROGRAM HIGHLIGHTS

The Community Development Department budget reflects an increase of \$749,286 or 32.8% from the prior fiscal year. Wages and salaries increase \$538,412 or 28.8% primarily due to the reinstatement of funding for the Director of Community Development and Assistant Zoning Enforcement Officer positions, temporary payroll in the Engineering and Building Divisions, along with a wage contract settlement and merit increases for eligible employees. Operating expenditures increase \$172,075 or 62.8% due to contractual obligations, CityView and associated BlueBeam software application, in addition to consulting services for the annual MS4 requirements and a Town wide vehicular crash study. The change in social security is consistent with wages and withholdings.

MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$90,856	\$	\$	\$	\$244,274	100.0%
Office Expense	767	2,550	216	2,550	1,400	-45.1%
Dues and Travel	329	900		900	600	-33.3%
Training	1,455				200	100.0%
Professional Services	1,725					
Information Technology	17,755				68,500	100.0%
Telecommunications	822	1,425	90	1,425	800	-43.9%
Vehicles & Equipment Expense	6,336	10,000	5,388	10,000	11,000	10.0%
Social Security	<u>6,627</u>	<u> </u>	<u> </u>	<u> </u>	<u>16,877</u>	100.0%
TOTAL	\$126,672	\$14,875	\$5,694	\$14,875	\$343,651	2,210.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Director of Community Development***	1	1	1	1	1
Economic Development Coordinator*		1			
Economic Development Specialist	1				
Administrative Assistant**					<u>1</u>
TOTAL	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>

* Position moved to Town Manager's office in fiscal year 2022.

** Position moves from Engineering Division to the Management Division in fiscal year 2023.

*** Position was authorized but unfunded in fiscal year 2022.

MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Management Division of Community Development is charged with supervising the functions of the Building Inspection, Engineering, and Planning & Zoning divisions.

Regular Payroll: The Management Division is staffed by the Director of Community Development and an Administrative Assistant (previously funded in Engineering division). In fiscal year 2022, the Director position was unfunded and in fiscal year 2023 it is reinstated.

Office Expense: This appropriation is used for postage, printing and copying, and general office supplies for the department. The department utilizes the Board of Education Print Shop for large printing jobs.

Dues & Travel: This budget reflects professional association events and mileage reimbursement.

Training: This appropriation funds training opportunities for staff.

Information Technology: This appropriation funds the annual maintenance fee for the CityView and associated BlueBeam software packages. These software packages automate the issuance and management of building permits and provide remote connectivity to inspectors in the field. In fiscal year 2023, this appropriation was moved from the Building Division to the Management Division.

Telecommunications: This line item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones, and is reduced based upon anticipated usage.

Vehicle & Equipment Expense: This appropriation is for gasoline and maintenance of vehicles assigned to the department.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

ANNUAL BUDGET 2022-2023

ENGINEERING DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$ 59,700	\$ 54,500	\$ 37,550	\$ 54,500	\$ 54,500	
Copies	10	50	10	50	50	
TOTAL	\$59,710	\$ 54,550	\$37,560	\$ 54,550	\$ 54,550	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$954,473	\$935,058	\$451,430	\$969,155	\$923,571	-1.2%
Temporary Payroll	37,125				62,618	100.0%
Office Expense	4,302	3,600	4,258	5,800	5,800	61.1%
Dues and Travel	1,913	2,000	136	2,000	2,000	
Training	458	500		500	5,000	900.0%
Contractual Services	155,200	126,500	50,948	126,500	275,000	117.4%
Uniforms & Laundry	816	1,000	655	660	1,000	
Information Technology	4,139	4,300		4,300	4,300	
Telecommunications	5,238	4,500	1,949	4,500	4,500	
Field Operations	9,675	3,000	334	3,000	3,000	
Social Security	66,453	69,980	29,576	72,770	74,023	5.8%
TOTAL	\$1,239,792	\$1,150,438	\$539,286	\$1,189,185	\$1,360,812	18.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Town Engineer	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Civil Engineer II	3	3	3	2	2
Civil Engineer I**				1	1
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	1	1	1	1	1
Engineering Technician I	2	2	2	2	2
Administrative Assistant*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	9

* This position is moved to the Management Division in fiscal year 2023.

** With a number of promotions in fiscal year 2022, one Civil Engineer II was reclassified to a Civil Engineer I.

ENGINEERING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Engineering Division focuses on the physical condition and appropriate operation of the Town's streets, sidewalks, and traffic control systems (signs, traffic signals, pavement markings). These systems are monitored, records kept, and actions taken in accordance with Federal, State and Town regulations and practices. Staff investigates and documents circumstances of vehicular crashes and looks for ways to make roads safer.

In preparation for larger Town projects, the Engineering Division prepares surveys, design plans, specifications and cost estimates for capital improvements which include streets, sidewalks, storm drainage, curbs, culverts, bridges, parking lots, and other Town-owned property improvements. Staff also reviews plans for private development projects. Additionally, these Town infrastructure projects are inspected by the Engineering Division.

Regular Payroll: The Engineering Division is staffed with 9 full-time employees. The budget includes estimated merit increases for eligible employees. In fiscal year 2023, the Administrative Assistant position is transferred into the Management division.

Temporary Payroll: This appropriation is for temporary staff to assist during construction season including a part-time Engineering Technician and an Engineering Intern.

Office Expense: This appropriation is used for postage, printing, copying and general office supplies.

Dues & Travel: The budget provides funding for all State of Connecticut engineering and surveying licenses required for the division.

Training: This appropriation funds training opportunities for staff. The increase is for additional staff training in AutoCAD.

Contractual Services: This appropriation funds \$175,000 for water sampling and testing in compliance with the State's permit for Municipal Separate Storm Sewer Systems (MS4) requirements. The Town's permit requires dry and wet weather testing of all of the Town's storm water outfalls over the period of the permit. It is also our obligation to investigate illicit discharges found in the Town's drainage system. In fiscal year 2023, \$100,000 is added to this line for consultant service for a Town wide vehicular crash study to fulfill a Plan of Conservation action item.

Uniforms & Laundry: Provides for the replacement of safety shoes for the division.

Information Technology: This appropriation funds the traffic software maintenance of Synchro 11.

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones, and wireless devices that interface with the Town's work order system.

Field Operations: This account funds survey field equipment and supplies.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Engineering Division****(Calendar Year)**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Estimated 2022</u>
Street Excavation and Driveway Permits Issued	1,440	1,061	1,000	767	1,000
Linear Miles of Street Resurfaced	6.94 miles	6.92 miles	8.38 miles	7.30 miles	7.17 miles
Lane Miles of Street Resurfaced	13.2 miles	13.84 miles	9.05 miles	7.80 miles	9.22 miles
Number of Properties Impacted	715	830	790	740	800
Linear Miles of Street Reconstructed	1.35 miles	0.98 miles	0.98 miles	1.53 miles	1.26 miles
Lane Miles of Street Reconstructed	1.35 miles	1.96 miles	0.98 miles	3.07 miles	1.26 miles
Number of Properties Impacted	150	120	90	205	200
Total Linear Miles	8.29 miles	7.90 miles	9.36 miles	8.83 miles	8.43 miles
Total Lane Miles	14.55 miles	15.80 miles	10.03 miles	10.87 miles	10.48 miles
Sidewalk Repairs – Number of Properties Impacted	800	535	500	300	400
Private Development Plan Reviews	70	96	40	31	50

BUILDING INSPECTION DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Building Permits	\$1,834,970	\$1,600,000	\$1,149,879	\$1,900,000	\$1,900,000	18.8%
Copies	72	500	73	250	250	-50.0%
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>75,000</u>	50.0%
TOTAL	\$1,885,042	\$1,650,500	\$1,149,952	\$1,950,250	\$1,975,250	19.7%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$546,810	\$551,235	\$284,921	\$642,501	\$682,660	23.8%
Temporary Payroll	75,351	30,000	37,804	76,000	45,173	50.6%
Overtime	257	1,000	1,680	2,000	1,000	
Office Expense	2,329	8,150	703	3,450	4,200	-48.5%
Dues and Travel	1,641	1,650	770	1,650	1,650	
Training		2,000		2,000	2,000	
Advertising		250		250	250	
Uniforms & Laundry	605	1,750	1,426	1,750	1,750	
Information Technology	38,486	52,000	52,280	52,280		-100.0%
Telecommunications	5,032	4,200	1,825	4,200	4,200	
Emergency Supplies		5,000		2,500	5,000	
Social Security	<u>44,277</u>	<u>43,779</u>	<u>21,983</u>	<u>54,357</u>	<u>54,622</u>	24.8%
TOTAL	\$714,788	\$701,014	\$403,392	\$842,938	\$802,505	14.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	4	4
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	7	7	7	8	8

BUILDING INSPECTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Building Inspection Division administers the permitting of residential and commercial construction within the community in conformance with national, state and local building and zoning codes. The goal is to improve public safety by ensuring that new construction adheres to existing building codes. Inspectors work collaboratively with Zoning Enforcement, the Fire Department and the West Hartford-Bloomfield Health District to protect life and property.

Regular Payroll: The Building Inspection Division is staffed with a Supervisor of Inspections, a Senior Building Inspector, 4 Building Inspectors and 2 Staff Assistants. The appropriation includes anticipated merit increases.

Temporary Payroll: This appropriation funds a part-time Building Inspector and Office Assistant. The increase is to handle increased permit application input and building inspection appointments.

Overtime: This account funds overtime as needed in peak season or as other circumstances require.

Office Expense: This account funds office supplies, postage, printing and copying, advertising and subscriptions. The department utilizes the Board of Education Print Shop for large printing jobs.

Dues & Travel: This appropriation is for State of Connecticut Building Inspector licenses, which are required for all inspectors. Additionally, membership in the International Code Council is required by State building officials.

Training: The division provides training for employees to stay current with codes and regulations.

Advertising: This appropriation funds legal notices in the newspaper for public notice.

Uniforms & Laundry: Provides for the replacement of safety shoes and the purchase of shirts and jackets to identify employees to the public.

Information Technology: This appropriation is moved to the Management division.

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones for appropriate personnel. In-field computers used by all building inspectors require air cards, but their use results in more efficient entry of inspection data and paper reduction.

Emergency Supplies: This appropriation funds the cost of items needed in emergency situations for structures deemed unsafe.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>	6 Months Actual <u>2022</u>
<u>Building Permits & Inspections</u>						
Number of total permits	5,852	6,321	5,945	5,599	6,197	3,400
Value of Permits (in 000's)	\$72,729	\$88,272	\$91,838	\$90,254	\$87,728	\$64,808
Inspections made	11,311	11,122	10,909	9,601	9,821	5,330
Average turnaround time on inspection requests	6-9 days	7-10 days	6-9 days	7-10 days	7-10 days	7-10 days
Frequency of re-inspections to total inspections	15%	17%	17%	16%	15%	17%
Inspections made per Inspector	2,514	2,472	1,486	2,133	2,178	1,184
Average value per permit	\$12,428	\$13,966	\$15,488	\$16,119	\$14,317	\$19,061
Average value of construction per Inspector (in 000's)	\$16,162	\$19,616	\$20,409	\$20,056	\$16,132	\$11,783

PLANNING & ZONING DIVISION

SUMMARY OF REVENUES

	Actual <u>2020-21</u>	Adopted <u>2021-22</u>	Actual <u>6 Months</u>	Estimated <u>2021-22</u>	Proposed <u>2022-23</u>	Percent <u>Change</u>
Zoning Permits	\$ 41,463	\$ 35,000	\$ 14,832	\$ 35,000	\$ 35,000	
TPZ Applications	14,886	17,500	6,430	15,000	17,500	
Zoning Petitions	9,974	15,000	17,095	19,000	20,000	33.3%
Other Charges for Services	<u>225</u>	<u>950</u>	<u>25</u>	<u>100</u>	<u>400</u>	-57.9%
TOTAL	\$66,548	\$68,450	\$38,382	\$69,100	\$72,900	6.5%

SUMMARY OF EXPENDITURES

	Actual <u>2020-21</u>	Adopted <u>2021-22</u>	Actual <u>6 Months</u>	Estimated <u>2021-22</u>	Proposed <u>2022-23</u>	Percent <u>Change</u>
Regular Payroll	\$306,706	\$353,444	\$169,614	\$367,341	\$449,853	27.3%
Office Expense	4,057	11,500	3,222	9,500	11,500	
Dues and Travel	785	1,500	61	1,500	1,500	
Training	1,300	2,000	230	500	2,000	
Advertising	1,328	10,000	5,691	10,000	11,000	10.0%
Professional Services	19,500		4,800	12,300		
Contractual Services		13,500		2,500	17,500	29.6%
Telecommunications	403	400	331	650	600	50.0%
Social Security	<u>22,384</u>	<u>26,449</u>	<u>11,823</u>	<u>27,525</u>	<u>33,485</u>	26.6%
TOTAL	\$356,463	\$418,793	\$195,772	\$431,816	\$527,438	25.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer*	1	1	1	1	1
Planning and Zoning Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5	5

* Position is authorized but unfunded in fiscal year 2022 and is reinstated in fiscal year 2023.

PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Planning and Zoning Division has four primary functions: plan review and permitting; code enforcement; administrative and technical support to the Town Council and various land use boards and commissions; and land use planning.

Regular Payroll: The Planning and Zoning Division is staffed with five full-time employees. This appropriation includes merit increases for all eligible employees and the reinstatement of the Assistant Zoning Enforcement Officer.

Office Expense: Office expenses are comprised of office supplies, postage, printing and copying costs for the division. The department uses the Board of Education Print Shop for large printing jobs.

Dues & Travel: This appropriation provides for one American Planning Association and three Connecticut Association of Zoning Enforcement Official's professional membership, as well as mileage reimbursement for staff.

Training: This account is used for staff development and training, and certification for the Zoning Enforcement Officer and Planning Technician positions.

Advertising: This Division is required by State statute and local ordinance to publish legal and public notices associated with land use applications for the Town Planning and Zoning /Inland Wetlands and Watercourses Agency (TPZ/IWWA) and Zoning Board of Appeals (ZBA).

Contractual Services: Reflects the cost for a consultant for Wetland Application Review and technical assistance to the department.

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Calendar Year)

Planning & Zoning Applications

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Site Plan	8	8	8	9	9
Special Use Permit	23	15	28	3	19
Inland Wetland and Watercourse	40	32	44	31	52
Lot Line Revision	10	6	1	3	9
Lot Split	4	3	4	3	2
Special Development District	19	14	9	10	15
Subdivision	0	0	1	0	1
Zoning Board of Appeals	17	23	18	15	13
Zoning Permits	<u>284</u>	<u>268</u>	<u>266</u>	<u>279</u>	<u>319</u>
Total	405	369	379	353	439

Board/Commission Meeting Information

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Town Planning & Zoning Commission					
Number of Meetings	14	18	37*	15	15
Number of Hours	32.5	32.5	94.4*	29.6	28.4
Zoning Board of Appeals					
Number of Meetings	9	10	11	7	8
Number of Hours	4.6	7	7.6	6.5	6.5
Design Review Advisory Board					
Number of Meetings	8	13	12	8	10
Number of Hours	<u>15</u>	<u>14</u>	<u>17</u>	<u>9.5</u>	<u>13.5</u>
Total Number of Meetings	31	41	60	30	33
Total Number of Hours	52.1	53.5	119	45.6	48.4

* Staff support of/at Town Council related meetings is not included in the Board and Commission meetings noted above.

DEPARTMENT: COMMUNITY DEVELOPMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised	Proposed
	2019-20	2020-21	2021-22	2021-22	2022-2023
<u>GENERAL FUND</u>					
Director of Community Development**	1	1	1	1	1
Economic Development Coordinator*		1			
Economic Development Specialist	1				
Town Engineer***	1	1	1	1	1
Assistant Town Engineer	1	1	1	1	1
Civil Engineer II	3	3	3	2	2
Civil Engineer I****				1	1
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	1	1	1	1	1
Engineering Technician I	2	2	2	2	2
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	4	4
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Planning Technician	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer**	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	24	24	23	24	24

* Position transferred to Town Manager in fiscal year 2022.

** Position is authorized but unfunded in fiscal year 2022 and is reinstated in fiscal year 2023.

*** In fiscal year 2022, the Town Engineer was acting Director of Community Development, and was appointed to the Director position during the year.

**** With the promotion of a Civil Engineer II to Assistant Town Engineer, a Civil Engineer II position was reclassified to a Civil Engineer I.

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DEPARTMENT OF PUBLIC WORKS

MISSION

The mission of the Public Works Department (DPW) is to provide the highest quality public works services to the public and other Town departments, balanced through efforts to maintain a cost effective operation and to provide these services in a responsible and efficient manner. This is accomplished through the prudent use of resources, technology, innovations, teamwork, and coordination with other service providers in the Town.

VALUES

Excellence

- We demonstrate a high degree of competency.
- We provide services effectively and efficiently.
- We prepare for today and plan for tomorrow.
- We pursue innovation.

Integrity

- We highly respect and value the public's trust.
- We are available and responsive.
- We are committed to respectful, open and transparent processes.
- We are dedicated to inclusiveness and accessibility.

Stewardship

- We preserve the health and safety of employees and the community.
- We protect public investments.
- We work toward social equity, environmental enhancement and economic prosperity.
- We are fiscally accountable.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ DPW during FY22 added the following vehicles to replace severely aging or scrapped fleet vehicles:
 - Ford Escape (7) - Used to support operations in Assessors (3), Building Inspector (1), Zoning (1), Social Services (1), and Finance (1).
 - Freightliner 6-wheel All-Season Dump Plow - Equipped with large de-icing material spreader and plow. Replaces 1999 truck.
 - Ford F250 - Used to support DPW maintenance and construction operations.
 - Tag Along trailer – To transport heavy equipment and eliminate having to drive them long distances.
 - Isuzu Platform Truck - Used for catch basin maintenance, drainage and road reconstruction.
 - Ford Transit Connect - For construction and material movement work efforts.
 - K&M Hot Box - For construction, road maintenance and addition of depth and efficiency of fleet.
 - Scag Leaf Loader - Trailer unit to add more depth and efficacy to Grounds team.

- Ford Explorer - Used to support DPW Director, other unit reassigned to Emergency Management.
- Ford Ranger Pick-up - Used to support Engineering. Replaces 2008 vehicle.
- Ford Transit Van - Used to support camp programs and activities.
- John Deere 2025R Mower (2) - Replaces high hour mowers for athletic fields throughout Town.
- ✓ DPW was a procurement and distribution center for COVID personal protective equipment (PPE) supplies for the Town of West Hartford.
- ✓ DPW managed multiple aspects of Tropical Storm Henri on August 4th, 2021 including road closures, assistance to Eversource and clearing debris from roadways. Following the storm crews worked to clear all debris from roadsides, remove damaged trees and dispose of collected materials.
- ✓ DPW completed 8,221 work orders in fiscal year 2021 and trending to complete 8,500 in FY 2022.
- ✓ Placed over 745 tons of asphalt using new equipment and in-house staff milling and paving poor travel lane surfaces. Corrected reoccurring potholes with a more permanent solution until identified streets can be resurfaced.
- ✓ Repaired or replaced 143 catch basins, and cleaned 475.
- ✓ Parking revenues recovered to 83% of pre-Covid levels.
- ✓ Parking Services supported Outdoor Dining, Library curbside pick-up, the Farmers Market, Summer in the Square, Harvest Fair, Election Parking, Holiday Stroll, Mitten Run and other social service programs.
- ✓ DPW outreach programs touched over 70,000 Facebook, Instagram and Twitter users. In addition, communications continue to grow through local media channels including TV and publications.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ DPW will continue to maintain and repair all Town infrastructure aligned with their scope of work. This includes seasonal activities aligned to roads, public and grounds as well as COVID-19 support activities.
- ❖ DPW plans to redesign and begin constructing a new Materials Service Center to better serve the public, improve operational efficiency and to support waste reduction and separation activities.
- ❖ DPW plans to design and build a fuel filling station for Town vehicles to reduce operational costs and increase efficiency. This will assure vehicles remain in service during times of power outages to meet public needs.
- ❖ Drive higher levels of work efficiency and lower associated costs through best practices while leveraging more capabilities from the departments work management system.
- ❖ DPW will continue its efforts to meet the permit requirements of the Municipal Separate Storm Sewer System (MS4) plan to sweep streets at a minimum, once a year, and sweep designated business areas and main roads to mitigate the effects of heavy pollutant loads on the storm sewer system. DPW will also inspect, clean and maintain catch basins in accordance with the requirements of the permit.
- ❖ Parking Service will collaborate on the installation of a new citation system.
- ❖ Parking Services will implement a license plate recognition technology for parking enforcement.

DEPARTMENT OF PUBLIC WORKS

BUDGET SUMMARY						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
<u>Revenues:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Intergovernmental	\$1,366,686	\$687,270	\$344,304	\$687,270	\$688,607	0.2%
Licenses & Permits	165,218	100,000	87,200	100,000	115,000	15.0%
Charges for Services	119,457	89,320	20,826	96,920	87,320	-2.2%
Miscellaneous Revenue	<u>39,000</u>	<u>2,000</u>	<u>1,632</u>	<u>2,100</u>	<u>2,000</u>	
TOTAL	\$1,690,361	\$878,590	\$453,962	\$886,290	\$892,927	1.6%
<u>Expenditures:</u>						
Wages & Salaries	\$3,958,149	\$4,333,763	\$1,823,900	\$4,363,101	\$4,595,198	6.0%
Operating Expense	7,185,980	7,617,287	2,895,041	7,710,903	7,885,733	3.5%
Fringe Benefits	<u>375,811</u>	<u>414,880</u>	<u>126,534</u>	<u>414,880</u>	<u>442,996</u>	6.8%
TOTAL	\$11,519,940	\$12,365,930	\$4,845,475	\$12,488,884	\$12,923,927	4.5%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			Revised	Proposed
Full-Time Positions:	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
General Fund	49	49	49	49	50
Parking Lot Fund	10	10	10	10	10
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	60	60	60	60	61

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Department of Public Works' budget is increased \$557,997 or 4.5% for fiscal year 2023. Wages and salaries increase \$261,435, or 6.0%, primarily due to fully funding all authorized positions that were unfunded in fiscal year 2022, the addition of another Fleet Mechanic, as well as wage settlements, an increase in temporary payroll and merit/step adjustments for eligible employees. Operating expense increases \$268,446 or 3.5% primarily due to the increased cost for the disposal of recyclable materials (\$58,250) with an added component of direct haul (\$40,000), contractual increases for disposal of municipal solid waste (\$20,100), snow and ice contractual services (\$40,000), and vehicle & equipment maintenance (\$35,000). Utilities increased \$16,846 or 6.4%. Also included is an estimated CPI for parts and services. The change in social security is consistent with wages and withholdings.

ANNUAL BUDGET 2022-2023

PUBLIC WORKS MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$687,270	\$687,270	\$344,304	\$687,270	\$688,607	0.2%
TOTAL	\$687,270	\$687,270	\$344,304	\$687,270	\$688,607	0.2%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$338,791	\$346,534	\$172,513	\$353,962	\$357,910	3.3%
Temporary Payroll	11,446	2,000	9,673	20,000	20,000	900.0%
Overtime	4,716	2,000	522	2,000	4,000	100.0%
Education Premium Pay	1,029	1,020	442	1,020	1,020	
Office Expense	4,563	8,600	2,199	7,200	8,820	2.6%
Dues and Travel	2,155	500	436	1,000	500	
Training	4,568	10,000	1,835	5,000	10,000	
Professional Services	5,898	7,500	3,840	7,500		-100.0%
Contractual Services		14,000		5000	14,000	
Meals	12,780	7,500	1,320	7,500	10,000	33.3%
Uniforms & Laundry	30,009	42,850	22,822	39,500	45,025	5.1%
Information Technology	65,043	44,500	889	44,500	46,750	5.1%
Telecommunications	18,101	18,000	9,087	18,300	20,520	14.0%
Operating Expense	34,427		1,269	3,000	1,000	100.0%
Land Lease	32,200	32,200		32,200	32,200	
Social Security	<u>25,300</u>	<u>26,216</u>	<u>12,567</u>	<u>28,161</u>	<u>28,509</u>	8.7%
TOTAL	\$591,026	\$563,420	\$239,414	\$575,843	\$600,254	6.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PUBLIC WORKS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Management Division is staffed with three full-time positions and the budget reflects anticipated merit increases for eligible employees.

Temporary Payroll: The appropriation funds office clerical staff who assist with resident inquiries, the yard waste program, inventory and various other administrative staff. The increase represents additional hours necessary to maintain current office operations.

Overtime: The appropriation is for telephone coverage during snow operations, adverse weather events and additional hours required for processing COVID-19 documentation and time cards.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. Directors are eligible every five years.

Office Expense: This appropriation funds paper, postage, copying and office supplies for the department and remains the same as the prior year based upon experience and anticipated need.

Dues & Travel: This appropriation covers the cost of annual dues for the American Public Works Association which provides useful information on activities, programs and innovations of public works departments throughout the country.

Training: This appropriation funds the University of Connecticut sponsored Road Master/Road Scholar training program and annual certifications directly related to on-the-job work tasks.

Professional Services: This appropriation is moved to contractual services in fiscal year 2023.

Contractual Services: This appropriation funds the participation in the CDL-drivers drug and alcohol testing program through Connecticut Conference of Municipalities as well as hearing tests for employees.

Meals: This appropriation funds the contractual meal allowance paid to eligible full-time employees in the AFSCME Union, plus costs during extreme weather events. In fiscal year 2023 it has increased based on historical trends.

Uniforms & Laundry: This appropriation is for the laundering, repair and replacement of uniform pants and shirts provided by contract to full-time staff, as well as the annual purchase of work safety shoes. Fiscal year 2023 includes a CPI increase.

Information Technology: This appropriation funds the cost of the department's work order system (Asset Essentials), Weatherworks and Easy Clocking Time Clock. The increase is related to the addition of the Fleet Management software to the Asset Essential work management software.

Telecommunications: Reflects the operating costs for desk and cellular telephone services, as well as wireless costs for tablets and other devices used by the department. Fiscal year 2023 includes a CPI increase.

Operating Expense: This appropriation includes miscellaneous office, storm and operating expenses not covered in other appropriations.

Land Lease: The department is leasing land to store materials at a cost of \$32,200 per annum.

Social Security: This appropriation is for required Federal payments based on actual wages paid.

ANNUAL BUDGET 2022-2023

CONTRACTUAL SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Bulky Waste/Recycling						
Permits	\$160,568	\$95,000	\$86,775	\$95,000	\$110,000	15.8%
Metal Recycling	1,645		5,849	7,500	4,000	100.0%
Recycling Rebate	1,203	1,000	127	1,100	1,000	
Refuse Hauling Licenses	4,650	5,000	450	5,000	5,000	
Additional Refuse Barrel	100,800	55,000		55,000	52,000	-5.5%
Miscellaneous Revenue	<u>15,000</u>	<u> </u>	<u> </u>	<u>100</u>	<u> </u>	
TOTAL	\$283,866	\$156,000	\$93,201	\$163,700	\$172,000	10.3%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$35,075	\$35,285	\$17,610	\$42,185	\$	-100.0%
Temporary Payroll	52,503	47,425	27,624	47,425	48,000	1.2%
Office Expense		1,000		500	13,000	1,200.0%
Advertising	5,162	6,000	921	4,000	9,000	50.0%
Professional Services	34,743	33,000	2,730	33,000	19,000	-42.4%
Contractual Services	2,278,833	2,454,000	1,041,174	2,448,500	2,528,350	3.0%
Solid Waste Disposal	1,992,606	2,672,000	792,206	2,450,000	2,633,000	-1.5%
Office/Minor Equipment			90,800	90,800		
Social Security	<u>4,119</u>	<u>6,291</u>	<u>1,675</u>	<u>6,932</u>	<u>3,672</u>	-41.6%
TOTAL	\$4,404,165	\$5,255,001	\$1,974,946	\$5,123,342	\$5,254,022	

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Public Works Manager	<u>0.25</u>	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>	<u> </u>
TOTAL	0.25	0.35	0.35	0.35	

CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Environmental Services program staff has been transferred 100% to the Streets Division in fiscal year 2023.

Temporary Payroll: The appropriation funds part-time hours to enforce the Town's refuse and recycling regulations. In addition, a part-time Recycling Coordinator position is funded.

Overtime: Overtime for the bagged leaf collection program was moved to the Streets Division in fiscal year 2021.

Office Expense: This line item is for the printing cost of skip tags, which are used when bags are presented improperly, and for residential recycling permits. The increase in fiscal year 2023 represents a transfer from line item Professional Services to better account for printing materials.

Advertising: This appropriation funds advertising costs for the leaf collection program, announcements of special collections for electronics, small metal and household hazardous waste and any other special collections that might be instituted as a result of heavy rain, ice storms, high winds or flooding. In fiscal year 2023 the slight increase represents management education advertising.

Professional Services: This budget reflects the costs for Recollect Platform Service Renewal direct waste programming, Safety Clean/Clean Harbors waste oil disposal; misc. environmental services waste cleanup and posters, support materials and professional services related to recycling program. The decrease in fiscal year 2023 represents a transfer to office expense.

Contractual Services: The appropriation reflects an increase in curbside services as well as continuing a bi-weekly recycling collection. The 3% increase in fiscal year 2023 represents current costs plus a contractual increase of 5%. Also included in this appropriation is \$40,000 in the event Public Works changes to direct haul.

Solid Waste Disposal: This appropriation reflects the Town's refuse and recycling disposal contract. The appropriation has increased based upon contractual rates of \$96 per ton for municipal solid waste, as well as \$85 per ton to dispose of recyclable materials. COVID-19 and stay at home activities continue to generate elevated volumes totaling 20,000 tons annually for municipal solid waste and 6,525 of recyclable materials.

Social Security: This appropriation is for required Federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Contractual Services**

	<u>Actual</u> <u>FY 2017</u>	<u>Actual</u> <u>FY 2018</u>	<u>Actual</u> <u>FY 2019</u>	<u>Actual</u> <u>FY 2020</u>	<u>Actual</u> <u>FY 2021</u>
Volume of leaves collected (cubic yards)	6,606	5,750	6,074	4,880	6,075
Tons of leaves collected	1,651	1,438	1,518	1,224	1,519
Tons of Waste Recycled	6,853	7,269	7,042	6,445	9,727
Percent of Total Waste Recycled	26.6%	28.0%	27.8%	25.7%	33.5%
Tons of Refuse Collected	18,824	18,674	18,246	18,617	19,338

STREET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Special Events	\$	\$5,000	\$	\$5,000	\$	-100.0%
TOTAL	\$	\$5,000	\$	\$5,000	\$	-100.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,181,279	\$1,205,360	\$487,528	\$1,205,360	\$1,333,802	10.7%
Temporary Payroll			8,940	8,940		
Overtime	203,192	300,000	28,060	302,500	302,400	0.8%
Dues and Travel	650					
Contractual Services	117,092	114,000	9,161	108,000	142,000	24.6%
Solid Waste Disposal	51,839	62,000	42,316	50,000	67,000	8.1%
Minor Equipment	18,247	13,600	10,112	13,600	12,800	-5.9%
Uniforms & Laundry	3,425	3,500	2,638	3,500	4,025	15.0%
Telecommunications	2,476	2,350	1,144	2,350	2,550	8.5%
Vehicles & Equipment Expense	17,714		31,335	40,000		
Maintenance & Repairs	12,681	12,700	14,885	24,200	19,200	51.2%
Snow Removal Supplies	240,217	378,600		326,000	382,000	0.9%
Street Maintenance	106,620	114,000	62,967	121,000	120,200	5.4%
Sidewalk Maintenance	20,291	13,000	9,654	13,000	25,600	96.9%
Rental/Leases	1,473	3,750	855	3,500	3,300	-12.0%
Social Security	98,370	113,595	37,321	113,595	122,981	8.3%
TOTAL	\$2,075,566	\$2,336,455	\$746,916	\$2,335,545	\$2,537,858	8.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Public Works Manager	1.75	1.65	1.65	1.65	2.00
Crew Leader Streets Division	4.00	3.00	3.00	3.00	3.00
Street Maintainer I	6.00	8.00	8.00	8.00	9.00
Street Maintainer II	4.00	3.00	3.00	3.00	3.00
TOTAL	15.75	15.65	15.65	15.65	17.00

* One Streetlight Technician position from Traffic Division was reallocated to a Street Maintainer in the Streets Division during fiscal year 2022.

STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Street Maintenance operation is staffed with 17 full-time positions. Non-manager payroll is allocated among Street Maintenance programs as follows: Street Maintenance and Repair (40%); Snow and Ice Control (15%); Street Reconstruction (30%) and Storm Sewer Maintenance (15%). The budget reflects anticipated merit increases for eligible employees. In fiscal year 2023 the Public Works Manager is allocated 100% in the Streets division.

Temporary Payroll: This appropriation which was for part-time labor for seasonal help has been eliminated.

Overtime: This appropriation is for emergency and planned road maintenance, special events, snow and ice control, storm sewer work, and street sweeping outside of normal working hours.

Contractual Services: This appropriation funds the services of snow removal contractors used to plow Town streets. DPW utilizes up to fifteen contractors to supplement Town staff during a plowing operation. The increase is based on a forecast for a heavier snow season, and higher rates for the new contract period with contractors.

Solid Waste Disposal: This appropriation reflects the estimated disposal cost of materials vacuumed from catch basins and swept from Town streets under the MS4 program.

Minor Equipment: This appropriation represents minor equipment purchases for the street maintenance program, such as mark out paint, cones, caution tape, work zone safety equipment, pumps, compaction equipment, and small engine equipment.

Uniforms & Laundry: This appropriation represents the costs for safety equipment including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by staff in the field. Fiscal year 2023 includes a CPI increase.

Telecommunications: The department has a wireless internet and cable television subscription to monitor snow operations. A slight increase in fiscal year 2022 is expected in rates. Fiscal year 2023 includes a CPI increase.

Maintenance & Repairs: This line item reflects costs for snowplow damage repairs (seed and topsoil). The slight increase in fiscal year 2023 represents repairs to older equipment (\$2,500) and increased costs to maintain sidewalks (\$4,000).

Snow Removal Supplies: The appropriation reflects the estimated cost of Clearlane to treat streets for 15 snow events annually. Clearlane is a pre-treatment product and saves the department labor and equipment costs in sweeping streets, cleaning catch basins and cleaning of storm water lines, ponds and streams where sand normally collects. Fiscal year 2023 includes a CPI increase.

Street Maintenance: This appropriation reflects the cost of bituminous materials for paving and patching roads, crushed stone for road base, as well as pipe, pre-cast basins, basin tops, cement, sand, and basin brick and block for the maintenance and repair of the storm water collection system. Fiscal year 2023 includes a CPI increase.

Sidewalk Maintenance: This appropriation is for emergency sidewalk repairs. The increase in fiscal year 2023 represents a transfer from line item Contractual Services and a CPI increase.

Rental/Leases: This appropriation funds the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies and for the rental of a container to store equipment.

Social Security: This appropriation is for required Federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Number of sanding & plowing operations	17	17	12	5	12
Percent of snowstorms cleared within 8 hours	89%	100%	100%	100%	100%
Number of instances employees called in to work	45	49	44	38	44
Number of pothole work orders completed	451	839	1,269	744	550

FLEET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$	\$	\$	\$	\$	
TOTAL	\$	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$524,319	\$571,357	\$244,699	\$583,896	\$650,922	13.9%
Temporary Payroll	12,963	28,500	6,897	28,500	28,500	
Overtime	7,859	20,000	13,252	20,000	20,000	
Office Expense	1,428	2,000		1,500	2,200	10.0%
Contractual Services	47,181	106,000	28,888	90,000	109,000	2.8%
Information Technology	3,566	5,000		7,500	8,640	72.8%
Telecommunications	17,983	15,000	15,314	15,400	16,000	6.7%
Vehicles & Equipment Expense	482,514	513,500	255,688	542,500	575,000	12.0%
Maintenance & Repairs	33,814	51,000	38,866	64,000	59,100	15.9%
Social Security	<u>40,857</u>	<u>46,677</u>	<u>19,161</u>	<u>47,637</u>	<u>52,475</u>	12.4%
TOTAL	\$1,172,484	\$1,359,034	\$622,765	\$1,400,933	\$1,521,837	12.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Public Works Manager	1	1	1	1	1
Mechanic	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>7</u>
TOTAL	7	7	7	7	8

FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Fleet Maintenance activity is staffed with eight full-time positions, one Manager and seven Mechanics. The budget reflects contractual step increases in accordance with the AFSCME union contract as well as funding for an additional mechanic.

Temporary Payroll: This appropriation reflects the cost for two part-time positions. These positions are responsible for keeping the shop and shop floor clean, shuttling cars between the DPW and other Town facilities as needed.

Overtime: This appropriation is used to address preventive vehicle maintenance deferred during the snow season when the workforce is participating in snow and ice control operations. It is also used to respond to emergency repairs when public safety vehicles break down outside of normal working hours.

Office Expense: Subscriptions and publications required for diagnostic and repair inquiries. Fiscal year 2023 includes a CPI increase.

Contractual Services: This appropriation includes utilization of Integrated Business Solution, an outside vendor, to provide parts and inventory management. The assignment of a full time employee to the Town as well as fully stocking the parts room and managing all parts returns, new orders and rebates are covered under their contract. This program significantly frees up the administrative time of the Fleet Manager, Fleet Crew Leader and Mechanics related to parts ordering, returning and overall management, thus increasing productivity. A hazardous waste vendor (KleenHarbors) is utilized for the disposal of toxic materials.

Information Technology: This appropriation reflects the annual software maintenance support costs of the fleet maintenance software system. The increase year over year is due to the transition of new manuals being added which were previously not charged for but are necessary to the maintenance of strategic vehicles.

Telecommunications: This account funds cellular service for the Samsara GPS system in use by the Fleet division for vehicle monitoring and tracking. The increase in fiscal year 2023 represents an additional two GPS systems.

Vehicles & Equipment Expense: This appropriation reflects the cost of parts and equipment used to repair and maintain the Public Works vehicle fleet which consists of approximately 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service the Town fleet, exclusive of Police and Fire vehicles. As the fleet has aged, more repairs are necessary. The budget for vehicle maintenance increases based upon actual usage and prevailing fuel costs.

Maintenance & Repairs: This appropriation funds shop supplies, tools and equipment. It also reflects the costs to repair and maintain shop equipment used for tire mounting, brake drum and rotor repair, vehicle lifts, cranes and compressors. Fiscal year 2023 includes a CPI increase.

Social Security: This appropriation is for required Federal payments based on actual wages paid.

ANNUAL BUDGET 2022-2023

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>
Number of vehicle maintenance work orders completed	967	1,526	1,021	1,175	1,647
Number of instances employees called in to work	16	1	6	5	1

TRAFFIC SAFETY CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$15,809	\$28,320	\$14,851	\$28,320	\$30,320	7.1%
TOTAL	\$15,809	\$28,320	\$14,851	\$28,320	\$30,320	7.1%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$482,556	\$490,938	\$227,702	\$490,938	\$420,774	-14.3%
Overtime	9,336	23,500	12,842	23,500	22,000	-6.4%
Dues and Travel		100		100		-100.0%
Contractual Services	46,901	62,270	16,753	52,270	63,100	1.3%
Solid Waste Disposal	31	500	115	250	500	
Office Equipment	1,732	2,000	1,543	1,000	2,000	
Uniforms & Laundry	128	4,800	1,768	4,500	4,800	
Maintenance & Repairs	89,170	96,750	49,733	91,830	105,150	8.7%
Information Tech	991	1,000		1,000	1,000	
Rental/Leases	669	3,445	350	2,845	3,530	2.5%
Social Security	35,741	38,766	17,308	38,766	33,357	-14.0%
TOTAL	\$667,255	\$724,069	\$328,114	\$706,999	\$656,211	-9.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Streetlight Technician*	1	1	1	1	1
Sign Maintenance Lead	1	1	1	1	1
Sign Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	5	5

* One Streetlight Technician position was reallocated to a Street Maintainer in the Streets Division during fiscal year 2022.

TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Traffic Safety operation is staffed with 5 full-time positions. The budget reflects full funding of positions and merit increases for eligible staff.

Overtime: This line item funds overtime for problems with traffic signals, street sign and streetlight knockdowns, and the Town's fiber optic network that occur outside normal business hours, as well as overtime for special events.

Dues and Travel: This appropriation funds annual International Municipal Signal Association (IMSA) membership.

Contractual Services: This appropriation funds updates and charges for the Call Before You Dig mark out service and on-street pole transfers by Eversource. The increase reflects the projected annual costs.

Solid Waste Disposal: This appropriation funds disposal costs in the street lighting program for bulbs and other electrical items that cannot otherwise be recycled.

Office Equipment: This budget is for minor equipment such as tools, parts and equipment for installing and maintaining signals, streetlights, signs and work on the fiber optic network.

Uniforms & Laundry: This appropriation funds safety equipment used in the performance of electrical and sign maintenance operations.

Maintenance & Repairs: This appropriation reflects specialized maintenance repairs and services on the signal maintenance equipment, speed monitoring devices and streetlights, including contractual services for setting or re-setting poles, building foundations for traffic signal controllers and re-setting and re-stringing fiber optic cable. This appropriation is also used by the Sign Shop as the primary supply account for sign materials, cones and barricades. Fiscal year 2023 includes a CPI increase.

Information Technology: This appropriation will be used to purchase fiber optic supplies for traffic signal cabinets.

Rental/Leases: This appropriation funds the leasing of a storage container to store sign and signal materials.

Social Security: This appropriation is required for Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>
Number of street light work orders completed	264	256	316	189	158
Number of instances employees called in to work	40	25	23	29	28

GROUNDS MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
FEMA Reimbursement	\$679,416	\$	\$	\$	\$	
Miscellaneous Revenue		2,000	1,607	2,000	2,000	
Transfer In	<u>24,000</u>					
TOTAL	\$703,416	\$ 2,000	\$ 1,607	\$ 2,000	\$ 2,000	

SUMMARY OF EXPENDITURES

	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$947,047	\$1,005,844	\$465,312	\$1,005,844	\$1,141,870	13.5%
Temporary Payroll	25,766	139,000	42,730	139,000	139,000	
Overtime	119,148	115,000	57,349	115,000	105,000	-8.7%
Contractual Services	719,427	156,300	48,764	135,000	199,400	27.6%
Minor Equipment	43,938	31,450	16,027	33,000	36,260	15.3%
Utilities	292,197	262,972	131,486	262,972	279,818	6.4%
Maintenance & Repairs	181,376	234,050	133,149	217,500	250,395	7.0%
Social Security	73,621	85,532	38,502	85,532	104,199	21.8%
Transfer Out	<u>97,803</u>	<u>97,803</u>		<u>97,803</u>	<u>97,803</u>	
TOTAL	\$2,500,323	\$2,127,951	\$933,319	\$2,091,651	\$2,353,745	10.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Public Works Manager	1	1	1	1	1
Crew Leader*	3	3	3	3	3
Senior Tree Trimmer			1	1	1
Tree Trimmer	2	2	1	1	1
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	16	16	16	16	16

* One Crew Leader position was authorized but unfunded in fiscal year 2022.

GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The grounds division, which is staffed with 16 full-time positions, maintains the grounds at all Town and Board facilities. The appropriation reflects estimated step/merit increases for eligible staff. Of the total, 55% of the payroll is allocated to the Park and Grounds Maintenance program, 20% to the Tree Maintenance program, and 15% to Athletic Field Maintenance. The remaining 10% is allocated to Snow and Ice Control in the Streets Division.

Temporary Payroll: The appropriation funds permanent and seasonal part-time help to help augment summer maintenance of athletic fields and Town parks.

Overtime: Overtime is used for peak ball field maintenance periods, spring and fall clean-ups, emergency call-ins for tree work, weekend trash pick-up in the parks, and for special events such as Celebrate! West Hartford.

Contractual Services: This appropriation reflects the cost for contractors to perform channel maintenance and roadside mowing, fence repairs, irrigation repairs and servicing, supplemental tree work not done by Town tree crews, athletic field maintenance services such as over-seeding and topdressing, and all other contractual work performed for Town and school grounds.

Minor Equipment: This appropriation reflects the purchase of small power equipment used for the mowing and trimming of turf and plants, snow removal equipment for sidewalks and bridges, tree maintenance equipment such as chain saws, ropes and pruning tools, as well as equipment for athletic field line painting, fertilizing and pesticide spraying equipment.

Utilities: This appropriation reflects a contribution to the Utilities Services Fund for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, running athletic field irrigation systems, and a lighted tennis court, basketball court and baseball field at Wolcott Park. The natural gas cost is for heat at the Beachland and Fern Park facilities. This appropriation increases or decreases based upon rates and the amortization of the Utility Services Fund prior years gains and losses.

Maintenance & Repairs: This appropriation reflects costs for minor interior and exterior repairs at Town park facilities such as garage door repairs, electrical and plumbing repairs and general carpentry repairs. This budget also funds the purchase of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings. The repair and preventive maintenance of power equipment that is not registered and plated is also funded here. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This appropriation also funds the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both of the Town's high schools.

ANNUAL BUDGET 2022-2023

Social Security: This appropriation is for required Federal payments based on actual wages paid.

Transfer Out: Reimbursement of the cost of benefits paid by the Public Schools for the four Board of Education Grounds Maintainers.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>
Number of tree issue work orders completed	117	323	312	306	637
Number of instances employees called in to work	16	4	9	10	9

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Charges for Services	\$1,026,464	\$ 954,000	\$ 1,523,200	\$1,280,000
Management Fee – BBS	383,067		442,025	211,730
Fines & Forfeitures	61,380	43,750	60,000	43,750
Interest Income	<u>1,865</u>	<u>2,950</u>	<u>600</u>	<u>2,950</u>
Total Revenues & Other Resources	\$1,472,776	\$1,000,700	\$2,025,825	\$1,538,430

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Municipal Parking Operations	\$ 1,628,510	\$ 1,962,811	\$1,944,152	\$2,149,753
BBS Parking Operations	<u>699,582</u>	<u>835,535</u>	<u>878,081</u>	<u>900,396</u>
Total Expenditures & Other Uses	\$ 2,328,092	\$ 2,798,346	\$2,822,233	\$3,050,149

CHANGE IN FUND BALANCE	(\$ 855,316)	(\$1,797,646)	(\$ 796,408)	(\$1,511,719)
BEGINNING BALANCE	\$1,396,789	\$ 541,473	\$ 541,473	(\$ 254,935)
ENDING BALANCE	\$ 541,473	(\$1,256,173)	(\$ 254,935)	(\$1,766,654)

Fund: Parking Lot Fund
Department: Public Works

PURPOSE

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford Center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center-Special Services District and receives a management fee equal to the cost of said services.

LONG-TERM STRATEGY

The goal of the fund is to cover all operating costs and contribute an amount to fund balance each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Charges for Services	\$2,043,000	\$1,977,000	\$1,958,000	\$1,288,000	1,088,000
Management Fee	1,208,000	1,211,000	1,105,000	63,000	383,000
Interest Income	<u>6,000</u>	<u>14,000</u>	<u>31,000</u>	<u>33,000</u>	<u>2,000</u>
TOTAL REVENUES	\$3,257,000	\$3,202,000	\$3,094,000	\$1,384,000	1,473,000
<u>Expenditures:</u>					
Operational	<u>\$3,126,000</u>	<u>\$2,864,000</u>	<u>\$3,069,000</u>	<u>\$2,691,000</u>	<u>2,328,000</u>
TOTAL EXPENDITURES	\$3,126,000	\$2,864,000	\$3,069,000	\$2,691,000	2,328,000
OPERATING RESULTS	\$ 131,000	\$ 338,000	\$ 25,000	(\$ 1,307,000)	(\$ 855,000)
FUND BALANCE	\$2,341,000	\$2,679,000	\$2,704,000	\$1,397,000	542,000

Fund: Parking Lot Fund
Department: Public Works**REVIEW OF PERFORMANCE**

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center-Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. In theory, the Parking Lot Fund is paid a management fee from the West Hartford Center-Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The Parking Lot Fund has accumulated fund balance of \$541,473 as of June 30, 2021.

FISCAL YEAR 2022 OPERATING RESULTS

The fiscal year 2022 budget was based on the conditions that were observed in prior year:

- Reduced on-street inventory to accommodate outdoor dining.
- Reduced on-street and lot inventory to accommodate pick-up/take-out.
- Reduction of monthly parking permits as professional employees are working from home.
- Reduction in indoor occupancy for restaurants and businesses.
- Reduction of business traffic (e.g. closed gym, movie theater and restaurants)
- Reduced consumer confidence in public settings (e.g. restaurants, shopping, etc.)

As the year unveils, July through December of 2021 performance demonstrated to be a recovering period for the central business district. Midyear revision for Parking Lot Fund projects revenue collection of \$1,523,200, a major improvement from the initial forecast of \$954,000.

BBS parking operations also sees similar improvements in revenues albeit with modest performance. BBS operations continue to receive a transfer annually from the Parking Lot fund to pay for operating expenses and debt obligations. A number of projects, deferred in fiscal year 2021 due to the economic stress induced by the pandemic, are now being executed. The initiatives include implementing a permit management system, continuing structural maintenance of the garages, upgrading parking kiosks to comply with wireless communication protocols.

The fund expects to have a deficit of \$796,408 for the year, resulting in fund balance of (\$254,935).

FISCAL YEAR 2023 BUDGET

Fiscal year 2023 projects further decline in fund balance with revenue assumptions still below historical averages. Town parking assets are aging and require higher maintenance to meet industry and safety standards.

The fund expects to have a deficit of \$1,511,719 for the year, resulting in fund balance of (\$1,766,654).

PARKING LOT FUND

The mission of the Parking Lot Fund is to operate the Town's municipal parking operations, which include metered parking lots and on-street parking meters, and provide parking operation services for the West Hartford Center-Special Services District in exchange for a management fee equal to the cost of said services.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
<u>Revenues:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Charges for Services	\$1,026,464	\$954,000	\$783,508	\$1,523,200	\$1,280,000	34.2%
Management Fee – BBS	383,067			442,025	211,730	100.0%
Fines & Forfeitures	61,380	43,750	833	60,000	43,750	
Interest Income	1,865	2,950	342	600	2,950	
TOTAL	1,472,776	\$1,000,700	\$784,000	\$2,025,825	\$1,538,430	53.7%
<u>Expenditures:</u>						
Wages & Salaries	680,289	\$871,090	\$343,233	\$835,931	\$871,039	
Operating Expense	732,577	1,091,701	425,160	1,160,747	1,378,660	26.3%
Equipment	1,661	10,000				-100.0%
Fringe Benefits	913,565	825,555	406,349	825,555	800,450	-3.0%
TOTAL	2,328,092	\$2,798,346	\$1,174,732	\$2,822,233	\$3,050,149	9.0%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist**	1	1	1		
Senior Staff Assistant				1	1
Senior Parking Monitor	1	1	1	1	1
Parking Monitor	2	2	2	2	2
Grounds Maintainer	1	1	1	1	1
Parking Lot Gate Attendant*	3	3	3	3	3
TOTAL	10	10	10	10	10

* Permanent part-time positions, 1500 hours per annum.

** This position was authorized but unfunded in fiscal year 2022 and reclassified to a Senior Staff Assistant during the year.

BUDGET & PROGRAM HIGHLIGHTS

The budget for the Parking Lot Fund is increased \$251,803 or 9.0% for fiscal year 2023. Wages and salaries remain equivalent to prior fiscal year. In fiscal year 2022 reductions in contractual services, maintenance and repairs, and operating equipment were made as a conscious decision to reduce expenses in effort to

ANNUAL BUDGET 2022-2023

offset the reduction in revenue. In fiscal year 2023 these reductions are increased back to their true operating costs.

Fund: Parking Lot Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$558,489	\$675,078	\$282,677	\$675,078	\$668,899	-0.9%
Temporary Payroll	66,954	61,645	32,120	61,645	67,000	8.7%
Overtime	44,477	110,159	27,265	75,000	116,250	5.5%
Holiday	8,069	16,902	-	16,902	16,860	-0.2%
Education Premium Pay	2,300	7,306	1,160	7,306	2,020	-72.4%
Office Expense	12,241	22,500	5,945	22,500	23,500	4.4%
Dues and Travel	1,200	2,600	200	2,600	4,000	53.8%
Professional Services	9,365	5,000	1,266	5,000	5,000	
Contractual Services	349,591	621,800	224,776	700,846	908,600	46.1%
Office Equipment	1,814	5,000	1,345	5,000	5,000	
Uniforms and Laundry		4,000	642	4,000	4,000	
Utilities	123,301	134,885	67,443	134,885	121,644	-9.8%
Telecommunications	2,321	2,450	1,061	2,450	2,450	
Vehicles & Equipment Exp	5,336	5,000	1,841	5,000	5,000	
Maintenance & Repairs	11,256	49,000	8,015	39,000	60,000	22.4%
Snow Removal Supplies	1,054	6,000	-	6,000	6,000	
Rental/Leases	216,759	233,466	112,626	233,466	233,466	
Operating Equipment		10,000				-100%
Social Security	36,511	49,958	18,551	49,958	53,615	7.3%
Pension	325,122	334,942	167,471	334,942	331,430	-1.0%
Risk Management Expense	<u>551,932</u>	<u>440,655</u>	<u>220,328</u>	<u>440,655</u>	<u>415,405</u>	-5.7%
Total Department	\$2,328,092	\$2,798,346	\$1,174,732	\$2,822,233	\$3,050,149	9.0%

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Charges for Services	\$ 291,237	\$ 362,300	\$362,300	\$385,000
Sale of Lots	131,286	207,000	110,000	200,000
Interest Income	2,938	3,600	3,600	3,600
Transfer In				
Total Revenues & Other Resources	\$ 425,461	\$ 572,900	\$475,900	\$588,600

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Cemetery Operations	\$ 503,549	\$ 507,752	\$490,096	\$541,006
Total Expenditures & Other Uses	\$ 503,549	\$ 507,752	\$490,096	\$541,006

CHANGE IN FUND BALANCE	(\$ 78,088)	\$ 65,148	(\$ 14,196)	\$ 47,594
BEGINNING BALANCE	\$ 1,701,197	\$1,623,109	\$1,688,257	\$1,608,913
ENDING BALANCE	\$ 1,623,109	\$1,688,257	\$1,608,913	\$1,656,507

Fund: Cemetery Operating Fund
Department: Public Works

PURPOSE

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

LONG-TERM STRATEGY

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Charges for Service	\$357,000	\$407,000	\$304,000	\$351,000	423,000
Interest Income	6,000	14,000	26,000	25,000	3,000
TOTAL REVENUES	\$363,000	\$421,000	\$330,000	\$376,000	426,000
<u>Expenditures:</u>					
Operational	\$315,000	\$391,000	\$376,000	\$410,000	501,000
TOTAL EXPENDITURES	\$315,000	\$391,000	\$376,000	\$410,000	501,000
TRANSFERS (TO)/FROM OTHER FUNDS	(\$213,000)	(\$3,000)	\$97,000	(3,000)	(3,000)
OPERATING RESULTS	(\$165,000)	\$27,000	\$51,000	(\$37,000)	(78,000)
FUND BALANCE	\$1,660,000	\$1,687,000	\$1,738,000	\$1,701,000	1,623,000

Fund: Cemetery Operating Fund**Department: Public Works****REVIEW OF PERFORMANCE**

The Cemetery Operations program uses a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. As of June 30, 2021 fund balance inclusive of the Permanent Reserve account totaled \$1,623,109.

FISCAL YEAR 2022 OPERATING RESULTS

The budget for fiscal year 2022 estimates revenue of \$472,300 (excluding interest income), revised midterm to reflect actual collection from July through December 2021. Decline in lot sales due to the Town limited options available for inground burials. Plans are underway to propose a development of 390 full burial graves near the entrance of Fairview. The expansion will afford the Town to better service its residents with a full suite of options for memorial interment ranging from upright monuments, flush markers to cremation graves.

The cemetery fund is operating at a loss in spite of the revenue schedule designed to shore up its balance sheet and position to support perpetual maintenance. The fund is burdened by an ongoing worker's compensation case approaching 36 months in duration. Fund balance will turn the corner when the Town is able to bring the case to its conclusion.

It is estimated that revenues of \$475,900 will be achieved in fiscal year 2022 with corresponding expenditures of \$490,096 resulting in a deficit of \$14,196. As of June 30, 2022, fund balance inclusive of the Permanent Reserve account is estimated to be \$1,608,913.

FISCAL YEAR 2023 BUDGET

Fiscal 2023 budget is projected with the preface that a parcel at the entrance of Fairview Cemetery will be developed to offer 390 full burial graves. However, as long as the worker's compensation case remains active, the expansion would afford fiscal year 2023 budget to break even.

The budget for fiscal year 2023 estimates revenue of \$588,600 with corresponding expenditures of \$541,006, resulting in a surplus of \$47,594. It is anticipated that fund balance inclusive of the Permanent Reserve account will total \$1,656,507 by June 30, 2023.

Fund: Cemetery Operating Fund
Department: Public Works

CEMETERY OPERATING FUND

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
<u>Revenues:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Cemetery Service Charges	\$291,237	\$362,300	\$187,734	\$362,300	\$385,000	6.3%
Sale of Lots	131,286	207,000	58,922	110,000	200,000	-3.4%
Interest on Investment	2,938	3,600	1,006	3,600	3,600	
Transfer In						
TOTAL	425,461	\$572,900	\$247,662	\$475,900	\$588,600	2.7%
<u>Expenditures:</u>						
Wages & Salaries	172,020	\$139,628	\$96,067	\$129,628	\$144,989	3.8%
Operating Expense	167,075	189,223	49,149	182,223	201,442	6.5%
Fringe Benefits	164,454	178,901	88,766	178,245	194,575	8.8%
TOTAL	\$503,549	\$507,752	\$233,983	\$490,096	\$541,006	6.5%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

BUDGET & PROGRAM HIGHLIGHTS

The Cemetery Operating Fund budget increases \$33,254 or 6.5% for fiscal year 2023. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expense increases are primarily due to a study related to additional operational options to increase burial space and miscellaneous maintenance required. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$588,600, the Fund is expected to experience a surplus of \$47,594.

Fund: Cemetery Operating Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$116,931	\$74,628	\$69,876	\$74,628	\$74,989	.5%
Temporary Payroll	43,596	45,000	24,165	45,000	45,000	
Overtime	11,494	20,000	2,026	10,000	25,000	25.0%
Office Expense	431	1,600	118	1,600	1,600	
Professional Services	17,829	30,000	2,800	20,000	10,000	-66.7%
Contractual Services	103,598	115,000	25,930	115,000	115,000	
Office Equipment	501	1,000	240	1,000	1,000	
Utilities	21,473	16,823	9,542	19,823	15,842	-5.8%
Telecommunications	2,275	1,800	338	1,800		-100%
Vehicles and Equipment	6,292	5,000	3,101	5,000	5,000	
Maintenance & Repairs	14,675	18,000	7,080	18,000	53,000	194.4%
Social Security	8,240	10,573	4,602	9,917	10,600	.3%
Pension	39,681	41,354	20,677	41,354	41,440	.2%
Risk Management Expense	113,309	126,974	63,487	126,974	142,535	12.3%
Transfer Out	3,224					
TOTAL	\$503,549	\$507,752	\$233,983	\$490,096	\$541,006	6.5%

ANNUAL BUDGET 2022-2023

DEPARTMENT: PUBLIC WORKS

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised 2021-22	Proposed 2022-2023
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	5	5	5	5	5
Crew Leader-Streets	4	4	3	3	3
Equipment Operator	6	8	8	9	9
Equipment Operator II	4	3	3	3	3
Signal Support Technician	1	1	1	1	1
Sign Maintenance Worker	1	1	1	1	1
Sign Maintenance Lead	1	1	1	1	1
Streetlight Technician	2	2	2	1	1
Fleet Manager	1	1	1	1	1
Mechanic	6	6	6	6	7
Crew Leader-Grounds**	3	3	3	3	3
Senior Tree Trimmer			1	1	1
Tree Trimmer	2	2	1	1	1
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	3	3	3	3	3
TOTAL GENERAL FUND	49	49	49	49	50
<u>PARKING LOT FUND</u>					
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist***	1	1	1		
Senior Staff Assistant				1	1
Senior Parking Monitor	1	1	1	1	1
Parking Monitor	2	2	2	2	2
Grounds Maintainer	1	1	1	1	1
Parking Lot Gate Attendant*	3	3	3	3	3
TOTAL PARKING LOT FUND	10	10	10	10	10
<u>CEMETERY FUND</u>					
Crew Leader	1	1	1	1	1
TOTAL CEMETERY FUND	1	1	1	1	1
TOTAL PUBLIC WORKS-ALL FUNDS	60	60	60	60	61

* Parking Lot Gate Attendant is a permanent part-time position, 1500 hours per annum.

** One Crew Leader position is authorized but unfunded in fiscal year 2022.

*** The Accounting Specialist was authorized but unfunded in fiscal year 2022 and reclassified to a Senior Staff Assistant during the year.

DEPARTMENT OF PLANT & FACILITIES SERVICES**MISSION**

The mission of the Department is to enhance the public appearance of the Town and preserve assets via cost effective maintenance, facility operation and capital improvements.

This mission is accomplished through the following programs:

- Daily service program addressing routine operation and upkeep of Town buildings.
- A program of planned maintenance of building equipment and systems.
- Unplanned maintenance program to respond to unexpected and emergency repairs.
- A capital improvement program to enhance the physical appearance of public spaces, preserve building infrastructure and upgrade mechanical systems.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Contained operating costs such as overtime and maintenance costs while continuing to provide satisfactory service levels.
- ✓ Continued to respond to and modify building operations in response to the pandemic.
- ✓ Accurately estimated energy budget and continue to secure future favorable electricity supply pricing.
- ✓ Continued to monitor and reduce electricity consumption for both the BOE and Town.
- ✓ Improved retention of part-time custodial staff.
- ✓ Oversaw numerous capital improvement projects including flooring replacements, roof replacements, and improvements to building mechanical systems.
- ✓ Energy conservation achievements included 100% offset of electricity use with Green-e certified Renewable Energy Credit purchase; participated with four buildings in Eversource/ISO-NE's electricity demand response programs, and achieved silver-level certification with the Sustainable CT program.

FISCAL YEAR 2022 GOALS & OBJECTIVES

- ❖ Continue to improve customer communication and develop customer service metrics.
- ❖ Continue energy efficiency efforts through improvements in daily operations, capital projects and education of our co-workers.
- ❖ Continue to assess and plan for building and operational efficiencies for all Town and BOE buildings.

DEPARTMENT OF PLANT & FACILITIES SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Miscellaneous Revenue	\$	\$	\$ 100	\$	\$	
Transfers from Other Funds	<u>272,468</u>	<u>275,746</u>	<u> </u>	<u>275,746</u>	<u>289,000</u>	4.8%
TOTAL	\$272,468	\$275,746	\$ 100	\$275,746	\$289,000	4.8%
<u>Expenditures:</u>						
Wages & Salaries	\$1,065,860	\$1,187,906	\$542,014	\$1,228,016	\$1,316,783	10.8%
Operating Expense	811,197	972,883	518,612	1,060,678	1,119,820	15.1%
Social Security	<u>78,183</u>	<u>88,517</u>	<u>39,323</u>	<u>91,376</u>	<u>99,688</u>	12.6%
TOTAL	\$1,955,240	\$2,249,306	\$1,099,949	\$2,380,070	\$2,536,291	12.8%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
Full-Time Positions:	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
General Fund	9.50	9.50	9.50	9.50	9.50

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2023 budget for the Department of Plant & Facilities Services is increased \$286,985 or 12.8% from the prior year. Wages and salaries increase \$128,877 or 10.8% due to an increase in temporary payroll to meet minimum wage increases, merit increases for eligible employees, the reclassification of two positions and the addition of three (3) part-time staff for the Town Hall security checkpoint. Operating expense increases \$146,937 primarily as a result of rising utility costs and increased material and contractual services costs. The social security appropriation is consistent with budgeted wages.

The transfer in from the Capital Projects Fund reimburses wages, social security and benefits for the Capital Projects Manager and Administrative Assistant positions.

ANNUAL BUDGET 2022-2023

FACILITIES SERVICES DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$	\$	\$ 100	\$	\$	
TOTAL	\$	\$	\$ 100	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$496,343	\$494,646	\$230,108	\$494,646	\$538,779	8.9%
Temporary Payroll	346,410	400,362	195,500	450,500	466,251	16.5%
Overtime	33,563	100,000	17,794	75,000	100,000	
Office Expense	151	325	52	275	325	
Dues and Travel		100		50	100	
Contractual Services	285,192	190,000	143,620	275,000	250,000	31.6%
Meals	1,922	6,000	1,238	4,000	6,000	
Uniforms & Laundry		2,250	3,102	4,000	3,750	66.7%
Utilities	441,306	648,808	324,404	653,778	734,245	13.2%
Telecommunications	3,776	5,600	1,755	5,100	5,600	
Building Maintenance	77,681	105,000	43,897	105,000	105,000	
Vehicles & Equip. Exp.	700	3,950	420	3,250	3,950	
Maintenance & Repairs		8,250		8,250	8,250	
Miscellaneous Supplies		1,500		1,500	1,500	
Social Security	64,158	73,923	32,477	75,787	83,756	13.3%
TOTAL	\$1,751,202	\$2,040,714	\$994,367	\$2,156,136	\$2,307,506	13.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Director of Plant & Facilities Services*	0.50	0.50	0.50	0.50	0.50
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	2
Building Maintenance Technician II****					2
Plumber***	1	1	1	1	1
TOTAL	7.50	7.50	7.50	7.50	7.50

* This position is shared with the Board of Education.

** One position was authorized but unfunded in fiscal year 2020 and half funded in fiscal year 2021.

*** This position was authorized and half-funded in fiscal year 2021 and unfunded in fiscal years 2022 and 2023.

**** In fiscal year 2023, two (2) positions are reclassified to Building Technician II.

FACILITIES SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Regular payroll funds the wages for full-time positions involved in the daily maintenance and operation of Town buildings and facilities, as detailed on the previous page. In addition, a Board of Education HVAC Mechanic who maintains town buildings is budgeted in this division.

Temporary Payroll: Temporary payroll includes the wages for part-time custodians and security for Town Hall. Part-time employees work no more than 20 hours per week and have limited benefits. Contractual step increases and wage adjustments due to minimum wage increases are included in the appropriation. The fiscal year 2023 appropriation increase reflects the addition of the Town Hall security.

Overtime: Overtime is utilized to pay for labor of hourly employees outside of their normal work hours. Overtime is used for emergencies, to perform building maintenance tasks that cannot be performed when there are other employees or the public is present in a building, and to provide event support to Leisure Services (Town Hall Auditorium, Elmwood Community Center, Bishops Corner Senior Center) and the Libraries.

Office Expense: Office expenses include office supplies such as copy paper, copier rental and postage.

Dues and Travel: The appropriation represents mileage reimbursement, as needed.

Contractual Services: This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, plumbing, electrical work, water treatment for boilers and air conditioning systems, and boiler tune-ups. Increases in materials and labor costs has increased this appropriation in fiscal year 2023.

Meals: Meal allowances are obligated under union contracts when employees work extended shifts on their regular work day or during overtime situations.

Uniforms and Laundry: Uniforms and laundry includes the rental of uniforms and the purchase of safety shoes as provided by contract to the following employees: Building Maintenance Crew Leader and Technicians (5), HVAC Mechanic and part-time Custodians (22).

Utilities: This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings, as well as streetlights and traffic signals. The fiscal year 2023 budget reflects a reduction of available surplus to amortize in the USF, a slight increase in natural gas, an increase in electricity and a slight increase in water use.

Electricity – The electricity budget assumes consistent use and rates; however, the overall cost increases due to the amortization of less surplus available than in the prior year.

Natural Gas – The Town and Board of Education continuously monitor market conditions and prices between third party marketers and the local utility. The budget for fiscal year 2023 is based upon normal historical usage patterns, a slight increase in anticipated rates, and reduced amortization of accumulated surplus.

Water – Water services are provided by the Metropolitan District Commission, which anticipates an incremental rate increase for 2023.

Streetlights and Traffic Signals – This contribution to the Utilities Services Fund has increased from the prior year due to a much smaller fund balance resulting in a lower amortization of accumulated surplus for fiscal year in 2023.

Telecommunications: The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators.

Building Maintenance: Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of Town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems.

Vehicles and Equipment Expense: The vehicles and equipment appropriation is used to pay for operating costs and repairs to the vehicles assigned to Plant and Facilities Services. The vehicles, which include two vans and two pick-up trucks, are utilized by staff in traveling from building to building and for moving supplies and equipment.

Maintenance & Repairs: This appropriation funds the repair of tools and equipment used by the Plant and Facilities Services staff.

Miscellaneous Supplies: Funding is included for employee training and development in order to meet annual OSHA training requirements and development of employee skills.

Social Security: This appropriation is for required Federal payments based upon actual wages paid and varies depending upon participation in the alternative social security program.

PROGRAM PERFORMANCE MEASURES AND INDICATORS**Completed Work Orders by Fiscal Year**

<u>Trade</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>
Contractor (Carpentry, Electrical, Painting, etc.)	320	335	354	368	525
HVAC	465	455	460	455	445
Plumbing	<u>166</u>	<u>159</u>	<u>165</u>	<u>160</u>	<u>163</u>
Total Work Orders	951	949	979	983	1,133

ANNUAL BUDGET 2022-2023

CAPITAL PROJECTS MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$272,468	\$275,746	\$	\$275,746	\$289,000	4.8%
TOTAL	\$272,468	\$275,746	\$	\$275,746	\$289,000	4.8%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$188,516	\$191,878	\$98,170	\$206,850	\$210,733	9.8%
Overtime						
Education Premium Pay	1,028	1,020	442	1,020	1,020	
Office Expense	409	300	84	250	300	
Dues and Travel		50	10	25	50	
Training		500		100	500	
Telecommunications	60	250	30	100	250	
Social Security	<u>14,025</u>	<u>14,594</u>	<u>6,846</u>	<u>15,589</u>	<u>15,932</u>	9.2%
TOTAL	\$204,038	\$208,592	\$105,582	\$223,934	\$228,785	9.7%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Capital Projects Manager and an Administrative Assistant. The budget includes estimated merit increases for eligible employees.

Overtime: This appropriation was eliminated in fiscal year 2021.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: Appropriation for postage and office supplies for the division, as well as miscellaneous printing as needed.

Dues and Travel: Appropriation for mileage reimbursement for employees.

Training: This appropriation is for training for capital project management staff, as needed.

Telecommunications: This line item funds the costs associated with land line and cellular phone service for divisional employees.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Interest Income	\$ 408	\$ 5,000	\$ 5,000	\$ 5,000
Contributions from Other Funds	<u>3,749,626</u>	<u>4,049,578</u>	<u>4,049,578</u>	<u>4,168,539</u>
Total Revenues & Other Resources	\$3,750,034	\$4,054,578	\$4,054,578	\$4,173,539

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Energy Management Services	\$ 105,325	\$ 100,000	\$ 100,002	\$ 100,000
Utilities Expense	<u>3,949,609</u>	<u>4,697,771</u>	<u>4,552,299</u>	<u>4,691,026</u>
Total Expenditures & Other Uses	\$ 4,054,934	\$4,797,771	\$ 4,652,301	\$4,791,026

CHANGE IN FUND BALANCE	(\$ 304,900)	(\$ 743,193)	(\$ 597,723)	(\$ 617,487)
BEGINNING BALANCE	\$ 2,093,166	\$1,875,903	\$ 1,788,266	\$ 1,190,543
ENDING BALANCE	\$ 1,788,266	\$1,132,710	\$ 1,190,543	\$ 573,056

Fund: Utilities Services Fund

Department: Plant and Facilities Services

PURPOSE

The Utilities Services Fund was created to manage the volatility of energy costs. This internal service fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies and creation of the annual budget. During the fiscal year, monthly transfers are made from the utility budget line items to the internal service fund. Any volatility in energy costs is absorbed by the internal service fund and amortized in the subsequent year's budget. Led by the Energy Specialist, Town and BOE staff work cooperatively with the purchasing office in the competitive procurement of energy suppliers and negotiation of supply agreements. The Energy Specialist also works closely with the facility management operation to identify patterns of energy usage and opportunities to reduce energy consumption.

LONG-TERM STRATEGY

The Utility Services Fund was established with funding of \$876,310 received in fiscal year 2007 from Eversource, formerly Northeast Utilities, for overcharging the Town for street lighting costs. The Energy Specialist is funded from the Utilities Services Fund. Actual versus expected utility costs are analyzed each year and any variance is amortized over a two year period in order to maintain fund balance while managing the volatility of energy costs. Estimated costs were developed for the current fiscal year and used as the basis for developing estimates for the budget. These estimates are then adjusted for consumption patterns and anticipated pricing changes.

Utility Costs Summary						
	<u>Actual FY 2018</u>	<u>Actual FY 2019</u>	<u>Actual FY 2020</u>	<u>Actual FY 2021</u>	<u>Estimated FY 2022</u>	<u>Proposed FY 2023</u>
<u>TOWN</u>						
Electric	\$ 920,761	\$ 826,966	\$ 913,559	\$ 959,646	\$ 791,423	\$ 801,963
Fuel Oil	8,918	11,275	7,676	5,847	9,608	10,000
Natural gas	206,238	231,546	195,326	203,698	250,711	259,202
Street & traffic lighting	230,705	178,776	41,958	243	181,459	186,903
Water			311,731	307,273	331,530	341,746
Hydrants*	<u>391,882</u>	<u>594,383</u>	<u>190,485</u>	<u>2,800</u>	<u>194,320</u>	<u>201,260</u>
TOTAL	\$1,758,504	\$1,842,946	\$1,660,735	\$1,479,507	\$1,759,051	\$1,801,074
<u>PUBLIC SCHOOLS</u>						
Heating	\$ 671,955	\$ 759,392	\$ 605,332	\$ 706,552	\$ 882,945	\$ 909,434
Water	220,162	224,478	226,529	294,301	258,112	278,761
Electricity	<u>1,813,864</u>	<u>1,837,380</u>	<u>1,472,819</u>	<u>1,469,249</u>	<u>1,652,191</u>	<u>1,701,757</u>
TOTAL	\$2,705,981	\$2,821,250	\$2,304,680	\$2,470,102	\$2,793,248	\$2,889,952
TOTAL UTILITIES	\$4,464,485	\$4,664,196	\$3,965,415	\$3,949,609	\$4,552,299	\$4,691,026

*In fiscal years 2017-2019 Water and Hydrants were reported as one number

The fiscal year 2023 budget reflects a planned use of \$617,488 of fund balance accumulated in prior years (Energy Management Services - \$95,000; Town - \$97,281; Board of Education - \$425,207).

Fund: Utilities Services Fund**Department: Plant & Facilities Services****Energy Management Strategy**

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy use monitoring system, improved expertise for energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments, which are funded with an annual appropriation in the Capital Improvement Program. The following narrative provides a summary of the status of each component.

- **Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs. Utility estimates are developed based upon current year experience and amortization of the cumulative surplus/deficit since the Fund's inception over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utilities Services Fund.

- **Billing Auditing & Tracking System**

Capturis (a ConService company) provides monthly bill auditing services and a utility bill tracking system for the Town. The Town's electric, water and natural gas bills are redirected to Capturis to audit charges on the bill, resolve any disputes, enter the bill into a web-based utility bill tracking system, and provide a weekly electronic interface file for the Town's accounts payable system.

- **Procurement Strategy**

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. For December 2020-2023, a 3-supply contract for electricity supply was executed with Constellation Energy at 7.57 cents for all electricity accounts. Starting in December 2023, all accounts will move to rate of 7.19 cents for one additional year also with Constellation Energy. The Town continues to buy natural gas supply from the utility provider, Connecticut Natural Gas (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town has seven solar electric power purchase agreements (PPAs) on Bristow Middle School, Bishops Corner Library/Senior Center, Department of Public Works, Conard High School, Aiken Elementary School, Town Hall, and King Philip Middle School. The Town will consider additional solar photovoltaic projects. Solar projects which generate free electricity for the Town and BOE are on Charter Oak International Academy, Wolcott Elementary School, Conard High School, Hall High School, and Westmoor Park. The Town also participates in a virtual net metering solar contract, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills. In fiscal year 2021, The Town offset 100% of its municipal electricity use with a Green-e certified Renewable Energy Credit purchase.

- **Energy Conservation Investments**

In 2016, a substantial investment in energy conservation was made to fund the implementation of energy projects identified in an Investment Grade Audit conducted by Ameresco. They included street lighting, interior and exterior lighting, steam trap replacements, and upgraded or expanded building control systems in multiple Town and BOE buildings. Favorable pricing on these upgrades, as well as higher than anticipated utility incentives due to comprehensive "bundling" of electric and gas-saving projects, allowed

the Town to implement additional LED lighting projects and realize additional savings. Over \$5 million of energy efficiency projects have been completed with a combined payback of about 4 years.

In fiscal year 2021, electricity consumption for both the BOE and Town was 15.7 million kilowatt hours (kWh), down 27% from 21.5 million kWh seven years ago, but slightly higher than fiscal year 2020, as schools reopened after COVID-19. This overall reduction, mainly due to prior energy conservation projects, has helped to offset any rate increases. Peak electricity load (KW) in many buildings has also been reduced, resulting in further financial savings. Four buildings with high electricity demand were identified and enrolled in Eversource and ISO-NE's electricity demand response programs. A comprehensive commissioning project of school ventilation systems was undertaken in 2020. Despite increased ventilation requirements due to COVID-19, a combined focus on energy efficiency and maintenance has allowed buildings to avoid a significant increase in energy consumption even after reopening.

The Town continues to implement smaller, cost-effective energy projects and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify lowest performing facilities, as well as operational and maintenance cost tracking, help to guide energy conservation projects. Utility rebates are used to offset project costs or fund additional energy conservation investments. Additional focus will be on water conservation projects and other cost saving strategies, as Metropolitan District Commission rates and fees continue to increase.

DEPARTMENT: PLANT & FACILITIES SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2021-22	Proposed 2022-23
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services*	0.50	0.50	0.50	0.50	0.50
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	2
Building Maintenance Technician II****					2
Plumber***	1	1	1	1	1
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
TOTAL PLANT & FACILITIES SERVICES	9.50	9.50	9.50	9.50	9.50

* Position is shared with the Board of Education.

** One Building Maintenance Technician I position was authorized but unfunded in fiscal year 2020 and half-funded in fiscal year 2021.

*** This position was authorized and half-funded in fiscal year 2021 and unfunded in fiscal years 2022 and 2023.

**** In fiscal year 2023, two (2) positions are reclassified to Building Technician II.

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DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES**MISSION**

The mission of the Leisure Services & Social Services Department is to enrich the lives of all citizens through the creation and coordination of healthy lifestyle initiatives, park preservation and enhancement, and programs that encourage civic engagement. In addition, through its Division of Social Services the department offers assistance to residents in the program areas of case management, crisis intervention, and counseling.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Continued to collaborate with Capital Projects and Public Works on improvements to various facilities and playfields, including a new Eisenhower Park restroom, Kennedy Park irrigation replacement, and construction of Wolcott Park's western parking lot.
- ✓ Secured funding and selected design team for Eisenhower Pool and Bathhouse.
- ✓ Began to implement plan for irrigation replacement at Rockledge Golf Course by dredging (in-house) the facility's 40-year-old, silted-up irrigation pond.
- ✓ Produced seasonal and camp program guides in a largely digitally format, saving money on printing and postage. Updated marketing plan to increase use of digital formats, including targeted emails and social media.
- ✓ Worked with Friends of Fernridge Park to evolve into Friends of West Hartford Parks, with the mission to build awareness, appreciation and advocacy for local parks. Also collaborated with the West Hartford Tree Project to plant trees in private and public lands.
- ✓ Hired new staff, including Supervisor of West Hartford's two senior centers, and Social Work Police Liaison to cover crisis management, primarily with mental health and substance abuse in various populations.
- ✓ Increased support to the community through expanded Food Pantry options, Unite CT mobile bus, and distribution of masks and COVID-19 rapid-test kits.
- ✓ Established regional roundtable group to address panhandling. Coordinated with CRCOG to host future meetings, helped disseminate regional information and explored solutions to gaps in service.
- ✓ Following purchase of 100 Mayflower Street property, assisted in launch of new Elmwood Community Center planning: established structure of new community center advisory committee, selected team to conduct feasibility/programmatic design study, and established project timeframe.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Continue to manage and improve operations to maximize delivery of programs in an efficient and effective way. Stay ready to pivot programming to respond to health needs of the community.
- ❖ Help lead the new Elmwood Community Center design team and Advisory Committee to conduct robust community outreach throughout feasibility and programmatic study phase.

- ❖ Construct new pool and bathhouse at Eisenhower Park.
- ❖ Continue to oversee and administer CIP plan, with focus on safety, accessibility, cost-saving measures or improving quality of life. Plans include the renovation of tennis/pickleball courts at the Buena Vista Recreation Complex area, and continue phased improvements at Kennedy Park and on the eastern side of Wolcott Park.
- ❖ Continue to engage in sustainability initiatives, including the Ten Minute Walk, Tree Action Group, pollinator and rain gardens, and community education to address equitable access to parks and healthy green space throughout town.
- ❖ Implement ARPA funded projects, including wireless access in public parks.
- ❖ Assess and implement physical improvements to the Hillcrest Area Neighborhood Outreach Center.

DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES

BUDGET SUMMARY						
<u>Revenues:</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Intergovernmental	\$29,252	\$91,712	\$23,247	\$91,754	\$91,754	
Charges for Services	252,387	715,468	492,209	644,968	704,427	-1.5%
Miscellaneous Revenue	<u>175,618</u>	<u>13,050</u>	<u>2,848</u>	<u>8,570</u>	<u>13,050</u>	
TOTAL	\$457,257	\$820,230	\$518,304	\$745,292	\$809,231	-1.3%
<u>Expenditures:</u>						
Wages & Salaries	\$1,467,297	\$2,002,145	\$1,041,383	\$2,021,093	\$2,273,394	13.5%
Operating Expense	832,234	1,198,452	846,862	1,462,454	1,059,388	-11.6%
Social Security	<u>89,930</u>	<u>101,872</u>	<u>51,728</u>	<u>104,665</u>	<u>123,476</u>	21.2%
TOTAL	\$2,389,461	\$3,302,469	\$1,939,973	\$3,588,212	\$3,456,258	4.7%

Full-Time Positions:	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
General Fund	13.87	13.90	14.40	14.40	15.40
Leisure Services Fund	7.93	7.90	7.90	7.90	7.90
CDBG Fund	2.1	2.1	1.6	1.6	1.6
Westmoor Park Fund	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>
TOTAL	26.00	26.00	26.00	26.00	27.00

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2023 budget for the Department of Leisure Services & Social Services increases \$153,789 or 4.7% from the prior year. Wages and salaries increase \$271,249 or 13.5%. This is primarily due to a contract settlement, minimum wage increase for part-timers, merit increases budgeted for eligible employees and a new Assistant Director of Social Services position. A \$139,064 decrease to operating expense is primarily due to the elimination of an additional appropriation in fiscal year 2022 that supported free public programs in parks due to the COVID-19 pandemic. The social security variance reflects wage and salary adjustments. The State of Connecticut Department of Transportation funds the expanded Dial-A-Ride program (\$62,640).

LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$262,562	\$257,673	\$123,883	\$258,014	\$282,459	9.6%
Temporary Payroll	2,458	9,000	1,289	9,000	15,000	66.7%
Overtime	380		413	413		
Education Premium Pay	617	714	309	714	714	
Office Expense	2,687	6,050	1,159	2,750	3,350	-44.6%
Dues and Travel	589	800	498	1,023	1,100	37.5%
Training		1,050	804	1,050	1,050	
Advertising	818	1,852	159	1,852	1,852	
Professional Services	11,826	13,425	6,539	13,425	14,145	5.4%
Contractual Services	30,030	37,375	15,534	36,000	37,000	-1.0%
Information Technology	37,500	45,000	37,500	37,500	45,000	
Telecommunications	600	750	300	750	750	
Vehicles & Equipment Expense	314	250	393	375	250	
Social Security	<u>19,893</u>	<u>19,162</u>	<u>8,693</u>	<u>19,162</u>	<u>23,096</u>	20.5%
TOTAL	\$370,274	\$393,101	\$197,473	\$382,028	\$425,766	8.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Director of Leisure & Social Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.70	0.70	0.70	0.70
Recreation Specialist	0.50	0.50	0.50	0.50	0.50
Leisure Services Manager	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
TOTAL	2.52	2.55	2.55	2.55	2.55

LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds 85% of the Director of Leisure Services & Social Services position, 50% of the Leisure Services Manager, 70% of an Office Operations Specialist and 50% of a Recreation Specialist.

Temporary Payroll: Funds for part-time employees who provide office administrative assistance and support. This appropriation has increased primarily due to minimum wage increases and a shift in cost center for portion of the Conference Center Manager.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation funds office supplies, paper, postage, and printing/copying.

Dues & Travel: This budget maintains registrations in the National, New England, and Connecticut Recreation/Parks Associations. These memberships are necessary to stay current with industry trends and maintain access to national and local databases.

Training: This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications.

Advertising: This budget funds a portion of the Leisure Services Program Guide.

Professional Services: The expense is associated with a portion of the cost of a graphic designer for the recreation program brochures.

Contractual Services: This appropriation pays for bank fees related to customer credit card purchases. The point of sale system requires on-line registration. The allocation is based on the volume of transactions.

Information Technology: This appropriation funds annual software costs for the point of sale system for Leisure Services.

Telecommunications: Funds desktop telephone services including maintenance, long-distance and circuits for the department's main office.

Vehicle & Equipment Expense: These funds are included for costs associated with gasoline for Town vehicles assigned to the department.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

ANNUAL BUDGET 2022-2023

CASE MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Alcohol/Drug Abuse Grant	\$7,142	\$ 7,142	\$12,192	\$12,192	\$ 7,142	
Charges for Services	_____	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	
TOTAL	\$7,142	\$12,142	\$17,192	\$17,142	\$12,142	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$374,204	\$440,888	\$201,403	\$440,888	\$599,591	36.0%
Temporary Payroll	47,834	84,229	36,820	84,229	84,229	
Office Expense	4,743	7,100	2,632	7,000	6,300	-11.3%
Dues and Travel	1,750	2,470	470	2,470	2,470	
Training		1,550	1,350	1,550	1,550	
Advertising	390	750		750	750	
Professional Services		16,142	750	16,142	16,142	
Office Equipment		500	450	500	500	
General Contributions	202,489	204,866	74,001	204,866	216,219	5.5%
Information Technology	4,362	4,536	4,860	4,536	4,860	7.1%
Telecommunications	950	900	450	950	950	5.6%
Vehicle & Equipment Expense	189	50	83	150	50	
Town Assistance	13,989	20,000	279,895	305,000	20,600	3.0%
ADA Expenditures	110	250	114	250	250	
Social Security	<u>32,215</u>	<u>32,591</u>	<u>16,666</u>	<u>32,591</u>	<u>44,466</u>	36.4%
TOTAL	\$683,225	\$816,822	\$619,944	\$1,101,872	\$998,927	22.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Assistant Director of & Social Services*					1.0
Social Services Manager		0.95	0.95	1.0	1.0
Social Worker		2.5	2.5	3.0	3.0
Senior Staff Assistant		0.9	0.9	1.0	1.0
Community Partnership Manager		<u>0.6</u>	<u>0.6</u>	<u>.45</u>	<u>.45</u>
TOTAL		4.95	4.95	5.45	6.45

* In fiscal year 2023 the position of Assistant Director of Social Services is added.

CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds the positions detailed on the previous page. The appropriation includes merit increases for eligible employees along with a new Assistant Director of Leisure and Social Services.

Temporary Payroll: This budget is for 50% of the part-time Program Coordinator at the Hillcrest Area Outreach Center (HANOC), as well as two part-time social workers (900 hours each) and a part-time Volunteer Coordinator (450 hours).

Office Expense: This account is for office supplies, paper, printing/copying and postage.

Dues & Travel: This appropriation funds license fees for licensed clinical social workers and a licensed substance abuse counselor. It also reflects dues for C.L.A.S.S., the statewide professional organization for social service administrators.

Training: Licensed social workers and the substance abuse counselor are required to attend training and earn continuing education credits and will take advantage of on-line courses to control costs.

Advertising: This appropriation funds notices and information contained in the department catalog.

Professional Services: Home Health Care Services are provided on a short-term basis to assist the elderly and fund emergency response systems to enable the elderly to live safely in their homes. Also funded via a State grant (Amplify) to support local substance abuse prevention activities of the West Hartford Prevention Council.

Office Equipment: Used for the purchase of minor equipment, as needed.

General Contributions: This appropriation funds the Town's contractual agreement with Bridge Family Services for all youth services and the teen center and includes a 5.5% increase over the prior year.

Information Technology: This appropriation funds software maintenance costs for a system that manages social services client data. In fiscal year 2023 this appropriation includes a CPI increase.

Telecommunications: This account funds desktop telephone services including maintenance, long-distance and circuits and is increased based upon experience.

Vehicle & Equipment Expense: These funds are included for the cost associated with gasoline for Town vehicles assigned to the department.

Town Assistance: This account is for expenditures related to evictions and foreclosures experienced by Town residents and is increased due to relocation expenses. In fiscal year 2022, a tropical storm in August produced heavy rain and flooding which compromised 24 apartment units and resulted in 33 people requiring temporary housing.

ADA Expenditures: This account reflects funding for the occasional need for ADA-required services, including any need for a deaf interpreter for the Persons with Disabilities Commission meetings. The slight increase in fiscal year 2023 represents a Volunteer Recognition event.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
Case Management					
(Fiscal Year)					
	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
Number of information and referral inquiries	4,180	4,346	4,762	7,435	4,810
Number of geriatric residents receiving case management	219	330	535	207	157
Number of Juvenile Review Board referrals	23	35	65	37	33
Number of Community Court interviews/referrals	122	108	85	49	0

COMMUNITY & NEIGHBORHOOD SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Greater Hartford Transit	\$22,110	\$22,152	\$11,055	\$22,152	\$22,152	
District Dial-A-Ride Grant						
Expanded Dial-A-Ride		62,418		62,460	62,460	0.1%
Dial-A-Ride Contributions	<u>7,335</u>	<u>9,500</u>	<u>3,036</u>	<u>5,820</u>	<u>9,500</u>	
TOTAL	\$29,445	\$94,070	\$14,091	\$90,432	\$94,112	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$29,688	\$35,555	\$12,467	\$34,500	\$35,000	-1.6%
Dial-A-Ride Transportation	<u>226,986</u>	<u>267,435</u>	<u>85,571</u>	<u>267,435</u>	<u>275,000</u>	2.8%
TOTAL	\$256,674	\$302,990	\$98,038	\$301,935	\$310,000	2.3%

COMMUNITY & NEIGHBORHOOD SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

General Contributions: This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Sarah Whitman House (\$5,000), West Hartford Art League (\$15,000), and Noah Webster (\$15,000).

Dial-A-Ride Transportation: This line funds door-to-door transportation for West Hartford residents who are elderly or disabled.

Expanded Dial-A-Ride: This State Department of Transportation grant helps fund expanded Dial-A-Ride services.

ANNUAL BUDGET 2022-2023

ELMWOOD COMMUNITY CENTER

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Day Care Rental	\$34,088	\$35,168	\$17,586	\$35,168	\$36,927	5.0%
General Admissions	5,668	10,000	2,575	3,500	6,000	-40.0%
Program Revenue	115,887	275,000	328,550	340,000	365,000	32.7%
Rental of Facilities	<u>479</u>	<u>90,000</u>	<u>16,540</u>	<u>20,000</u>	<u>24,000</u>	-73.3%
TOTAL	\$156,122	\$410,168	\$365,251	\$398,668	\$431,927	5.3%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$171,801	\$179,347	\$88,676	\$179,046	\$194,009	8.2%
Temporary Payroll	153,321	283,917	173,674	282,748	322,120	13.5%
Overtime	6	2,500	1,645	1,644	2,000	-20.0%
Office Expense	1,231	2,645	512	1,650	2,000	-24.4%
Dues and Travel	169	600	180	400	400	-33.3%
Training	444	2,500		1,400	5,000	100.0%
Advertising	5,447	11,381	2,304	6,600	7,700	-32.3%
Professional Services		150		150	150	
Contractual Services	35,556	100,800	71,837	108,000	120,500	19.5%
Telecommunications	880	2,000	465	1,500	2,000	
Operating Expense – Miscellaneous	145	2,500	220	1,000	1,000	-60.0%
Recreational Supplies	14,561	20,050	8,688	20,050	19,500	-2.7%
Social Security	<u>15,417</u>	<u>17,552</u>	<u>11,025</u>	<u>21,470</u>	<u>22,900</u>	30.5%
TOTAL	\$398,978	\$625,942	\$359,226	\$625,658	\$699,279	11.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Facility Supervisor	1	1	1	1	1
Senior Staff Assistant		1	1	1	1
Staff Assistant	1				
Recreation Specialist	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	2.5	2.5	2.5	2.5	2.5

ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: For fiscal year 2023, this appropriation funds one Facility Supervisor position, one Senior Staff Assistant position and 50% of a Recreation Specialist. Regular payroll includes estimated merits, when applicable.

Temporary Payroll: This appropriation funds part-time employees who provide staffing for office management, on- and off-site programs, program and clerical support, and fitness programs. In addition, a Program Coordinator, Recreation Coordinators (2) and Playground Leaders (10) work directly with special needs children and adults. The increase in fiscal year 2023 reflects minimum wage increases.

Overtime: This appropriation funds overtime for Facilities custodial staff who handle special events.

Office Expense: This account funds all office supplies, postage, printing/copying and paper for programs and newsletters.

Dues & Travel: This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, and mileage reimbursement for off-site meetings.

Training: The training appropriation funds professional development programs and training opportunities for staff along with CPR training.

Advertising: This appropriation funds the cost associated with printing and publishing the departmental brochure distributed town-wide to residents, as well as notices of summer job openings.

Professional Services: This budget had funded marketing services provided by an outside consultant.

Contractual Services: This appropriation reflects costs for instructors, musicians, dancers and entertainers to perform at events throughout the year, and instructors for special programs.

Telecommunications: This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies.

Operating Expense - Miscellaneous: This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

Recreational Supplies: This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Elmwood Community Center****(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Number of instructional programs	274	254	359	294	92
Number of program registrations	4,611	3,865	2,568	2,468	876
Number of registrations for special events and trips	497	233	1,235	712	0

ANNUAL BUDGET 2022-2023

ELMWOOD SENIOR CENTER

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Memberships	\$ 6,520	\$21,000	\$ 7,240	\$15,000	\$15,000	-28.6%
Program Registration	4,502	30,000	19,451	30,000	30,000	
Rental of Facilities		2,000	405	1,500	2,000	
Sales						
Special Events	2,500	6,800		6,800	5,000	-26.5%
Miscellaneous Charges for Services						
Contributions/Commissions	<u>1,395</u>	<u>1,800</u>	<u>151</u>	<u>1,000</u>	<u>1,800</u>	
TOTAL	\$14,917	\$61,600	\$27,247	\$54,300	\$53,800	-12.7%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$3,953	\$52,865	\$26,716	\$59,108	\$60,922	15.2%
Temporary Payroll	33,215	72,235	25,561	65,000	72,235	
Office Expense	3,713	6,650	726	5,525	6,650	
Dues and Travel	427	745		745	745	
Training		275		275	275	
Advertising	4,363	4,000	842	3,000	4,000	
Contractual Services	13,657	30,000	11,774	30,000	30,000	
Office Equipment	1,796	2,825	449	2,275	2,825	
Telecommunications	1,152	2,770	300	1,270	1,270	-54.2%
Recreational Supplies	660	1,685	316	1,000	1,685	
Special Events	1,265	1,000	218	2,500	2,500	150.0%
Town Assistance		500		500	500	
Social Security	<u>1,022</u>	<u>6,949</u>	<u>3,066</u>	<u>6,130</u>	<u>6,934</u>	-0.2%
TOTAL	\$65,223	\$182,499	\$69,968	\$177,328	\$190,541	4.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Program Supervisor	1	1	1		
Recreation Specialist				1	1
TOTAL	1	1	1	1	1

ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation is for the full-time Recreation Specialist position and includes anticipated merit increases.

Temporary Payroll: This appropriation funds two Office Assistants, one Program Coordinator, one Nutrition Coordinator, and two Facility Supervisor positions for the Senior Fitness Center.

Office Expense: This appropriation funds all office supplies, printing/copying and postage for the Elmwood Senior Center. Included is printing and mailing of monthly newsletters for the Squires and Regents Men's Clubs, quarterly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center and is reduced based upon anticipated need. Also, Board of Education print shop prints the Senior Center's Creative Writing Booklet, Senior Housing Fair programs, Health and Wellness Fair Programs and Town forms.

Dues & Travel: This account funds dues for the Connecticut Association of Senior Center Personnel, Connecticut Recreation and Park Association, National Council on Aging, and National Recreation and Park Association. In addition, mileage reimbursement is included in this appropriation.

Training: This appropriation is for staff first aid/CPR training.

Advertising: This appropriation supports inclusion in the Leisure Services Program Guide and advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Health and Wellness Fair and Senior Housing Fair.

Contractual Services: This appropriation is the fee for a Fitness Consultant to manage the Senior Fitness Center, as well as all instructor fees for all instructional classes at the Elmwood Senior Center.

Office Equipment: This appropriation funds the replacement of computers in the senior computer training room, minor office equipment, and replacement weights for the fitness center.

Telecommunications: This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center, and is reduced based upon experience.

Recreational Supplies: Supplies related to numerous programs and activities (such as billiards, table tennis, volleyball, basketball, and arts and crafts) are purchased with this appropriation.

Special Events: This account funds program support, supplies, entertainment, and refreshments for special events.

Town Assistance: This appropriation funds Senior trips.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Elmwood Senior Center****(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Number of members	1,008	842	837	702	474
Number of instructional programs	185	147	146	114	29
Number of program registrations	1,352	1,125	1,378	830	514
Number of recreational, special events and trip visitations	41,918	41,197	39,514	26,344	0

ANNUAL BUDGET 2022-2023

WEST HARTFORD SENIOR CENTER

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Memberships	\$9,450	\$ 21,000	7,918	\$ 14,000	\$ 15,000	-28.6%
Program Registration	6,637	40,000	24,116	40,000	40,000	
Rental of Facilities	1,000	24,000	2,575	10,000	24,000	
Special Events	3,315	10,000	90	10,000	5,000	-50.0%
Contributions	<u>4,888</u>	<u>1,750</u>	—	<u>1,750</u>	<u>1,750</u>	
TOTAL	\$25,290	\$ 96,750	\$34,699	\$ 75,750	\$85,750	-11.4%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$96,836	\$95,718	\$78,414	\$121,043	\$90,267	-5.7%
Temporary Payroll	55,321	75,000	53,920	94,642	80,502	7.3%
Overtime		1,000		1,000	1,000	
Office Expense	3,173	5,785	1,037	4,800	5,785	
Dues and Travel	576	910		1,110	1,110	22.0%
Training	255	500	118	500	500	
Advertising	1,631	3,000	1,072	1,500	3,000	
Contractual Services	7,339	32,880	16,489	34,880	32,880	
Office Equipment	1,756	4,800	524	2,750	4,800	
Telecommunications	368	1,465	270	280	280	-80.9%
Operating Expense – Misc.		275		100	275	
Recreational Supplies		500	150	500	500	
Special Events	647	875	586	1,860	1,860	112.6%
Social Security	<u>9,639</u>	<u>10,535</u>	<u>4,352</u>	<u>10,535</u>	<u>10,553</u>	0.2%
TOTAL	\$177,541	\$233,243	\$156,932	\$275,500	\$233,312	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The West Hartford Senior Center is staffed with one full-time Supervisor who oversees management for both Senior Center branches.

Temporary Payroll: The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

Overtime: This account funds facilities maintenance overtime as necessary.

Office Expense: Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

Dues & Travel: This appropriation is used to fund dues to the statewide senior organization, licenses to show movies at the Senior Center and mileage reimbursements.

Training: These funds are used for professional training for staff.

Advertising: The Senior Center advertises the fitness center, rental opportunities, and participates in the departmental brochure distributed town-wide.

Contractual Services: This appropriation funds the contract with the Senior Fitness Center consultant and for instructors that teach the many and varied classes offered by the West Hartford Senior Center.

Office Equipment: This account funds the Center's annual fitness maintenance contract and equipment, as required.

Telecommunications: This account funds telephone, cable and internet services.

Operating Expense – Misc.: This account funds unanticipated office and operating expenses, as needed.

Recreational Supplies: This account funds supplies, such as game components or movie rentals, for classes and activities to better serve the patrons of the Senior Center.

Special Events: Expenditures for special events at the Senior Center which are offset by revenue from the programs.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**West Hartford Senior Center****(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Number of members	933	922	849	716	519
Number of instructional programs	202	240	215	155	42
Number of program registrations	1,427	1,878	1,633	1,368	538
Number of recreational, special events and trip visitations	69,031	71,872	70,989	51,029	0

ANNUAL BUDGET 2022-2023

PARKS & GYMS DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Charges for Services	\$ 300	\$ 1,000	\$ 285	\$ 500	\$ 1,000	
Rental of Facilities	<u>17,544</u>	<u>8,000</u>	<u>5,670</u>	<u>8,500</u>	<u>8,000</u>	
TOTAL	\$17,844	\$9,000	\$5,955	\$9,000	\$9,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$58,960	\$59,632	\$ 30,798	\$59,632	\$65,518	9.9%
Temporary Payroll	68,909	65,901	13,909	60,000	70,514	7.0%
Overtime	2,315	2,500	2,655	3,000	2,500	
Office Expense	4	50			50	
Dues & Travel	1,282	160		160	160	
Professional Services		500	27	150	500	
Contractual Services	7,550	7,300		7,300	8,000	9.6%
Uniforms & Laundry	450	400	601	607	600	50.0%
Telecommunications	934	350	1,145	2,600	2,600	642.9%
Vehicles & Equipment Expense	1,723	2,250	1,292	2,250	2,250	
Maintenance & Repairs	8,249	4,500	2,871	4,600	4,500	
Recreational Supplies	1,213	1,800	630	1,400	1,800	
Town Assistance	1,649	7,500	6,605	7,500	7,500	
Social Security	<u>5,272</u>	<u>5,440</u>	<u>2,568</u>	<u>5,134</u>	<u>6,909</u>	27.0%
TOTAL	\$158,510	\$158,283	\$63,101	\$154,333	\$173,401	9.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Facility Supervisor	0.45	0.45	0.45	0.45	0.45
Crew Leader					0.40
Grounds Maintainer	<u>0.40</u>	<u>0.40</u>	<u>.40</u>	<u>0.40</u>	
TOTAL	0.85	0.85	0.85	0.85	0.85

PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a portion of a Crew Leader position (0.40) and Facility Supervisor (0.45). The budget reflects applicable merit increases for eligible employees.

Temporary Payroll: This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors and is increased due to the minimum wage increase and added hours for special park projects.

Overtime: Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

Office Expense: The Board of Education's print shop is used for the printing of staff manuals, handbooks for parents, and flyers for Camp Hillcrest.

Dues & Travel: This funds required certifications and licenses.

Professional Services: This appropriation funds an outside marketing consultant.

Contractual Services: This appropriation funds the set-up of the Har-Tru tennis courts at Fernridge Park in the spring.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This appropriation funds the cost of cable and internet.

Vehicles & Equipment Expense: This account is used for gasoline for trucks and equipment utilized in the parks operation.

Maintenance & Repairs: Playground repairs and minor equipment repairs (such as tennis court nets) are funded with this appropriation.

Recreational Supplies: This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

Town Assistance: This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS**Parks & Gyms
(Fiscal Year)**

	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
Park permits issued	20	20	19	20	2
Field uses scheduled (prior calendar year)	18,859	18,900	18,848	18,500	18,500

OUTDOOR POOLS DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
General Admission	\$13,158	\$80,000	\$38,358	\$45,000	\$60,000	-25.0%
Memberships	17,816	24,000	12,512	30,000	30,000	25.0%
Miscellaneous Charges for Services		2,500			2,500	
Program Registration	13,525	30,000	3,000	30,000	30,000	
Transfer In	<u>162,000</u>					
TOTAL	\$206,499	\$136,500	\$53,870	\$105,000	\$122,500	-10.3%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$82,389	\$82,151	\$41,753	\$82,151	\$89,207	8.6%
Temporary Payroll	50,552	231,875	133,060	208,644	235,607	1.6%
Overtime	1,662	5,000	6,485	10,177	5,000	
Office Expense	313	1,500	87	1,350	1,500	
Dues and Travel		175		325	325	85.7%
Advertising	1,815	3,000		3,000	3,000	
Contractual Services	105,402	217,000	178,557	217,000	42,000	-80.6%
Uniforms & Laundry	450	545	421	568	575	5.5%
Telecommunications	3,386	2,800	1,809	3,300	3,300	17.9%
Vehicles & Equipment Expense	746	900	238	900	900	
Operating Expense – Miscellaneous	22,605	19,500	6,081	19,500	19,500	
Maintenance & Repairs	3,144	5,500	1,272	5,500	5,500	
Recreational Supplies	101	10,000	170	7,500	10,000	
Social Security	<u>6,472</u>	<u>9,643</u>	<u>5,359</u>	<u>9,643</u>	<u>8,618</u>	-10.6%
TOTAL	\$279,037	\$589,589	\$375,292	\$569,558	\$425,032	-27.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Facility Supervisor	0.40	0.40	0.40	0.40	0.40
Crew Leader					0.40
Grounds Maintainer	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	
TOTAL	1.05	1.05	1.05	1.05	1.05

OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Leisure Services Manager position, a Crew Leader position, and a Facility Supervisor. Merit increases are included where applicable.

Temporary Payroll: This appropriation covered staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, it funded four seasonal maintenance positions used for setting up the pools, maintaining the pools throughout the season, and providing grounds maintenance and event support.

Overtime: The overtime appropriation is used for set up of the pool facilities and splash pads, as well as maintaining a seven day a week operation throughout the summer season. In addition, these funds are used for emergency pool coverage.

Office Expense: The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation, as well as minor printing and binding.

Dues & Travel: This appropriation covers the recreational software license and mileage reimbursement for program coordinators, as well as certification courses necessary to maintain licenses for full-time staff.

Advertising: This appropriation funds advertising for the outdoor pool programs in the departmental brochure.

Contractual Services: This appropriation is for the cost of American Red Cross lifeguard safety programs. In addition, this appropriation funds the contract with Health Fitness to manage outdoor pool operations. In fiscal year 2023 the decrease represents the elimination of the additional appropriation in fiscal year 2022 that supported free public programs in parks due to the COVID-19 pandemic.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This account funds telephone service at the outdoor pools and Beachland House, as well as cell phone costs for the Facility Supervisor.

Vehicles & Equipment Expense: The cost of fuel and general maintenance for one pickup truck used for transportation between pool locations is charged to this account.

Operating Expense - Miscellaneous: This account funds seasonal pool chemicals such as chlorine, calcium chloride, stabilizer, etc. in order to ensure that all pools are safe for public use.

Maintenance & Repairs: This appropriation funds custodial supplies (paper products and cleaning chemicals), light bulbs, keys, minor hardware items, sensors for water monitoring and minor electrical supplies. Repairs and maintenance of a larger scale are funded via the Capital Non-Recurring Expenditure Fund.

Recreational Supplies: This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS

**Outdoor Pools
(Fiscal Year)**

	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Actual <u>2021</u>
Number of instructional programs	198	204	203	275	0
Number of swim lesson registrations	1,582	1,312	1,227	1,944	0

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Charges for Services	\$ 2,943,284	\$ 4,554,100	\$ 4,009,050	\$ 4,702,755
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	22,765	26,000	21,500	40,000
Transfer In	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Revenues & Other Resources	\$ 3,036,049	\$ 4,650,100	\$ 4,100,550	\$ 4,812,755

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Community Programming	\$ 298,910	\$ 616,934	\$ 665,235	\$ 665,582
Skating Rink Services	771,219	916,717	901,226	951,620
Rockledge Golf Course	1,199,630	1,435,049	1,450,606	1,552,576
Buena Vista Golf Course	158,354	171,309	174,853	190,009
Cornerstone Pool Operations	908,747	1,197,028	1,195,963	1,184,021
WH Meeting & Conference Center	26,279	38,701	22,326	38,532
Celebrate West Hartford	<u>19,659</u>	<u>149,661</u>	<u>148,901</u>	<u>151,558</u>
Total Expenditures and Other Uses	\$ 3,382,798	\$ 4,525,399	\$ 4,559,110	\$ 4,733,898
CHANGE IN FUND BALANCE	(\$ 346,749)	\$ 124,701	(\$ 458,560)	\$ 78,857
7/1 OPERATIONAL BALANCE	(\$2,888,757)	(\$4,158,815)	(\$3,285,506)	(\$3,794,066)
6/30 OPERATIONAL BALANCE	(\$3,285,506)	(\$4,084,114)	(\$3,794,066)	(\$3,765,209)
7/1 DEBT SERVICE BALANCE	(\$ 579,331)	(\$ 529,331)	(\$ 529,331)	(\$ 479,331)
6/30 DEBT SERVICE BALANCE	(\$ 529,331)	(\$ 479,331)	(\$ 479,331)	(\$ 429,331)
TOTAL 6/30 FUND BALANCE	(\$3,814,837)	(\$4,563,445)	(\$4,273,397)	(\$4,194,540)

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

PURPOSE:

This fund was established to account for all the costs associated with the Town's leisure services programs, which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town's annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

LONG TERM STRATEGY:

The Town's strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the "self-supporting" leisure programs.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Charges for Service	\$2,916,000	\$3,785,000	\$3,685,000	\$3,142,000	\$2,943,000
Miscellaneous	27,000	29,000	9,000	125,000	23,000
TOTAL REVENUES	\$2,943,000	\$3,814,000	\$3,694,000	\$3,267,000	\$2,966,000
<u>Expenses:</u>					
Operational	\$3,332,000	\$4,243,000	\$4,527,000	\$3,892,000	\$3,383,000
TOTAL EXPENSES	\$3,332,000	\$4,243,000	\$4,527,000	\$3,892,000	\$3,383,000
CONTRIBUTED CAPITAL ADJUSTMENT	47,000	--	--	30,000	20,000
TRANSFERS FROM OTHER FUNDS	270,000	20,000	270,000	20,000	50,000
OPERATING RESULTS	(\$166,000)	(\$409,000)	(\$563,000)	(\$585,000)	(\$347,000)
FUND BALANCE	(\$1,911,000)	(\$2,320,000)	(\$2,883,000)	(\$3,468,000)	(\$3,815,000)

Fund: Leisure Services Enterprise Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE:**

The Leisure Services Fund has struggled to achieve an operating profit. In fiscal year 2021, the Fund earned \$3,036,049 in operating revenues including a \$20,000 contribution from Westmoor Park. In addition, a transfer of \$50,000 was made from the Debt Service Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink. Expenditures totaled \$3,382,798, a \$346,749 reduction in fund balance. This brought the fund deficit to \$3,814,837 at June 30, 2021.

FISCAL YEAR 2022 OPERATING RESULTS:

The adopted budget anticipated a surplus of \$124,701 for fiscal year 2022. However, a current estimate indicates a probable loss of \$458,560 for the year as COVID 19 continues to impact programs. Operating results by program are detailed on the next page.

FISCAL YEAR 2023 BUDGET:

The fiscal year 2023 budget estimates revenues of \$4,812,755 with expenditures of \$4,733,898, resulting in a surplus of \$78,857. A transfer from the Debt Service Fund in the amount of \$50,000 is anticipated to partially offset the outstanding debt service liability from Fiscal Years 2001-2004. These debt service payments were made on bonds issued to renovate Veterans Memorial Skating Rink. It is not the Town's practice to charge debt service to individual operating divisions, nor was the operating revenue earned by the Leisure Services Fund sufficient to cover these expenditures.

ANNUAL BUDGET 2022-2023

Town of West Hartford Leisure Services Fund Operating Results by Facility				
	<u>2021 Actual</u>	<u>2022 Adopted</u>	<u>2022 Estimated</u>	<u>2023 Proposed</u>
Community Programming				
Revenue	\$ 571,982	\$ 602,600	\$ 365,250	\$ 661,905
Expenditures	<u>298,910</u>	<u>616,934</u>	<u>665,235</u>	<u>665,582</u>
Operating Income (Loss)	273,072	(14,334)	(299,985)	(3,677)
Veterans Skating Rink				
Revenue	680,514	1,030,000	980,900	1,056,900
Expenditures	<u>771,219</u>	<u>916,717</u>	<u>901,226</u>	<u>951,620</u>
Operating Income (Loss)	(90,705)	113,283	79,674	105,280
Rockledge Golf Course				
Revenue	1,312,496	1,444,400	1,367,400	1,463,600
Expenditures	<u>1,199,630</u>	<u>1,435,049</u>	<u>1,450,606</u>	<u>1,552,576</u>
Operating Income (Loss)	112,866	9,351	(83,206)	(88,976)
Buena Vista Golf Course				
Revenue	219,597	168,100	207,000	216,000
Expenditures	<u>158,354</u>	<u>171,309</u>	<u>174,853</u>	<u>190,009</u>
Operating Income (Loss)	61,242	(3,209)	32,147	25,991
Cornerstone Aquatics				
Revenue	223,475	1,200,000	978,000	1,200,000
Expenditures	<u>908,747</u>	<u>1,197,028</u>	<u>1,195,963</u>	<u>1,184,021</u>
Operating Income (Loss)	(685,272)	2,972	(217,963)	15,979
WHMCC				
Revenue	10,628	45,000	42,000	45,000
Expenditures	<u>26,279</u>	<u>38,701</u>	<u>22,326</u>	<u>38,532</u>
Operating Income (Loss)	(15,652)	6,299	19,674	6,468
Celebrate! West Hartford				
Revenue	17,359	160,000	160,000	169,350
Expenditures	<u>19,659</u>	<u>149,661</u>	<u>148,901</u>	<u>151,558</u>
Operating Income (Loss)	(2,300)	10,339	11,099	17,792
Total				
Revenue	3,036,049	4,650,100	4,100,550	4,812,755
Expenditures	<u>3,382,798</u>	<u>4,525,399</u>	<u>4,559,110</u>	<u>4,733,898</u>
Operating Income (Loss)	\$ (346,749)	\$ 124,701	\$ (458,560)	\$ 78,857

LEISURE SERVICES ENTERPRISE FUND

The Leisure Services Enterprise Fund was established to provide the flexibility needed to maintain, improve and expand services to meet the continuously evolving needs of the community. The fund diminishes Leisure Service reliance on the General Fund, requiring that programs and services become self-supporting on a yearly basis.

**BUDGET SUMMARY
DEPARTMENT OF LEISURE SERVICES**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$2,943,284	\$4,554,100	\$1,858,691	\$4,009,050	\$4,702,755	3.3%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	22,765	26,000	2,559	21,500	40,000	53.8%
Transfer In	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
TOTAL	\$3,036,049	\$4,650,100	\$1,861,250	\$4,100,550	\$4,812,755	3.5%
<u>Expenditures:</u>						
Wages & Salaries	\$956,600	\$1,233,656	\$681,945	\$1,208,881	\$1,345,549	9.1%
Operating Expense	1,699,763	2,554,469	1,297,259	2,614,250	2,627,284	2.9%
Fringe Benefits	<u>726,435</u>	<u>737,274</u>	<u>371,823</u>	<u>735,979</u>	<u>761,065</u>	3.2%
TOTAL	\$3,382,798	\$4,525,399	\$2,351,027	\$4,559,110	\$4,733,898	4.6%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>
Full-Time Positions:	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Director of Leisure Services & Social Services	0.10	0.10	0.10	0.10	0.10
Office Operations Specialist	0.33	0.30	0.30	0.30	0.30
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Supervisor	0.05	0.05	0.05	0.05	0.05
Recreation Specialist	1.00	1.00	1.00	1.00	1.00
Golf Course Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Golf Course Superintendent*	1.00	1.00	1.00	1.00	1.00
Crew Leader**				0.70	0.70
Grounds Maintainer	2.20	2.20	2.20	1.50	1.50
Equipment Mechanic	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	7.93	7.90	7.90	7.90	7.90

* Position was unfunded in fiscal year 2020.

** In fiscal year 2023 a Grounds Maintainer acts as a Crew Leader for six months.

The fiscal year 2023 Leisure Services Fund budget increases \$208,499 or 4.6% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees. Operating expenses increase \$72,815.

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Community Programming	\$ 298,910	\$ 616,934	\$ 470,961	\$ 665,235	\$ 665,582	7.9%
Skating Rink Services	771,219	916,717	494,996	901,226	951,620	3.8%
Rockledge Golf Course	1,199,630	1,435,049	737,558	1,450,606	1,552,576	8.2%
Buena Vista Golf Course	158,354	171,309	74,495	174,853	190,009	10.9%
Cornerstone Pool Operations	908,747	1,197,028	553,534	1,195,963	1,184,021	-1.1%
WH Meeting & CC	26,279	38,701	9,914	22,326	38,532	-0.4%
Celebrate West Hartford	<u>19,659</u>	<u>149,661</u>	<u>28,249</u>	<u>148,901</u>	<u>151,558</u>	1.3%
TOTAL	\$3,382,798	\$4,525,399	\$2,369,707	\$4,559,110	\$4,733,898	4.6%

PROGRAM PERFORMANCE MEASURES & INDICATORS

Leisure Services Enterprise Fund

(Fiscal Year)

	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
Total number of instructional programs offered	2,803	3,807	6,643	3,800	379
Total number of instructional program registrations for all programs	29,061	34,314	36,701	27,315	2,162
Value of subsidized use of recreational facilities	\$352,084	\$377,380	\$373,663	\$337,212	\$226,000
Public session attendance at Skating Rink	19,857	22,551	22,978	24,500	10,565
Number of golf rounds – Rockledge	39,422	37,337	32,978	34,337	47,772
Number of golf rounds – Buena Vista	11,869	10,884	8,381	10,083	18,202

ANNUAL BUDGET 2022-2023

Fund: Leisure Services Enterprise Fund**Department: Leisure Services & Social Services****SUMMARY OF EXPENDITURES**

	Actual	Adopted	Actual	Estimated	Proposed	Percent
	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Regular Payroll	\$533,652	\$572,112	\$279,010	\$580,136	\$654,072	14.3%
Temporary Payroll	378,742	611,965	376,152	578,896	637,298	4.1%
Overtime	43,809	49,273	26,092	49,543	53,873	9.3%
Education Premium Pay	397	306	133	306	306	
Office Expense	13,379	20,635		13,802	14,610	-29.2%
Dues and Travel	6,561	9,730	3,046	8,375	8,530	-12.3%
Advertising	13,383	31,025	3,088	24,743	25,775	-16.9%
Professional Services	124,524	143,775	58,977	143,775	146,983	2.2%
Contractual Services	727,890	1,238,175	719,128	1,244,132	1,236,545	-0.1%
Office Equipment	1,679	5,780		2,750	5,200	-10.0%
Uniforms & Laundry	5,161	5,600	2,642	6,050	5,650	0.9%
General Contributions		200		200	200	
Information Technology	5,061	10,551	125	7,111	7,111	-32.6%
Utilities	410,634	502,917	213,727	509,196	483,653	-3.8%
Telecommunications	9,256	6,885	3,961	6,835	6,685	-2.9%
Vehicles & Equipment Expense	22,490	32,000	20,450	36,100	36,300	13.4%
Operating Expense – Misc.	148,635	147,715	119,298	170,215	173,215	17.3%
Depreciation	9,472	23,131		22,386	22,386	-3.2%
Merchandise for Resale	13,929	55,100	17,530	37,100	55,100	
Maintenance & Repairs	174,761	181,300	131,844	212,650	208,700	15.1%
Recreational Supplies	8,482	50,600	13,815	21,700	44,811	-11.4%
Special Events	4,467	35,200	465	38,200	38,200	8.5%
Transportation		6,500	8,401	9,000	7,500	15.4%
Rental/Leases		47,650		99,930	100,130	110.1%
Social Security	49,881	51,842	29,107	50,547	63,567	22.6%
Pension	260,542	266,642	133,321	266,642	290,279	8.9%
Risk Management Expense	<u>416,011</u>	<u>418,790</u>	<u>209,395</u>	<u>418,790</u>	<u>407,219</u>	-2.8%
TOTAL	\$3,382,798	\$4,525,399	\$2,369,707	\$4,559,110	\$4,733,898	4.6%

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Community Development Block Grant	\$ 709,922	\$ 744,778	\$ 779,760	\$ 832,692
CDBG – Coronavirus (CV) Funds	<u>201,113</u>			
Total Revenues & Other Resources	\$ 911,035	\$ 744,778	\$ 779,760	\$ 832,692

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Housing Rehabilitation Services	\$ 139,858	\$ 214,164	\$ 162,794	\$ 297,844
Code Enforcement*	150,000	150,000	150,000	
Public Service	149,988	125,995	123,700	127,623
Public Facility Improvements	120,770	113,199	201,113	231,512
CDBG Administration	149,306	141,420	142,153	175,713
CDBG – Coronavirus (CV) Funds	<u>201,113</u>			
Total Expenditures & Other Uses	\$ 911,035	\$ 744,778	\$ 779,760	\$ 832,692

* In fiscal year 2023, Code Enforcement transferred to Housing Rehabilitation Services.

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: Community Development Block Grant Fund
Department: Leisure Services & Social Services
PURPOSE

Two segregated funds account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. Guidelines from HUD place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

LONG-TERM STRATEGY

The Town provides Housing Services and Public Services through this fund. Leisure Services and Social Services Department is responsible for both Housing Services and Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Intergovernmental	\$812,000	\$866,000	\$959,000	\$1,036,000	\$911,000
TOTAL REVENUES	\$812,000	\$866,000	\$959,000	\$1,036,000	\$911,000
<u>Expenditures:</u>					
Grant Activities	\$812,000	\$866,000	\$959,000	\$1,036,000	\$911,000
TOTAL EXPENDITURES	\$812,000	\$866,000	\$959,000	\$1,036,000	\$911,000
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	\$ --	\$ --	\$ --	\$ --	\$ --

COMBINED FUND	\$ --	\$ --	\$ --	\$ --	\$ --
BALANCE					

Fund: Community Development Block Grant Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that supports eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners as well as loan repayments. In order to accurately present fund balance, both funds must be combined and viewed as one. A fiscal year may end with a negative balance only because the drawdown from HUD lags expenditures. Expenditures are shown on a budgetary basis and include end of year encumbrances.

FISCAL YEAR 2022 OPERATING RESULTS

The current year budget is projected to be fully expended. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year. Any remaining balance will be carried over through a budgetary amendment.

FISCAL YEAR 2023 BUDGET

The grant entitlement award for fiscal year 2023 has not yet been announced. As such, it is assumed that the grant award will be consistent with the current year. Beginning in fiscal year 2020, responsibility for CDBG grant activities is centralized in the department of Leisure and Social Services. Allocation of grant funds between program activities is detailed below.

Community Block Grant Entitlement		
<u>Fund</u>	<u>Program</u>	<u>FY 2023 Proposed</u>
CDBG	Housing Rehabilitation Services	\$ 297,844
CDBG	Public Service	127,623
CDBG	Public Facility Improvements	231,512
CDBG	CDBG Administration	175,713
	Housing Rehabilitation Grants /	
CDBG Housing Rehab	Loans	<u>200,000</u>
	TOTAL	\$1,032,692

ANNUAL BUDGET 2022-2023

Fund: Community Development Block Grant Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Housing Rehabilitation						
Services	\$149,988	\$214,164	\$80,674	\$162,794	\$297,844	39.1%
Code Enforcement	150,000	150,000	55,696	150,000		-100.0%
Public Service	146,982	125,995	58,941	123,700	127,623	1.3%
Public Facility						
Improvements	113,645	113,199	174,664	201,113	231,512	104.5%
CDGB Administration	149,306	141,420	78,544	142,153	175,713	24.2%
CDBG-CV Funds	<u>201,113</u>		<u>36,910</u>			
TOTAL	\$911,035	\$744,778	\$485,428	\$779,760	\$832,692	11.8%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Regular Payroll	\$201,413	\$148,402	\$86,763	\$149,035	\$158,972	7.1%
Temporary Payroll	76,882	74,624	57,303	73,401	91,563	22.7%
Office Expense	1,393	2,070	443	1,540	2,020	-2.4%
Dues and Travel	120	450	35	250		-100.0%
Training		600		300	600	
Advertising	1,818	1,550	244	1,400	1,900	22.6%
Professional Services	13,450					
Contractual Services	8,256	75,500	8,387	25,000	50,000	-33.8%
General Contributions	114,000	107,000	50,000	107,000	125,000	16.8%
Utilities	2,713	4,148	1,642	3,966	4,300	3.7%
Telecommunications	370	520	210	590	610	17.3%
Operating Expenses	162,154		15,680			
Maintenance & Repairs	1,341	3,950	3,064	5,340	4,005	1.4%
Special Events	332	2,850		850	2,750	3.5%
Rental/Leases	4,225	4,225	4,225	4,225	4,225	
Social Security	13,264	16,705	7,579	16,765	16,250	-2.7%
Pension	74,080	63,852	31,926	63,852	63,852	
Risk Management						
Expense	64,454	75,133	37,567	75,133	75,133	
Transfer Out	<u>170,770</u>	<u>163,199</u>	<u>180,360</u>	<u>251,113</u>	<u>231,512</u>	41.9%
TOTAL	\$911,035	\$744,778	\$485,428	\$779,760	\$832,692	11.8%

ANNUAL BUDGET 2022-2023

Fund: Community Development Block Grant Fund

Department: Leisure Services & Social Services

Full-Time Positions:	<u>Authorized Positions</u>			Revised	Proposed
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Director of Leisure Services & Social Services	0.05	0.05	0.07	0.05	0.05
Community Partnership Manager	0.40	0.40	0.60	0.55	0.55
Construction Coordinator*	1.00				
Community Programs (CDBG) Coordinator		1.00	1.00	1.00	1.00
Social Services Manager	0.05	0.05			
Social Worker	0.50	0.50			
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u> </u>	<u> </u>	<u> </u>
TOTAL	2.10	2.10	1.67	1.60	1.60

* Position was reassigned to the Community Programs (CDBG) Coordinator.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Community Development Block Grant	\$ 154,682	\$ 200,000	\$ 200,000	\$ 200,000
Loan/Grant Repayments				
Interest Income				
Miscellaneous				
Total Revenues & Other Resources	\$ 154,682	\$ 200,000	\$ 200,000	\$ 200,000

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Housing Rehabilitation Activities	\$ 154,682	\$ 200,000	\$ 200,000	\$ 200,000
Total Expenditures & Other Uses	\$ 154,682	\$ 200,000	\$ 200,000	\$ 200,000

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: CDBG – Housing Rehabilitation Fund
Department: Leisure Services & Social Services

PURPOSE

The CDBG Housing Rehabilitation Fund is one of two funds that receive Federal grant monies from the U.S. Department of Housing and Urban Development. Through this fund, grants and loans are made to eligible homeowners and loan repayments are recorded.

LONG-TERM STRATEGY

The fund will continue to offer loans and grants to eligible homeowners to the extent that Federal grant monies from Housing and Urban Development and loan repayment funds are available.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Intergovernmental	\$	\$	\$	\$	\$
Loan/Grant Repayments	158,000	187,000	130,000	205,000	115,000
Interest	12,000	40,000	24,000	46,000	39,000
Miscellaneous	1,000				1,000
TOTAL REVENUES	\$171,000	\$227,000	\$154,000	\$251,000	\$155,000
<u>Expenditures:</u>					
Grant Activities	192,000	227,000	154,000	251,000	155,000
TOTAL EXPENDITURES	\$192,000	\$227,000	\$154,000	\$251,000	\$155,000
OPERATING RESULTS	(\$21,000)	--	--	--	--
FUND BALANCE	--	--	--	--	--

FISCAL YEAR 2022 OPERATING RESULTS

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2022. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

FISCAL YEAR 2023 BUDGET

The total expected grant amount to be used for housing rehabilitation for fiscal year 2023 is \$200,000. These funds, as well as any carryover funds and loan repayments, will be used for loans and grants to low income residents.

Fund: CDBG – Housing Rehabilitation Fund
Department: Leisure Services & Social Services

PROGRAM PERFORMANCE MEASURES & INDICATORS					
CDBG – Housing Rehabilitation Fund					
(Fiscal Year)					
	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
Housing Rehabilitation Projects*	11	10	3	3	2
Elderly Assistance Projects	3	2	0	1	2
Number of Applications Approved*	14	12	4	4	4
Number of Applications Denied/ Withdrawn	2	4	5	4	0
Number of Inquiries	31	25	9	4	27
Number of Projects Completed	14	12	4	4	0
Housing Rehabilitation Dollars Spent*	\$146,818	\$147,871	\$27,013	\$47,001	\$49,424
Elderly Assistance Dollars Spent*	\$23,560	\$7,070	\$0	\$5,064	\$14,965
Warranty Dollars Spent*	<u>\$11,275</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Dollars Spent	\$181,653	\$154,941	\$27,013	\$52,065	\$64,389
Number of Full Time Positions	1	1	1	1	1
Average Cost Per Housing Rehabilitation Project *	\$18,352	\$16,430	\$9,004	\$15,667	\$24,712
Average Cost Per Elderly Assistance Program Project *	\$7,853	\$3,535	\$0	\$5,064	\$7,483

In Fiscal Year 2019 the number of Housing Rehabilitation and Elderly Assistance projects was low due to staffing changes and program restructuring. Applications have not been accepted since February 2019.

*The method to calculation changed in 2019.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Interest Income	\$	\$	\$	\$
Loan/Grant Repayments	\$	\$	\$	\$
Total Revenues & Other Resources	\$	\$	\$	\$

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Transfer Out	\$	\$	\$	\$
Total Expenditures & Other Uses	\$	\$	\$	\$

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$ 3,863	\$ 3,863	\$ 3,863	\$ 3,863
ENDING BALANCE	\$ 3,863	\$ 3,863	\$ 3,863	\$ 3,863

Fund: State Housing and Community Development Fund**Department: Leisure Services & Social Services****PURPOSE**

This fund was created to meet state requirements to account for housing rehabilitation and development programs.

LONG-TERM STRATEGY

The State Housing and Community Development Fund will continue to receive loan repayments and fund services as fund balance permits.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Interest on Investment	\$ 4,000	\$	\$	\$	\$
Loan/Grant Repayments	5,000		27,000		
TOTAL REVENUES	\$ 9,000	\$	\$27,000	\$	\$
TRANSFERS TO OTHER FUNDS		(\$9,000)		(\$27,000)	
OPERATING RESULTS	\$ 9,000	(\$9,000)	\$27,000	(\$27,000)	\$
FUND BALANCE	\$ 9,000	\$	\$27,000	\$	\$

REVIEW OF PERFORMANCE

The fund balance in the State Housing and Community Development Fund has varied based upon grant repayments and transfers to the General Fund to offset the cost of Social Services programs.

FISCAL YEAR 2022 OPERATING RESULTS

There is no estimated revenue for 2022.

FISCAL YEAR 2023 BUDGET

The budget for fiscal year 2022 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Charges for Services	\$ 353,445	\$ 381,155	\$ 371,055	\$ 410,180
Trust Income	344,752	378,140	350,000	350,000
Interest Income	570	2,000	600	2,000
Miscellaneous Revenue	11,904	10,000	12,000	10,000
Transfer In	<u>23,100</u>			
Total Revenues & Other Resources	\$ 733,771	\$ 771,295	\$ 733,655	\$ 772,180

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Park Operations	\$ 479,788	\$ 460,849	\$ 477,838	\$ 469,770
Park Programs	96,627	138,800	114,347	131,189
Park Summer Camp	<u>118,807</u>	<u>158,327</u>	<u>152,230</u>	<u>157,124</u>
Total Expenditures & Other Uses	\$ 695,222	\$ 757,976	\$ 744,415	\$ 758,083

CHANGE IN FUND BALANCE	\$ 38,549	\$ 13,319	(\$ 10,760)	\$ 14,097
BEGINNING BALANCE	\$ 304,201	\$ 342,751	\$ 342,751	\$ 331,991
ENDING BALANCE	\$ 342,751	\$ 356,070	\$ 331,991	\$ 346,088

Fund: Westmoor Park Fund
Department: Leisure Services & Social Services
PURPOSE

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance cost and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund, program revenues and donations, as well as interest income on fund balance.

LONG-TERM STRATEGY

The financial goal of the Fund is to cover all operating expenses with revenues and to utilize fund balance for capital investments. In this way, the operations of Westmoor Park are self-sufficient and do not rely on the General Fund.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Charges for Services	\$301,000	\$320,000	\$326,000	\$423,000	\$353,000
Interest Income	1,000	3,000	6,000	5,000	1,000
Trust Income	340,000	379,000	368,000	369,000	345,000
Miscellaneous Revenue					12,000
Transfer In	_____	_____	_____	_____	<u>23,000</u>
TOTAL REVENUES	\$642,000	\$702,000	\$700,000	\$797,000	\$734,000
<u>Expenditures:</u>					
Operational	<u>\$609,000</u>	<u>\$651,000</u>	<u>\$663,000</u>	<u>\$887,000</u>	<u>\$695,000</u>
TOTAL EXPENDITURES	\$609,000	\$651,000	\$663,000	\$887,000	\$695,000
TRANSFERS TO OTHER FUNDS	(\$28,000)	(\$28,000)	(\$78,000)	--	--
OPERATING RESULTS	\$5,000	\$23,000	(\$41,000)	(\$90,000)	39,000
FUND BALANCE	\$412,000	\$435,000	\$394,000	\$304,000	\$343,000

Fund: Westmoor Park Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The fund has struggled in the past to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). However, for the past several fiscal years the fund achieved an operating surplus, prior to transfers to other funds. Fund balance at June 30, 2021 was \$342,751. During the pandemic, program registrations and visitations have remained strong.

FISCAL YEAR 2022 OPERATING RESULTS

The fund is expected to generate revenues of \$733,655 with corresponding expenditures of \$744,415, resulting in a decrease to fund balance of \$10,760. Fund balance at June 30, 2022 will be approximately \$331,991.

FISCAL YEAR 2023 BUDGET

The fiscal year 2023 budget anticipates revenues of \$772,180 with corresponding expenditures of \$758,083, resulting in a surplus of \$14,097. This may vary depending upon trust income generated by the Hunter Trusts.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
Westmoor Park Fund					
(Fiscal Year)					
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Number of instructional programs	564	543	450	269	169
Number of instructional program registrations	8,377	9,717	8,005	4,733	2,656
Number of Group tours/birthday parties	169	158	149	128	18
Program attendance-public classes/services	3,030	2,710	3,316	2,091	2,357
Program attendance-groups attending	7,596	7,727	5,857	3,142	299

WESTMOOR PARK FUND

MISSION

The mission of Westmoor Park is to promote, through interpretive programs, the acquisition of knowledge, attitudes, and a lifelong commitment to stewardship of the environment. In addition, it is expected that operating and capital costs will be paid by revenues from the Hunter Trust, Westmoor Park Fund and program fees.

BUDGET SUMMARY						
DEPARTMENT OF LEISURE SERVICES						
	Actual	Adopted	Actual	Estimated	Proposed	Percent
<u>Revenues:</u>	<u>2020-21</u>	<u>2021-22</u>	<u>6 Months</u>	<u>2021-22</u>	<u>2022-23</u>	<u>Change</u>
Charges for Services	\$353,445	\$381,155	\$80,466	\$371,055	\$410,180	7.6%
Trust Income	344,752	378,140	196,402	350,000	350,000	-7.4%
Interest Income	570	2,000	200	600	2,000	
Miscellaneous Revenue	<u>35,004</u>	<u>10,000</u>	<u>7,597</u>	<u>12,000</u>	<u>10,000</u>	
TOTAL	\$733,771	\$771,295	\$ 284,665	\$733,655	\$772,180	0.1%
<u>Expenditures:</u>						
Wages & Salaries	\$314,784	\$402,985	\$212,697	\$363,866	\$419,250	4.0%
Operating Expense	110,852	119,441	63,016	122,277	115,286	-3.5%
Fringe Benefits	<u>269,586</u>	<u>235,550</u>	<u>131,120</u>	<u>258,272</u>	<u>223,547</u>	-5.1%
TOTAL	\$695,222	\$757,976	\$406,833	\$744,415	\$758,083	

	<u>Authorized Positions</u>			Revised	Proposed
<u>Full-Time Positions:</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-23</u>
Park Naturalist	1.0	1.0	1.0	1.0	1.0
Assistant Park Naturalist	1.0	1.0	1.0	1.0	1.0
Parks and Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL	2.1	2.1	2.1	2.1	2.1

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2023 Westmoor Park Fund budget reflects revenue of \$772,180 with corresponding expenditures totaling \$758,083. In total, expenditures slightly increase \$107.

Hunter Trust Income

The Hunter Trust Fund provides for the majority of this fund's annual operational revenue. Based on the terms of the trust fund, 50% of the annual interest earned in the Hunter Trust (which is managed by Bank of America) goes to the Westmoor Park Fund. In fiscal year 2023, this amount is estimated to be \$350,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

ANNUAL BUDGET 2022-2023

Fund: Westmoor Park Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$152,630	\$153,755	\$75,691	\$153,923	\$165,269	7.5%
Temporary Payroll	161,104	248,120	136,862	209,683	252,871	1.9%
Overtime	1,050	1,110	144	260	1,110	
Office Expense	1,745	4,550	1,257	3,900	4,250	-6.6%
Dues and Travel	544	700		600	600	-14.3%
Training	1,080	600		600	600	
Advertising	6,638	8,200	2,286	6,400	6,400	-22.0%
Professional Services	4,380	8,000	3,550	8,000	8,000	
Contractual Services	13,136	13,200	6,293	14,000	11,400	-13.6%
Office/Minor Equipment	200	1,000		1,000	1,000	
Utilities	14,827	19,591	9,796	17,927	17,636	-10.0%
Telecommunications	1,078	1,100	497	1,100	1,100	
Vehicles & Equipment Expense	1,432	1,900	1,421	2,100	2,100	10.5%
Operating Expense – Miscellaneous	1,084	1,500		1,500	1,500	
Merchandise for Resale		500		500	500	
Maintenance & Repairs	52,344	38,500	22,753	42,100	38,100	-1.0%
Miscellaneous Supplies	7,097	11,100	5,585	10,550	11,100	
Program Expenses	3,284	6,000	9,580	12,000	11,000	83.3%
Rental/Leases	1,982	3,000				
Social Security	13,968	22,816	7,911	14,538	13,077	-42.7%
Pension	64,785	67,796	33,898	67,796	68,844	1.5%
Risk Management Expense	118,774	116,623	53,311	116,623	113,311	-2.8%
Transfers Out	<u>72,059</u>	<u>28,315</u>	<u>31,000</u>	<u>59,315</u>	<u>28,315</u>	
Total Department	\$695,222	\$757,976	\$406,833	\$744,415	\$758,083	

ANNUAL BUDGET 2022-2023

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised	Proposed
	2019-20	2020-21	2021-22	2021-22	2022-23
<u>GENERAL FUND</u>					
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Assistant Director of Social Services**					1.0
Office Operations Specialist	0.7	0.7	0.7	0.7	0.7
Social Services Manager	0.95	0.95	0.95	0.95	1.0
Social Worker	2.5	2.5	3.0	3.0	3.0
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2.85	2.85	2.85	2.85	2.85
Program Supervisor	1.0	1.0	1.0	1.0	
Recreation Specialist	1.0	1.0	1.0	1.0	2.0
Crew Leader					0.8
Grounds Maintainer	0.8	0.8	0.8	0.8	
Senior Staff Assistant	1.9	1.9	1.9	1.9	2.0
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.45</u>
TOTAL GENERAL FUND	13.9	13.9	14.4	14.4	15.4
<u>LEISURE SERVICES FUND</u>					
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.3	0.3	0.3	0.3	0.3
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1.0	1.0	1.0	1.0	1.0
Facility Supervisor	0.05	0.05	0.05	0.05	0.05
Recreation Specialist	1.0	1.0	1.0	1.0	1.0
Golf Course Superintendent	1.0	1.0	1.0	1.0	1.0
Assistant Golf Course Superintendent	1.0	1.0	1.0	1.0	1.0
Crew Leader*	0.5	0.5	0.5	0.5	0.7
Grounds Maintainer	1.7	1.7	1.7	1.7	1.5
Equipment Mechanic	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL LEISURE SERVICES FUND	7.9	7.9	7.9	7.9	7.9

* In fiscal year 2023 a Golf Maintainer acts as a Crew Leader for 6 months.

** In fiscal year 2023 the position of Assistant Director of Social Services is added.

ANNUAL BUDGET 2022-2023

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised	Proposed
	2019-20	2020-21	2021-22	2021-22	2022-23
<u>COMMUNITY DEVELOPMENT BLOCK</u>					
<u>GRANT FUND (CDBG)</u>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnerships Manager	0.4	0.4	0.55	0.55	0.55
Community Programs (CDBG) Coordinator	1.0	1.0	1.0	1.0	1.0
Social Services Manager	0.05	0.05			
Social Worker	0.5	0.5			
Senior Staff Assistant	<u>0.1</u>	<u>0.1</u>	—	—	—
TOTAL CDBG FUND	2.1	2.1	1.6	1.6	1.6
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1.0	1.0	1.0	1.0	1.0
Assistant Park Naturalist	1.0	1.0	1.0	1.0	1.0
Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.1	2.1	2.1	2.1	2.1
TOTAL LEISURE SERVICES & SOCIAL SERVICES DEPARTMENT	26	26	26	26	27

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DEPARTMENT OF LIBRARY SERVICES**MISSION**

Welcoming all, the West Hartford Public Library (WHPL) brings people, information and ideas together to enrich lives and strengthen our diverse community.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ With funding generously provided by the West Hartford Library Foundation Thomas F. Kilfoil Bequest, a smart locker system was installed at the Bishops Corner Branch Library, allowing patrons the option to pick up their materials on hold 24/7.
- ✓ With funding provided by the American Rescue Plan Act for Libraries and the West Hartford Library Foundation Thomas F. Kilfoil Bequest, an Orangebox Air3Square Study Pod was installed in the Noah Webster Library fulfilling patron requests for private study spaces, at the same time addressing social distance protocol during the pandemic, and a new option to deliver a solution for those cautious about being close to others in a post-pandemic world.
- ✓ The Mayor's Youth Council is in full progress with eleven teens learning about local government, identifying and addressing issues that are important to teens, offering service projects raising mental health awareness, and organizing social events and an event celebrating diversity.
- ✓ Business services for patrons have been enhanced with monthly visits from Senior Core of Retired Executives (SCORE) representatives to mentor new business leaders and the reinstatement of a notary public service.
- ✓ A brand new tech lab - "Studio 20 South" - located in the Adult Services area at the Noah Webster Library, will offer opportunities for patrons to work with podcasting/sound equipment, video editing and production equipment, as well as drafting software and tools. A station for digitizing analog content, a Cricut machine and 3D printer will also be offered. Videoconferencing equipment will be available for group meetings and instruction. This project was generously funded by the West Hartford Library Foundation Thomas F. Kilfoil Bequest.
- ✓ Celebrated the 5th anniversary of the Kindness Project with the mission of collecting and stocking the shelves of the West Hartford Food Pantry and other organizations with hygiene items and winter scarves.
- ✓ Produced "Capture West Hartford", a photography contest with 87 submissions. The winning photos, plus others, are now seen on banners on South Main Street lampposts.
- ✓ The Faxon Branch Library was selected to partner with the Golden Door Center for Immigrants, an agency that received grant funding from the West Hartford Community Fund to offer a Building Connections Book Club for new arrivals to our community.
- ✓ The West Hartford Public Library was honored to be the recipient of a mural painted by artist Corey Paine, which enhances the side and a portion of the front of the Noah Webster Library in celebration of Juneteenth 2021.
- ✓ The Adult Department offered 203 virtual programs this year. Notable programs included Tiny Homes, Fighting the Food Fight on Hunger and Homelessness and Tour of the Emily Dickinson House and History.

FISCAL YEAR 2023 GOALS & OBJECTIVES

- ❖ Operationalize year five initiatives/activities identified by staff related to current strategic plan, delayed by the pandemic and the absence of a permanent Library Director.
- ❖ Expand business services in addition to SCORE mentoring services and notary public service through the use of additional electronic resources.
- ❖ Increase awareness of and participation in literacy skill formation programs for infants through targeted outreach to families, especially those who are new to the community or do not speak English as their first language. This "Welcome Baby" project was delayed by the pandemic. Program goal is to register 100 new families for library cards and services.
- ❖ Increase the number of users of Studio 20 South, the new library technology lab at the Noah Webster Library, by offering opportunities for patrons to work with podcasting/sound and video conferencing equipment, video editing and production equipment, as well as drafting software and tools for digitizing analog content, by 20% by June 2023.
- ❖ Increase smart locker capacity usage by adding another bank of lockers, increasing usage by 20%.
- ❖ Partner with West Hartford Social Services and the West Hartford Food Pantry to offer the 6th year of the Kindness Project, by collecting and delivering basic need supplies to underserved populations in the community.
- ❖ To restore open hours and services for the Local History Room to 100% through either a staff position upgrade or staff reorganization.
- ❖ Administer grant to have two art curators plan and produce six art shows based on themes of diversity and community.
- ❖ Increase opportunities for all library staff to attend professional development training sessions by offering at least two full days or four half days of training.

DEPARTMENT OF LIBRARY SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Fines & Forfeitures	\$5,163	\$15,000	\$ 8,131	\$15,000	\$15,000	
TOTAL	\$5,163	\$15,000	\$ 8,131	\$15,000	\$15,000	
<u>Expenditures:</u>						
Wages & Salaries	\$2,053,860	\$2,379,131	\$1,051,665	\$2,385,839	\$2,726,756	14.6%
Operating Expense	627,261	652,637	352,248	650,637	652,637	
Social Security	138,998	179,342	69,582	179,635	204,632	14.1%
TOTAL	\$2,820,119	\$3,211,110	\$1,473,495	\$3,216,111	\$3,584,025	11.6%

	Authorized Positions			Revised	Proposed
Full-Time Positions:	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
General Fund	24	24	24	24	24
TOTAL	24	24	24	24	24

BUDGET & PROGRAM HIGHLIGHTS

With locations in each of the Town's three primary business centers, the West Hartford Libraries create opportunities for learning and connecting at Town facilities every day, and online 24/7. The libraries support, on average, over 4,500 customer service interactions each day. The West Hartford Libraries have long gone beyond the traditional borrowing and lending of materials, research assistance, and programs for every age. Residents enjoy computer access, downloadable movies, music, books and magazines, current event and book discussions, conversation groups for speakers of other languages, writers' workshops, and a wide variety of online learning opportunities.

The budget for fiscal year 2023 reflects an increase of \$372,915 or 11.6%. Wages and salaries increase \$347,625. The new Director of Library Services started in January 2022, where the position was unfunded for the first half of fiscal year 2022. The Librarian II position was unfunded in fiscal year 2022 and reinstated for fiscal year 2023. In addition, contract settlements and estimated merit increases for eligible employees, along with minimum wage increases for temporary and part time employees, are included. Operating expenses are consistent with the prior year, although funds have been reallocated to meet the changing priorities for materials purchases. Social security is adjusted in accordance with wage changes and participation in the social security alternative program.

ADMINISTRATIVE SERVICES DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Library Fines	\$ 5,163	\$15,000	\$ 8,131	\$15,000	\$15,000	
TOTAL	\$ 5,163	\$15,000	\$ 8,131	\$15,000	\$15,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$579,198	\$485,640	\$231,433	\$503,254	\$702,847	44.7%
Temporary Payroll	129,298	180,700	65,892	180,700	210,139	16.3%
Overtime		880		880	1,860	111.4%
Education Premium Pay	3,811	3,780	1,638	3,780	3,780	
Office Expense	45,442	50,025	12,560	49,025	50,025	
Dues and Travel	8,097	7,997	1,744	7,997	7,997	
Professional Services	5,105	5,700	2,550	5,700	5,700	
Contractual Services	822	1,500	673	1,500	1,500	
Office Equipment		400		400	400	
Information Technology	110,218	127,000	97,981	127,000	127,000	
Telecommunications	4,379	6,000	2,153	5,000	6,000	
ADA Expenditures	1,485	1,500		1,500	1,500	
Social Security	41,469	50,727	15,991	51,653	68,610	35.3%
TOTAL	\$929,324	\$921,849	\$432,615	\$938,389	\$1,187,358	28.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Director of Library Services*	1	1	1	1	1
Librarian II**	3	3	3	3	3
Office Operations Specialist	1	1	1	1	1
Library Specialist	3	2	2	2	2
Library Assistant	<u> </u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	8	8	8

* This position was unfunded for the first half of fiscal year 2022.

** One position was authorized but unfunded in fiscal year 2022.

ADMINISTRATIVE SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Administrative Services is made up of staff who provide essential services to the library system as a whole: administration, collections services, programs and community outreach, and technology services. All full-time staff members in this division assist with public service on a regular basis.

Regular Payroll: Administrative Services is staffed by eight full-time positions: the Director, Office Operations Specialist, three Librarians II, two Library Specialists and one Library Assistant. Estimated merit increases are included for these positions, where applicable.

Temporary Payroll: Temporary payroll funds part-time catalogers, publicity and program support, and information technology support.

Overtime: This appropriation is used for the taking of minutes at the monthly Library Board meeting.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products. This appropriation also finances the costs associated with printing done by the Board of Education's print shop including forms such as library card applications, flyers for programs, and other printing that is unique to the Library.

Dues & Travel: The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to Library work. Many staff are now able to attend "webinars" or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time.

Professional Services: This appropriation is used for hiring presenters for programs open to the public as well as staff training. Funding is used to bring workshop presentations, webinars, and other training opportunities to the library, enabling the library to provide in-house training for the entire staff at one time. It has also been used to hire consultants to help with planning, updating of technology, etc., in cases where that capacity does not exist on the staff. This also funds presentations to the public, programs for all ages from preschoolers through seniors, including author talks, discussions of local theater and art exhibits, puppetry and science programs for children, writing contests for teens, film series, and lectures on topics of interest.

Contractual Services: This appropriation is for banking service fees related to credit card revenues.

Office Equipment: This appropriation allows for the purchase and/or replacement of office equipment that has aged or fallen into disrepair.

Information Technology: This appropriation covers costs of software and platforms for a variety of Library operations such as the integrated library system (ILS) for cataloging and circulation of materials, access to the national interlibrary loan and catalog system, online library calendar, and employee scheduling software.

Telecommunications: This funds desktop telephone services and faxes at the Library's three locations, for maintenance, long distance calls and circuits.

ADA Expenditures: This appropriation is to fund sign language interpretation or similar services as requested under ADA.

Social Security: This appropriation is for required Federal payments based upon actual wages paid and is adjusted based upon wage and salary modifications.

PROGRAM PERFORMANCE MEASURES & INDICATORS
Library Services – Administrative Services
(Fiscal Year)

	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>	<u>Actual</u> <u>2021</u>
<u>Library Customer Services:</u>					
Library Visitors	461,084	437,580	448,164	299,419	56,124
Curbside Pickup Appointments	n/a	n/a	n/a	n/a	28,380
Library Website Visitors	331,812	315,289	308,641	283,992	229,379
Program and Museum Pass Attendance	30,272	29,632	31,642	22,493	628
Preschool Literacy Program Attendance	11,032	11,113	12,263	10,191	1,124
Card Holders	27,588	27,008	26,426	25,538	26,383
Instagram, Facebook and Twitter Followers	10,650	10,896	11,104	11,631	12,960
Newsletter Views	195,054	214,151	204,944	237,924	220,029
Number of Print Book & Media Loans	635,681	597,763	725,852	511,623	304,655
Number of Electronic Book & Media Loans	49,438	59,238	87,809	133,955	131,616
Loans per Capita	10.8	10.4	12.9	10.3	7.0
Reference Inquiries	77,676	74,902	81,189	64,425	52,328
Electronic Information Retrievals	309,818	444,368	388,721	414,705	427,057
Wireless (WIFI) Usage Sessions	100,340	94,820	101,539	68,350	23,492
Number of Computer Sessions	53,438	47,528	46,560	32,167	4,041

ADULT SERVICES DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$428,122	\$439,176	\$211,491	\$443,753	\$462,493	5.3%
Temporary Payroll	99,273	219,531	76,402	212,672	208,587	-5.0%
Overtime		6,951		6,951	3,930	-43.5%
Education Premium Pay	1,755	1,740	754	1,740	1,740	
Office Expense	1,347	2,000	536	2,000	2,000	
Library Materials	299,302	280,300	147,982	280,300	280,300	
Social Security	<u>36,965</u>	<u>50,309</u>	<u>20,543</u>	<u>50,558</u>	<u>50,767</u>	0.9%
TOTAL	\$866,764	\$1,000,007	\$457,708	\$997,974	\$1,009,817	1.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Librarian III	1	1	1	1	1
Librarian II	2	1	1	1	1
Librarian I	1	2	2	2	2
Library Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	6	6	6	6	6

ADULT SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

The Adult Services staff consists of reference librarians and circulation staff delivering a variety of programs and services while maintaining a high level of consistent customer service for all library users. Full-time staff operate from a “home-base” at one of the three libraries, but cover service points in each library location as needed, providing reference and information services, curating physical and electronic collections, and developing and leading programs on a wide variety of topics.

Regular Payroll: The Adult Services Division is staffed by six full-time positions who are based out of the Noah Webster Library. The appropriation reflects estimated merit increases offset by the filling of a vacancy at the start of the pay range.

Temporary Payroll: In order to cover customer services during all open hours, allocation is made for clerical and professional staff to cover public service desks at the Noah Webster Library when full-time staff are assigned to other locations or activities.

Overtime (Sunday Hours): This appropriation is made to pay wages for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours. Two full-time staff members are used on Sundays, rather than rely solely on part-time employees.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of supplies required for circulation services.

Library Materials: This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, downloadable audio books and PlayAways) and movies in DVD and Blu-Ray format. The Library builds as broad a collection of materials as possible, adhering to a collection development policy approved by the Library Board. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price and are shipped to the library at no cost. Also included are e-book, e-serials and e-audio collections for adults and the online research resources available 24/7 to West Hartford residents.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

FAXON BRANCH LIBRARY

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$205,999	\$209,183	\$104,423	\$207,783	\$229,778	9.8%
Temporary Payroll	18,795	75,500	22,605	75,500	96,043	27.2%
Education Premium Pay	1,028	1,020	442	1,020	1,020	
Office Expense	1,119	1,500	122	1,500	1,500	
Library Materials	37,059	47,900	22,395	47,900	47,900	
Social Security	<u>15,771</u>	<u>21,294</u>	<u>8,801</u>	<u>21,294</u>	<u>24,506</u>	15.1%
TOTAL	\$279,771	\$356,397	\$158,788	\$354,997	\$400,747	12.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Librarian II	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Faxon Library, located in the Elmwood neighborhood, is staffed by three full-time positions, a Community Engagement Librarian II, a Librarian I who provides outreach programming to students in the West Hartford pre-school and elementary schools in addition to general reference services to all ages, and a Circulation Library Assistant. Branch operations, for both branch libraries are overseen by a Librarian III who spends 14-16 hours per week in each location. The budget includes estimated merit increases, where applicable.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each branch location.

Library Materials: This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

Social Security: This appropriation is for required Federal payments based upon actual wages paid and participation of temporary employees in the social security alternative program.

BISHOPS CORNER BRANCH LIBRARY

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$218,624	\$228,041	\$101,278	\$228,241	\$248,671	9.0%
Temporary Payroll	29,928	80,135	30,685	80,135	105,197	31.3%
Education Premium Pay	1,029	1,020	442	1,020	1,020	
Office Expense	1,677	1,500	227	1,500	1,500	
Library Materials	37,226	50,100	23,750	50,100	50,100	
Social Security	<u>18,283</u>	<u>23,343</u>	<u>9,167</u>	<u>23,343</u>	<u>26,897</u>	15.2%
TOTAL	\$306,767	\$384,139	\$165,549	\$384,339	\$433,385	12.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-2023</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Librarian III	1	1	1	1	1
Librarian II				1	1
Librarian I	1	1	1		
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Bishops Corner Branch Library is staffed by three full-time positions: a Librarian III Branch Operations Manager who spends 14-16 hours per week in each of the two branch libraries; a Children's Librarian I who also serves as a member of the Children's Services team; and a Circulation Library Assistant. This appropriation reflects estimated merit adjustments, where applicable.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service. This appropriation reflects the reallocation of part-time staff between divisions to meet staffing and programming needs.

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's degree or \$1,020 for a Bachelor's Degree.

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each branch location.

Library Materials: This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

CHILDREN'S SERVICES DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$227,750	\$239,481	\$118,892	\$253,232	\$248,111	3.6%
Temporary Payroll	32,326	94,868	38,045	77,593	79,746	-15.9%
Overtime		3,375		3,375	3,930	16.4%
Office Expense	3,470	3,500	2,363	3,500	3,500	
Professional Services	3,132	3,000	774	3,000	3,000	
Library Materials	48,776	45,350	30,922	45,350	45,350	
Social Security	<u>20,666</u>	<u>25,501</u>	<u>11,643</u>	<u>24,925</u>	<u>24,946</u>	-2.2%
TOTAL	\$336,120	\$415,075	\$202,639	\$410,975	\$408,583	-1.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Librarian III	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Children's Services Division is staffed by three full-time positions who are based out of the Noah Webster Library but deliver programs and/or services in both branch libraries as needed.

Temporary Payroll: Part-time librarians, clerical staff and pages work in the Children's Division to provide programming, reference and reader's advisory service, circulate library materials, and maintain collections.

Overtime (Sunday Hours): This appropriation is for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours.

Office Expense: This appropriation covers the cost of office supplies as well as items that are specific to the children's area such as craft supplies that complement program themes and art materials to create room displays.

Professional Services: This appropriation is used to fund presentations to the public in the rare instances that they are not available at no charge. Several grants fund special program series such as Sunday concerts for children.

Library Materials: This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, and music CD's, as well as the purchase of electronic books and media.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

Youth Services

Library services for West Hartford's youth are provided by experienced staff in each of the three libraries, who welcome children, teens and families each day to engaging and age-appropriate spaces focused on literacy and cooperative learning. Librarians who specialize in working with specific age groups develop book and media collections as well as programs for infants through high school age school students. Age-appropriate databases and Internet resources enhance the collections and staff assist teens, children and parents in using these 21st century tools.

TEEN SERVICES DIVISION

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$76,694	\$79,646	\$39,549	\$79,746	\$87,356	9.7%
Temporary Payroll	229	28,464	7,694	24,464	30,508	7.2%
Office Expense	841	800	85	800	800	
Professional Services	1,175	1,100	875	1,100	1,100	
Library Materials	16,589	15,465	4,556	15,465	15,465	
Social Security	<u>5,844</u>	<u>8,168</u>	<u>3,438</u>	<u>7,862</u>	<u>8,906</u>	9.0%
TOTAL	\$101,372	\$133,643	\$56,197	\$129,437	\$144,135	7.9%

FULL-TIME POSITION SCHEDULE

	<u>2019-20</u>	<u>Authorized Positions</u> <u>2020-21</u>	<u>2021-22</u>	<u>Revised</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>
Librarian I	1	1	1	0	0
Librarian II	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Although Teen Services is a separate division serving a unique audience, the Teen Services Librarian works under the direction of the Children's Services Manager and serves as an additional member of both the Adult and Children's Services teams, while focusing on developing programs and collections of interest to middle and high school age customers. Estimated merit increases are included in this appropriation.

Temporary Payroll: This appropriation covers the cost of Library Assistants who assist with teen programs and provide adult supervision of teens using the Teen Room at the Noah Webster Library.

Office Expense: This appropriation covers the cost of supplies that are specific to the teen area and teen programs.

Professional Services: This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc.

Library Materials: This appropriation is for the purchase of library materials for the Teen collection at the Noah Webster Library, including the purchase of electronic books and media, music, movies, television shows, comics and graphic novels for patrons. The Teen Services Librarian works with staff at the branches to coordinate purchases for branch teen collections.

Social Security: This appropriation is for required Federal payments based upon actual wages paid.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
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Library Grant	\$ 7,418			
Charges for Copies	2,215	\$ 15,000	\$ 15,000	\$ 15,000
Interest Income	<u>153</u>	<u> </u>	<u> </u>	<u> </u>
Total Revenue & Other Resources	\$ 9,786	\$ 15,000	\$ 15,000	\$ 15,000

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
--------------------------------	---------------------	----------------------	------------------------	-----------------------

Library Operations	<u>\$ 9,878</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>
Total Expenditures	\$ 9,878	\$ 15,000	\$ 15,000	\$ 15,000

CHANGE IN FUND BALANCE	(\$ 92)	\$	\$	\$
BEGINNING BALANCE	\$ 93,173	\$ 93,081	\$ 93,081	\$ 93,081
ENDING BALANCE	\$ 93,081	\$ 93,081	\$ 93,081	\$ 93,081

Fund: West Hartford Library Fund**Department: Library****PURPOSE**

A budgeted fund used to account for the DeliverIT-CT (formerly Connecticard) Program which is funded via State grant. Other programs accounted for in this fund include the operation of the Library's copiers, which are supported by user charges, as well as other State grants and private foundation grants.

LONG-TERM STRATEGY

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Intergovernmental	\$ 8,000	\$ 8,000	\$ 30,000	\$ 16,000	\$ 7,400
Charges for Copies	20,000	18,000	16,000	13,000	2,200
Interest Income		1,000	1,000	1,000	200
TOTAL REVENUES	\$28,000	\$27,000	\$47,000	\$30,000	\$ 9,800
<u>Expenditures:</u>					
Library Operations	\$ 11,000	\$ 19,000	\$ 39,000	\$ 17,000	\$ 9,800
TOTAL EXPENDITURES	\$ 11,000	\$ 19,000	\$ 39,000	\$ 17,000	\$ 9,800
OPERATING RESULTS	\$ 17,000	\$ 8,000	\$ 8,000	\$ 13,000	\$ -
FUND BALANCE	\$ 64,000	\$ 72,000	\$ 80,000	\$ 93,000	\$93,000

REVIEW OF PERFORMANCE

Fund balance of the Library Fund has remained consistent at \$93,000 at June 30, 2021.

FISCAL YEAR 2022 OPERATING RESULTS

In fiscal year 2022, it is expected that the fund will earn \$15,000 in charges for copies. Estimated expenditures total \$15,000 resulting in fund balance rounded to \$93,000 at June 30, 2022.

FISCAL YEAR 2023 BUDGET

The fiscal year 2023 budget is comprised of copier revenue of \$15,000 and operating expense of \$15,000 for copier supplies.

DEPARTMENT: LIBRARY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2021-22	Proposed 2022-23
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Director of Library Services*	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	3	3	3	3	3
Librarian II**	6	5	5	6	6
Librarian I	5	6	6	5	5
Library Specialist	3	2	2	2	2
Library Assistant	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL LIBRARY	24	24	24	24	24

* This position was unfunded for the first half of fiscal year 2022.

** One position was authorized but unfunded in fiscal year 2022.

EDUCATION**WEST HARTFORD PUBLIC SCHOOLS****MISSION**

To inspire and prepare all students to realize their potential and enhance our global community.

DISTRICT GOALS

Goal One: Advance achievement for all students and reduce disparity between and among groups.

Goal Two: Nurture the intellectual, physical and emotional well-being of students and create a safe and respectful learning community where all students are held to high expectations.

Goal Three: Attract, retain and develop high quality staff by providing professional development, resources and appropriate learning environments.

**BUDGET SUMMARY
EDUCATION SERVICES**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Revenues</u>					
Education Cost Sharing Grant	\$21,911,520	\$22,245,760	\$21,880,498	\$22,253,668	
TOTAL	\$21,911,520	\$22,245,760	\$21,880,498	\$22,253,668	

**BUDGET SUMMARY
EDUCATION SERVICES**

	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
<u>Expenditures</u>					
Education	\$169,711,823	\$175,556,055	\$175,556,055	\$181,328,975	3.3%
TOTAL	\$169,711,823	\$175,556,055	\$175,556,055	\$181,328,975	3.3%

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NON-DEPARTMENTAL OVERVIEW

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

BUDGET SUMMARY NON-DEPARTMENTAL						
	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Wages & Salaries	\$ 83,322	\$ 86,725		\$ 21,000	\$ 86,725	
Operating Expense	13,396,264	12,767,063	6,415,677	12,762,123	13,013,930	1.9%
Fringe Benefits	<u>42,114,225</u>	<u>44,007,703</u>	<u>20,270,232</u>	<u>43,383,364</u>	<u>41,776,801</u>	-5.1%
TOTAL	\$55,593,811	\$56,861,491	\$26,685,909	\$56,166,487	\$54,877,456	-3.5%

	<u>Authorized Positions</u>			<u>Revised 2021-22</u>	<u>Proposed 2022-2023</u>
Full-Time Positions:	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>		
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Probate Court	\$ 33,696	\$ 45,260	\$ 14,786	\$ 45,260	\$ 45,260	
General Fund Contingency	1,844,000	1,598,281		1,298,281	960,000	-39.9%
Radio System Maintenance	130,077	158,576	25,667	87,911	158,576	
Private School Health Services	795,610	919,664		840,377	940,135	2.2%
Non-Public School						
Transportation	618,308	953,275		708,223	981,448	3.0%
Revaluation Litigation	35,078	25,000	10,660	25,000	150,000	500.0%
Health District Payment	719,106	759,087	378,826	759,087	806,954	6.3%
Employee Benefits						
Contributions:						
Health/Other Insurance	20,404,596	20,870,089	10,440,202	20,870,089	20,668,003	-1.0%
Pension	18,447,538	19,660,059	9,830,030	9,660,059	5,302,945	-73.0%
Pension Obligation Debt Serv.					12,917,935	100.0%
Metropolitan District	12,260,900	11,872,200	5,939,450	11,872,200	11,946,200	0.6%
COVID-19	<u>304,902</u>		<u>46,288</u>			
Total Department	\$55,593,811	\$56,861,491	\$26,685,909	\$56,166,487	\$54,877,456	-3.5%

Probate Court Support:

The Town of West Hartford is liable for payment of administrative expenses for the operation of the Probate Court. Based upon historical experience, these costs are expected to total \$45,260 for fiscal year 2023.

General Fund Contingency:

This appropriation reflects a contingency for unsettled union contracts. At the time of budget production, the Police contracts are current; all other union contracts remain in negotiation.

Radio System Maintenance:

The cost of maintaining and operating the town-wide radio communications system is \$158,576 for fiscal year 2023. The Town has installed a new radio system which will include maintenance costs for the first year as well as the elimination of the need for one lease site.

Private School Services Fund Subsidy:

Included in the fiscal year 2023 budget is a subsidy of \$1,921,583 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$940,135) and transportation (\$981,448) services to the resident and non-resident children in West Hartford private schools. The subsidy for transportation services increases \$28,173 in fiscal year 2023 due to contractual increases. The subsidy for providing private school health increases \$20,471. This reflects merit increases for eligible school nurses, additional temporary payroll, increases in the pension and risk allocations, and a reduced reimbursement rate from the State, based upon experience.

Revaluation Litigation:

A total of \$150,000 is appropriated for costs associated with new or pending tax appeals of property assessments.

Health District Payment:

The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) totals \$856,954 for fiscal year 2023 based upon the district's adopted budget. In the current year, \$50,000 is paid from the Community Development Block Grant Fund.

Employee Benefits Contributions:

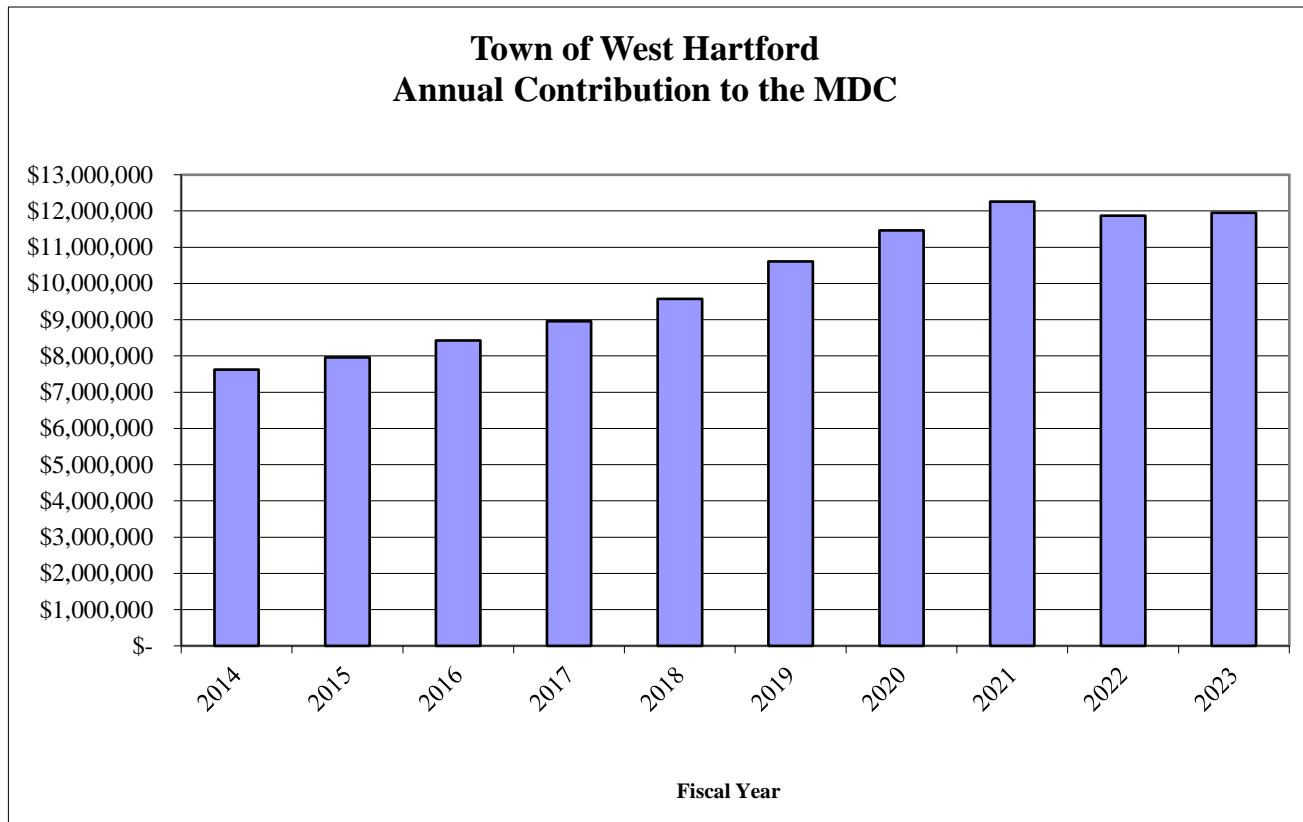
This appropriation represents the General Fund's contributions to the Town's Pension Fund and Risk Management Fund, an internal service fund used to account for the Town's risk management programs: workers' compensation, Town health, heart and hypertension, self-insured and insured. The decrease in the appropriation is driven by three factors. First, the Town's total pension liability decreases from \$26,919,077 in fiscal year 2022 to \$24,909,915 in fiscal year 2023. This decrease is based on a lower Actuarially Determined Employer Contribution (ADEC) contribution and a debt service payment on Pension Obligation Bonds (POB's) as discussed further. This total liability is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The Town's contribution for fiscal year 2023 is \$10,472,000, an increase of \$400,000. Finally, the Town's General Fund contribution to the Risk Management Fund decreases as the Town transitions most employees to the State Partnership Plan for health and prescription benefits. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

Pension Obligation Debt Service:

This amount reflects the Town's portion of debt service related to the issuance of Pension Obligation Bonds (POB's). Since this liability is related to employee benefits and not capital improvements, it is being shown in this section of the budget document. The overall POB debt service of \$17,661,915 is being charged proportionately to the Town, BOE and Grant funded programs to employees who are members and contribute to the pension fund. The \$12,917,935 represents approximately 73% of the overall POB debt service.

Metropolitan District Commission (MDC):

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The budget for fiscal year 2023, increases \$74,000 or 0.62% from the prior year.



TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Intergovernmental	\$ 720,805	\$ 618,544	\$ 762,280	\$ 626,756
Charges for Services				
Transfer In	<u>1,413,919</u>	<u>1,872,939</u>	<u>1,548,601</u>	<u>1,921,583</u>
Total Revenues & Other Resources	\$2,134,724	\$2,491,483	\$2,310,881	\$2,548,339

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Medical Care Services	\$1,516,416	\$1,538,208	\$1,602,657	\$1,566,891
Non-Public School Transportation	<u>618,308</u>	<u>953,275</u>	<u>708,224</u>	<u>981,448</u>
Total Expenditures & Other Uses	\$2,134,724	\$2,491,483	\$2,310,881	\$2,548,339

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: Private School Services Fund
Department: Non-Departmental

PURPOSE

A budgeted fund whose purpose is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of local students to non-public schools in West Hartford and health services to these schools. The Town receives a State grant to partially offset the cost of these services and a transfer from the General Fund is made each year representing the local costs of the program.

LONG-TERM STRATEGY

This fund maintains no fund balance as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Intergovernmental	\$572,000	\$559,000	\$688,000	\$662,863	\$2,134,724
TOTAL REVENUES	\$572,000	\$559,000	\$688,000	\$662,863	\$2,134,724
<u>Expenditures:</u>					
Operational	\$2,218,000	\$2,159,000	\$2,414,000	\$2,218,709	<u>\$2,134,724</u>
TOTAL EXPENDITURES	\$2,218,000	\$2,159,000	\$2,414,000	\$2,218,709	\$2,134,724
TRANSFERS FROM OTHER FUNDS	\$1,646,000	\$1,600,000	\$1,726,000	\$1,555,846	\$1,413,919
OPERATING RESULTS	-	-	-	-	-
FUND BALANCE	-	-	-	-	-

REVIEW OF PERFORMANCE

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,736,000 in fiscal year 2016. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints. In addition the private school transportation grant was eliminated in fiscal year 2017. Each of these reductions in State aid result in a higher required contribution from the Town.

FISCAL YEAR 2022 OPERATING RESULTS

Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,548,601. This is an increase as busing levels are reverting to prepandemic levels as students return to in person learning.

ANNUAL BUDGET 2022-2023

Fund: Private School Services Fund

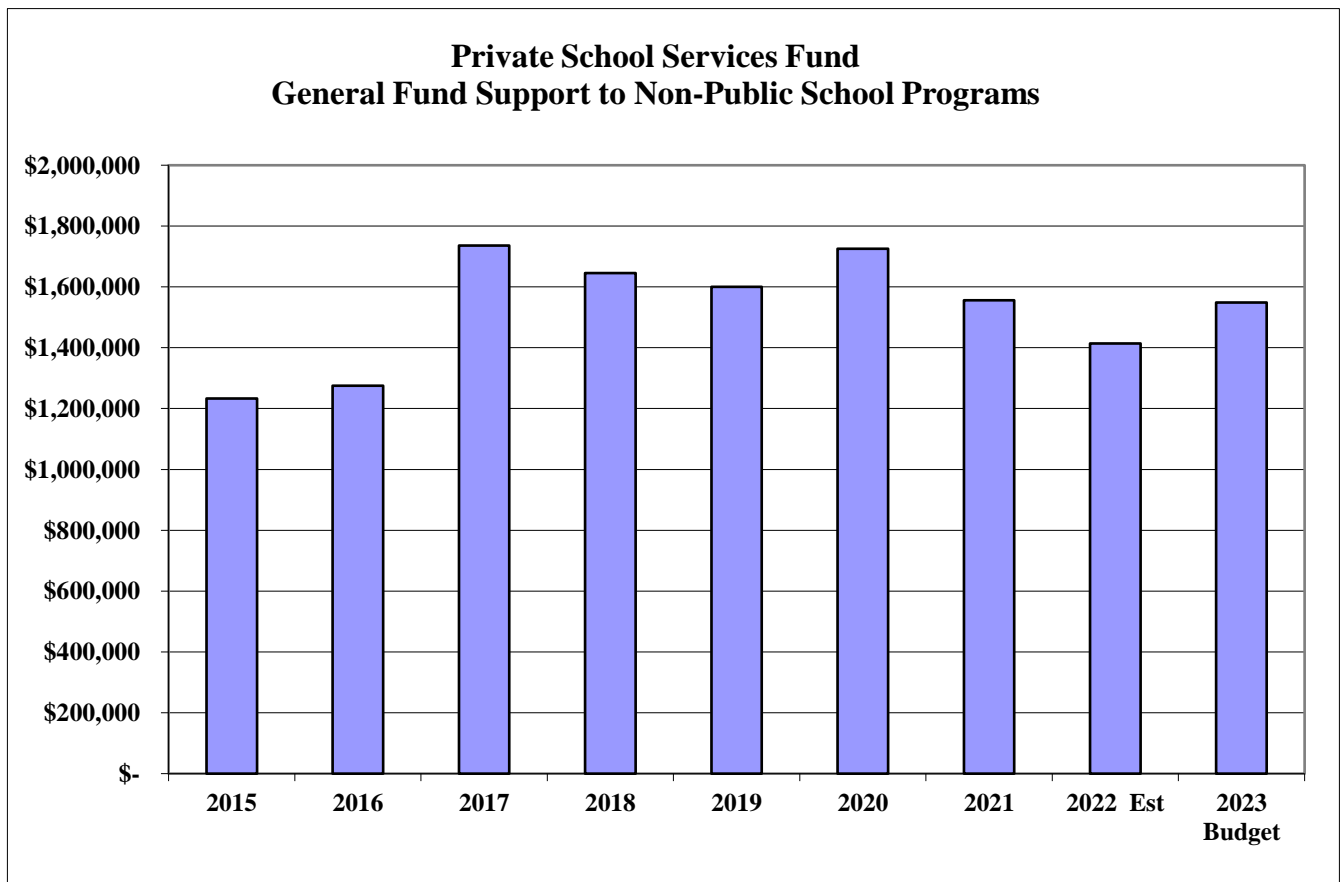
Department: Non-Departmental

FISCAL YEAR 2023 BUDGET

Expenditures are projected to increase \$56,856 in fiscal year 2023. Private school transportation increases slightly. The cost of medical services for non-public schools increases due to wage adjustments and increases in risk costs. The State reimbursement percentage for health services is budgeted at approximately 50%, versus the 80% the Town should receive under existing State statutes.

BUDGET SUMMARY						
PRIVATE SCHOOL SERVICES FUND						
	<u>Actual</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-22</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2021-22</u>	<u>Proposed</u> <u>2022-23</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 794,920	\$ 842,628	\$ 392,794	\$907,928	\$ 875,927	4.0%
Operating Expense	590,859	939,238	219,353	692,958	969,247	3.2%
Fringe Benefits	748,945	709,618	350,283	709,995	703,165	-0.9%
TOTAL	\$2,134,724	\$2,491,484	\$ 962,430	\$2,310,881	\$2,548,339	2.3%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2021-22</u>	<u>2022-2023</u>
Senior Nurse	1	1	1	1	1
Nurse	8	8	8	8	8
TOTAL	9	9	9	9	9



TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Rental of Facilities	\$ 19,798	\$ 19,800	\$ 19,800	\$ 19,800
Interest Income	1			
Transfer In	<u>3,410,500</u>	<u>3,626,730</u>	<u>3,742,775</u>	<u>3,654,000</u>
Total Revenues & Other Resources	\$ 3,430,299	\$ 3,646,530	\$ 3,762,575	\$ 3,673,800

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Capital Financing	\$ <u>3,410,500</u>	\$ <u>3,658,875</u>	\$ <u>3,658,875</u>	\$ <u>3,654,000</u>
Total Expenditures & Other Uses	\$ 3,410,500	\$ 3,658,875	\$ 3,658,875	\$ 3,654,000

CHANGE IN FUND BALANCE	\$ 19,799	(\$ 12,345)	\$ 103,700	\$ 19,800
BEGINNING BALANCE	\$ 2,222	\$ 22,021	\$ 22,021	\$ 125,721
ENDING BALANCE	\$ 22,021	\$ 9,676	\$ 125,721	\$ 145,521

Fund: Blue Back Square Fund
Department: Non-Departmental

PURPOSE

A fund created to account for the financial activity of the Blue Back Square (BBS) development project. This activity includes capital financing for public improvements and revenues generated from property taxes, Special Services District taxes, and parking operations.

LONG-TERM STRATEGY

The Blue Back Square Fund will fund the debt service on the \$48.82 million in general obligation bonds issued to fund public improvements within the Blue Back Square project. These public improvements included the purchase of two parking garages, renovations to the Town Hall and Noah Webster Library, and public infrastructure improvements. The net revenue generated from the operation of the parking garages and on-street parking and the Special Services District (SSD) taxes levied on the taxable property within the Blue Back Square development, as well as interest income generated within the fund is expected to fund the annual debt service costs.

REVIEW OF PERFORMANCE

In fiscal year 2010, the BBS capital project accounts were closed as the development was deemed complete. Remaining balances totaling \$475,437 were transferred to the BBS Fund and added to the reserve for capital projects to be used for maintenance and/or improvements to the garages. In addition, during fiscal year 2010, the Town refunded its long-term debt on the Blue Back Square project to take advantage of a favorable interest environment. This refunding will save the Town \$3,041,867 in debt service over the life of the bonds. As of June 30, 2021, the BBS fund had a balance of \$22,021 inclusive of the Capital Projects Reserve of \$125,721.

FISCAL YEAR 2022 OPERATING RESULTS

The estimate for fiscal year 2022 includes rental of facilities income of \$19,800 and a transfer of \$3,742,775 from the WHC-SSD Fund. This represents SSD taxes of \$1,714,000 and net proceeds from parking operations of \$2,028,775. Capital financing expenditures of \$3,658,875 represent interest and principal payments due in fiscal year 2022 on long-term debt.

FISCAL YEAR 2023 BUDGET

The budget for fiscal year 2023 includes rental of facilities revenue of \$19,800 and a transfer of \$3,654,000 from the WHC-SSD Fund, representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,940,000. Capital financing expenditures of \$3,654,000 are budgeted and represent interest and principal payments due in fiscal year 2023 on the fund's long-term debt.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Special Services District Tax	\$ 1,709,226	\$1,714,000	\$1,714,000	\$ 1,714,000
Parking Revenue	2,020,331	1,866,000	2,409,000	2,105,000
Parking Violation Revenue	61,380	43,750	60,000	43,750
Interest Income	<u>2,630</u>	<u>2,980</u>	<u>1,800</u>	<u>2,980</u>
Total Revenues & Other Resources	\$3,793,567	\$3,626,730	\$4,184,800	\$ 3,865,730

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
Parking Operations	\$ 383,067	\$	\$ 442,025	\$ 211,730
Transfer Out	<u>3,410,500</u>	<u>3,626,730</u>	<u>3,742,775</u>	<u>3,654,000</u>
Total Expenditures & Other Uses	\$ 3,793,567	\$3,626,730	\$4,184,800	\$ 3,865,730

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: WHC – Special Services District Fund**Department: Non-Departmental****PURPOSE**

The West Hartford Center-Special Services District Fund is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC-Special Services District Fund are transferred to the Town at year-end.

LONG-TERM STRATEGY

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

FISCAL YEAR 2022 OPERATING RESULTS

For fiscal year 2022, the fund expects to earn Special Services District Tax of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$2,470,800. An estimated management fee of \$442,025 will result in a transfer of \$3,742,775 to the BBS Fund.

FISCAL YEAR 2023 BUDGET

The budget for fiscal year 2023 assumes Special Services District taxes of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$2,151,730. The WHC-SSD Fund contracts with the Parking Lot Fund for the daily operations of the parking facilities with an estimated cost in fiscal year 2023 of \$211,730. These assumptions result in a net transfer to the BBS Fund of \$3,654,000 for fiscal year 2023.

DEPARTMENT: NON-DEPARTMENTAL

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2021-22	Proposed 2022-2023
	2019-20	2020-21	2021-22		
<u>GENERAL FUND</u>					
Communications System Manager	1	1	1	1	1
TOTAL GENERAL FUND	1	1	1	1	1
<u>PRIVATE SCHOOL SERVICES FUND</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	8	8	8	8	8
TOTAL PRIVATE SCHOOL SERVICES FUND	9	9	9	9	9
 TOTAL NON-DEPARTMENTAL – ALL FUNDS	 10	 10	 10	 10	 10

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CAPITAL FINANCING

This program is responsible for developing and administering the capital financing program for the Town and Board of Education.

BUDGET SUMMARY CAPITAL FINANCING						
	<u>Actual 2020-21</u>	<u>Adopted 2021-22</u>	<u>Actual 6 Months</u>	<u>Estimated 2021-22</u>	<u>Proposed 2022-23</u>	<u>Percent Change</u>
Debt Administration	\$92,139	\$ 90,000	\$ 20,560	\$ 90,000	\$ 90,000	
Transfer for Debt						
Service (CIP)	16,748,779	15,553,560	7,724,149	15,553,560	16,040,896	3.1%
Transfer to CNRE	<u>790,000</u>				<u>1,025,000</u>	100.0%
Total Department	\$17,630,917	\$15,643,560	\$7,744,709	\$15,643,560	\$17,155,896	9.7%

BUDGET & PROGRAM HIGHLIGHTS

The budget for capital financing includes four components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; a transfer to the Debt Service Fund for principal and interest payments on General Obligation Pension Bonds; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy).

Bonded debt service is \$17,790,896 for fiscal year 2023. Of this amount, \$16,040,896 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. This bonded debt consists of two categories; regular tax exempt bonded debt that supports the Town's ongoing Capital Improvement Plan and Pension Obligation bonded debt. In addition, a \$1,025,000 General Fund contribution is made to fund CNRE projects in fiscal year 2023.

In June, 2021, the Town sold \$324.3M in taxable General Obligation Pension Bonds. These bonds were used to fully fund the past service cost of the Town's outstanding pension liability. Since the bonds were used to fully fund the Town's pension liability, which is an employee benefit and not a capital improvement, the debt service for those bonds is identified in the Non-Departmental Employee Benefits Section of this budget.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
---------------------------------	---------------------	----------------------	------------------------	-----------------------

Use of Bond Premium	\$ 1,000,000	\$ 2,295,000	\$ 2,295,000	\$ 1,750,000
Transfer In	<u>16,748,779</u>	<u>15,553,560</u>	<u>15,553,560</u>	<u>16,040,896</u>
Total Revenues & Other Resources	\$17,748,779	\$17,848,560	\$17,848,560	\$17,790,896

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
--------------------------------	---------------------	----------------------	------------------------	-----------------------

Debt Service (CIP)	\$ 18,698,779	\$17,848,560	\$17,857,986	\$17,790,896
Debt Administrative Expense		35,000		
Transfer to Leisure Services Fund	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Expenditures & Other Uses	\$ 18,748,779	\$17,933,560	\$17,907,986	\$17,840,896

CHANGE IN FUND BALANCE	(\$ 1,000,000)	(\$ 85,000)	(\$ 59,426)	(\$ 50,000)
BEGINNING BALANCE	\$ 1,344,893	\$ 344,893	\$ 344,893	\$ 285,467
ENDING BALANCE	\$ 344,893	\$ 259,893	\$ 285,467	\$ 235,467

Debt Service Fund

PURPOSE

A fund established in fiscal year 2010 to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs in support of the Town's Capital Improvement Plan.

LONG-TERM STRATEGY

This fund will be used to accumulate resources for the payment of long-term debt in order to reduce the financial impact of these obligations on the General Fund.

REVIEW OF PERFORMANCE

The initial funding for the Debt Service Fund came from a bond premium from a previous debt issuance and \$2,758,897 of proceeds received by the Town for a litigation settlement. These proceeds were used to reduce the General Fund appropriation based upon the Town's capital financing model. All bond premiums received subsequently have been recorded as deferred revenue and are being used to offset debt service over a multi-year period.

FISCAL YEAR 2022 OPERATING RESULTS

The budget for fiscal year 2022 reflects a transfer in from the General Fund of \$15,553,560 and use of \$2,295,000 in bond premium from previous debt issuances, and \$9,426 of fund balance to fund debt service payments of \$17,857,986.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

FISCAL YEAR 2023 BUDGET

In fiscal year 2023, a transfer from the General Fund of \$16,040,896 and a use of \$1,750,000 in bond premiums from prior bond sales provides funding for debt service payments for the Town's ongoing Capital Improvement Plan.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

Debt Service related to the Pension Obligation Bonds is identified in the Non-Departmental Employee Benefits Section of this budget.

TOWN OF WEST HARTFORD

Fiscal Year 2022-2023

BUDGET IN BRIEF

CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
---------------------------------	---------------------	----------------------	------------------------	-----------------------

Sale of Assets	\$ 8,008	\$	\$ 17,179	\$
Interest Income	6,234		3,338	
Transfer In	<u>790,000</u>	<u> </u>	<u> </u>	<u>1,025,000</u>
Total Revenues & Other Resources	\$ 804,242	\$	\$ 20,517	\$1,025,000

EXPENDITURES AND OTHER USES	ACTUAL 2020-2021	ADOPTED 2021-2022	ESTIMATED 2021-2022	PROPOSED 2022-2023
--------------------------------	---------------------	----------------------	------------------------	-----------------------

Capital Outlay	\$ 113,425	\$	\$ 919,055	\$ 850,000
Transfer Out	<u>2,486,100</u>	<u>350,000</u>	<u>942,670</u>	<u>695,000</u>
Total Expenditures & Other Uses	\$ 2,599,525	\$ 350,000	\$ 1,861,725	\$ 1,545,000

CHANGE IN FUND BALANCE	(\$1,795,283)	(\$ 350,000)	(\$1,841,208)	(\$ 520,000)
BEGINNING BALANCE	\$ 5,156,169	\$ 3,360,886	\$ 3,360,886	\$ 1,519,678
ENDING BALANCE	\$ 3,360,886	\$ 3,010,886	\$ 1,519,678	\$ 999,678

Capital & Non-Recurring Expenditure Fund

PURPOSE

A budgeted fund created pursuant to CGS Section 7-360 to account for resources accumulated for capital projects or equipment purchases.

LONG-TERM STRATEGY

The Fund is a critical element of the Town's capital financing strategy. The Capital & Non-Recurring Expenditure (CNRE) Fund is utilized to facilitate transfers from the General Fund to be appropriated for capital projects and to accumulate proceeds from unexpended balances in capital project accounts after projects have been completed. The Fund makes a contribution each year to the capital improvement program for project financing. A transfer out represents the CNRE Fund's contribution to the Capital Projects Fund.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<u>Revenues:</u>					
Intergovernmental	\$	\$ 497,000	\$ 254,000	\$ 203,000	\$
Miscellaneous	77,000	38,000	84,000	83,000	14,000
TOTAL REVENUES	\$ 77,000	\$ 535,000	\$ 338,000	\$ 286,000	\$ 14,000
<u>Expenditures:</u>					
Capital Outlay	358,000	497,000	1,030,000	840,000	113,000
TOTAL EXPENSES	\$ 358,000	\$ 497,000	\$ 1,030,000	\$ 840,000	113,000
<u>Transfers:</u>					
Transfers In	\$3,205,000	\$3,900,000	\$2,390,000	\$2,243,000	\$790,000
Transfers Out	(1,320,000)	(3,828,000)	(1,865,000)	(1,839,000)	(\$2,486,000)
NET TRANSFERS	1,885,000	72,000	525,000	404,000	(1,696,000)
OPERATING RESULTS	1,604,000	110,000	(167,000)	(150,000)	(1,795,000)
FUND BALANCE	\$5,363,000	\$5,473,000	\$5,306,000	\$5,156,000	\$3,361,000

Fund: Capital & Non-Recurring Expenditure Fund
Department: Non-Departmental

REVIEW OF PERFORMANCE

The Town has been successful in accumulating funds for capital projects and equipment purchases in the CNRE Fund. This has been accomplished through sale of assets and transfers of year-end surplus from the General Fund. At June 30, 2021, the CNRE fund had unreserved, undesignated fund balance of \$3,360,886.

FISCAL YEAR 2022 OPERATING RESULTS

Sale of assets is expected to generate \$17,179 and interest income will total \$3,338. During the year, a resolution authorizing the use of CNRE fund balance for the purchase of vehicles, public safety equipment and professional services totaling \$1,861,725 in the aggregate. Expenditures are estimated at \$919,055 and transfers to fund capital projects are \$942,670. The Fund will have fund balance of approximately \$1,519,678 as of June 30, 2022.

FISCAL YEAR 2023 BUDGET

The budget reflects a transfer to the Capital Projects Fund of \$1,025,000 from the General Fund, in accordance with the fiscal year 2022-2033 Capital Improvement Plan (CIP). In addition, the use of \$520,000 in CNRE fund balance will be utilized leaving approximately \$999,675 as of June 30, 2023.

CAPITAL FINANCING SUMMARY

The 2023-2034 Capital Improvement Program (CIP) invests \$349,735,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** The New Park Avenue Complete Streets Improvement Project Utilizes \$3,706,000 of grant funds with \$100,000 of bond funds to rehabilitate and improve New Park Avenue from Oakwood Avenue to New Britain Avenue. This project will improve the attractiveness, safety and mobility for all users by incorporating traffic calming and complete streets elements such as a travel lane reduction from four lanes (two lanes in each direction) to three lanes (one lane in each direction with a center left turn lane). There will be a bike lane in each direction to connect New Britain Avenue, Elmwood, CT Fastrak bus station, the Trout Brook Trail and many destinations along this corridor. In addition, sidewalk areas will be improved with decorative street lighting, sidewalk material enhancements, wayfinding signage and landscaping. Enhanced crosswalks will be incorporated and traffic signals at the Talcott Road and Oakwood Avenue intersection will be replaced and include accessible pedestrian signal equipment with exclusive pedestrian phasing. This project is planned for Year 1 and has a cost of \$3,806,000.
- **Education:** West Hartford High Schools each have 12 tennis courts that accommodate their girls and boys tennis teams for the spring season. Each site is also used annually as part of the state high school championships. In addition, there is extensive use by the community. The new courts would be constructed using tension concrete and include new exterior fencing and nets. The courts would have a 20-year warranty from structural cracking, heaving, and settling and 10 year warranty on the prime coating sports surface from bubbling and peeling. The project is planned for Year 1, and has a cost of \$3,000,000.
- **Town Building Improvements:** Over the years there have been concerns about maintaining operations at key facilities during power outages. Funding is provided in Year 1 (\$2,000,000) and Year 2 (\$1,000,000) for the purchase of permanent generators at key Town and School facilities. This is part of an overall emergency preparedness plan. The locations are: Town Hall, Conard and Hall High Schools, Fire Station #1, Bishops Corner Senior Center & Library and Cornerstone Aquatics Center.
- **Miscellaneous Equipment:** Year 1 of the plan includes \$214,000 for a simulator system that will be used to train Police Officers in the use of force/de-escalation tactics as well as other high liability incident areas. The system also has scenarios specifically meant to train people working with the special needs community as well as school security guards and educators who would benefit from this type of scenario based training. The simulator can also be used for weapons training (Taser, shotgun, handgun and rifle) thereby reducing the need for live fire training. In addition, budget savings will also be realized from the reduction in the purchase of ammunition.

The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and “other” funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed

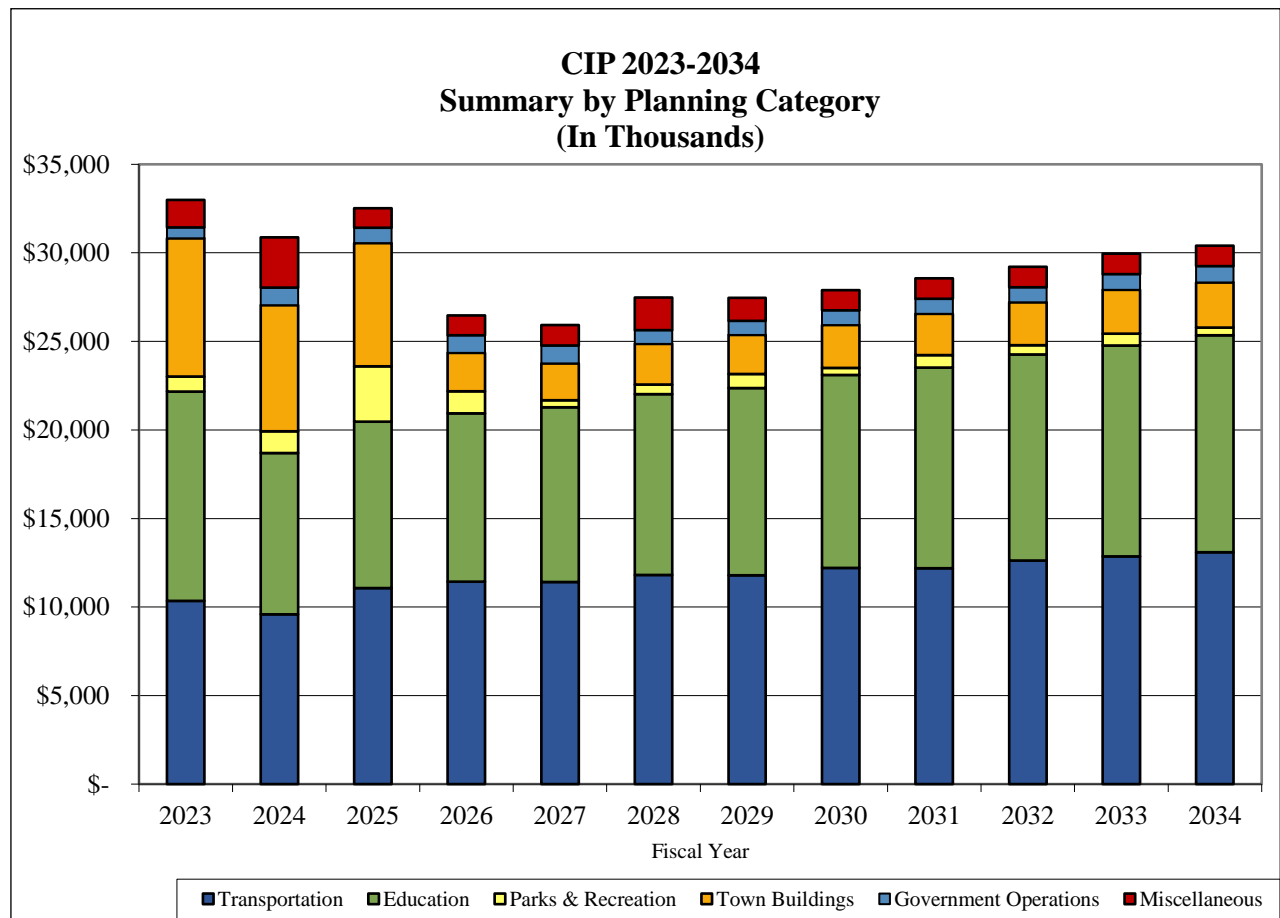
through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

Twelve-year summaries of the Capital Improvement Plan by planning category and by financing source are found on the following pages.

ANNUAL BUDGET 2022-2023

Town of West Hartford Capital Improvement Plan 2023-2034 Summary by Planning Category (In Thousands)

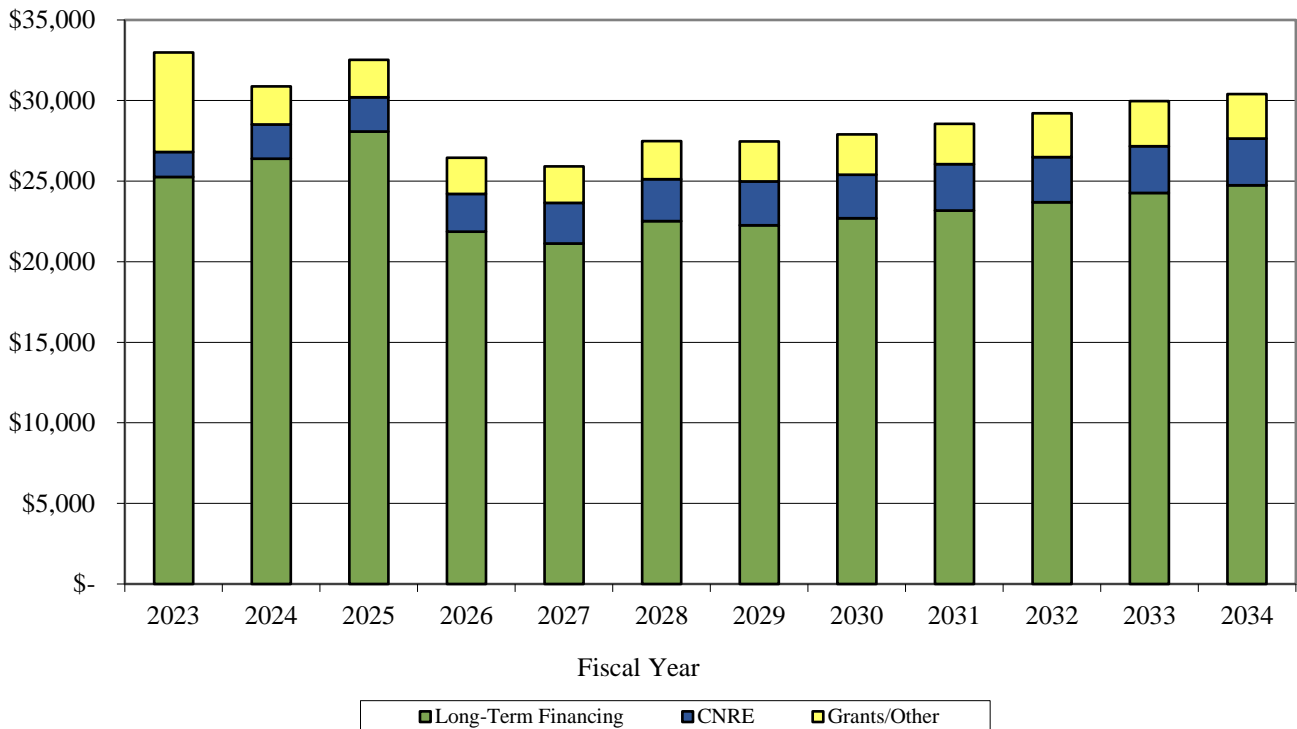
Fiscal Year	Transportation & Infrastructure	Education	Parks & Recreation	Town Buildings	Government Operations	Rolling Stock & Misc. Equipment	Total
2023	10,342	11,821	850	7,815	600	1,554	32,982
2024	9,593	9,111	1,225	7,118	986	2,840	30,873
2025	11,064	9,406	3,125	6,962	860	1,100	32,517
2026	11,439	9,505	1,245	2,168	987	1,115	26,460
2027	11,420	9,856	405	2,076	1,010	1,150	25,917
2028	11,812	10,211	545	2,285	783	1,850	27,486
2029	11,797	10,569	800	2,196	806	1,300	27,468
2030	12,206	10,905	400	2,409	831	1,150	27,901
2031	12,199	11,319	710	2,324	856	1,150	28,558
2032	12,629	11,637	525	2,409	856	1,150	29,206
2033	12,859	11,908	670	2,482	882	1,158	29,959
2034	13,095	12,258	425	2,557	908	1,166	30,409
TOTAL	140,455	128,506	10,925	42,801	10,366	16,683	349,735



Town of West Hartford
Capital Improvement Plan 2023-2034
Summary by Financing Source
(In Thousands)

<u>Fiscal Year</u>	<u>Long-Term Debt</u>	<u>CNRE</u>	<u>Grants</u>	<u>Other</u>	<u>Total</u>
2023	25,267	1,545	6,070	100	32,982
2024	26,397	2,123	2,303	50	30,873
2025	28,069	2,136	2,162	150	32,517
2026	21,857	2,350	2,202	50	26,460
2027	21,134	2,521	2,262	-	25,917
2028	22,526	2,587	2,323	50	27,486
2029	22,266	2,717	2,385	100	27,468
2030	22,705	2,694	2,452	50	27,901
2031	23,171	2,877	2,510	-	28,558
2032	23,687	2,800	2,569	150	29,206
2033	24,270	2,893	2,641	155	29,959
2034	<u>24,749</u>	<u>2,896</u>	<u>2,714</u>	<u>50</u>	<u>30,409</u>
TOTAL	286,098	30,140	32,593	905	349,735

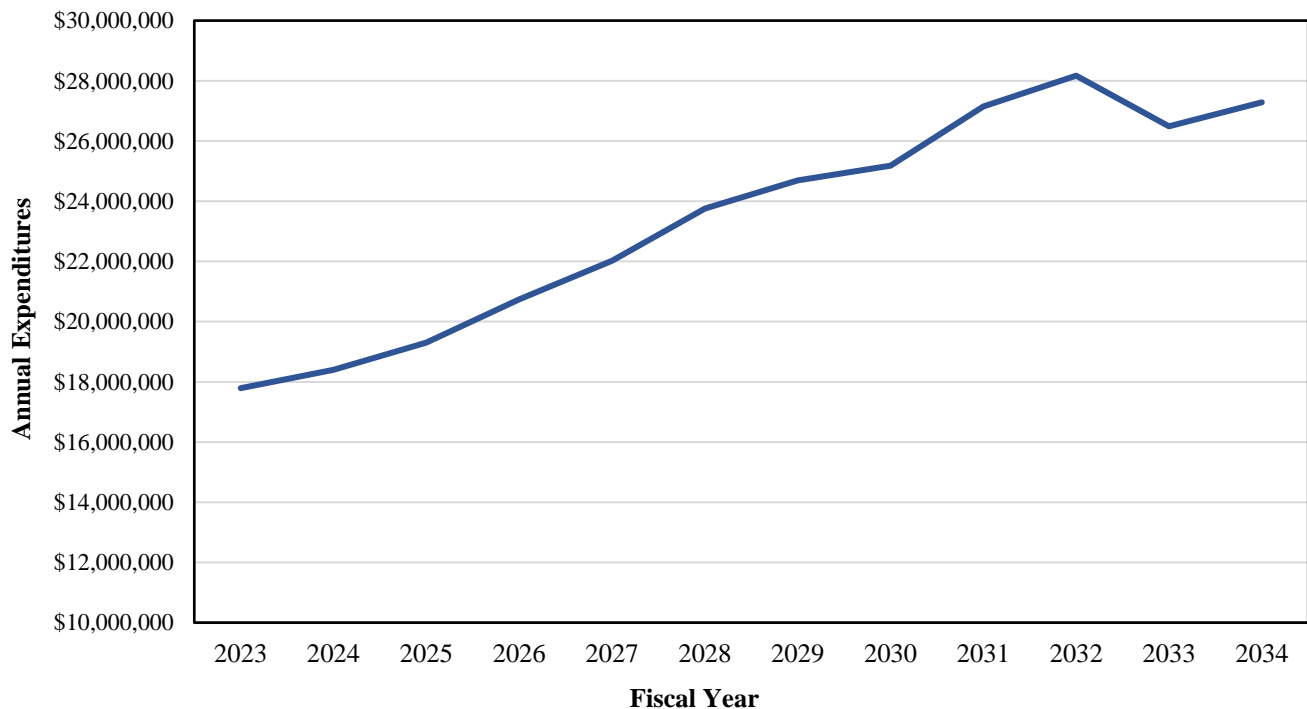
CIP 2023-2034
Summary by Financing Source
(In Thousands)



In order to ensure the CIP adheres to the Town's Capital Financing Guidelines, a capital financing model is maintained. This model utilizes project cost, timing and financing information from the CIP and develops information as to the timing and amount of bond issuances, anticipated debt service costs, and the financial impact on the General Fund. In addition, financial debt indicators such as debt service as a percentage of General Fund expenditures, percentage of principal repaid within ten (10) years, and outstanding debt per capita are computed in this model. These indicators are then reviewed to ensure that the Town is in compliance with its capital financing guidelines.

Based upon the CIP presented, it is expected that debt service, excluding the Blue Back Square (BBS) issuance being repaid by special services district revenues, will vary from a low of \$17,790,896 in fiscal year 2023 to a high of \$28,170,238 in fiscal year 2032. These figures assume a general obligation bond interest rate of 3.25% in fiscal year 2023, with an increase of 0.25% to the rate every three years thereafter and an average term of 15 years, consistent with the type of projects being financed. The Town issued \$15,000,000 in general obligation bonds with a 15 year term in February 2022 at a rate of 2.00%. Debt service (exclusive of BBS) totals \$17,790,896 for fiscal year 2023, \$16,040,896 of which will be funded via a transfer from the General Fund. The remaining \$1,750,000 will be financed by planned usage of bond premiums from a prior bond sale issuances.

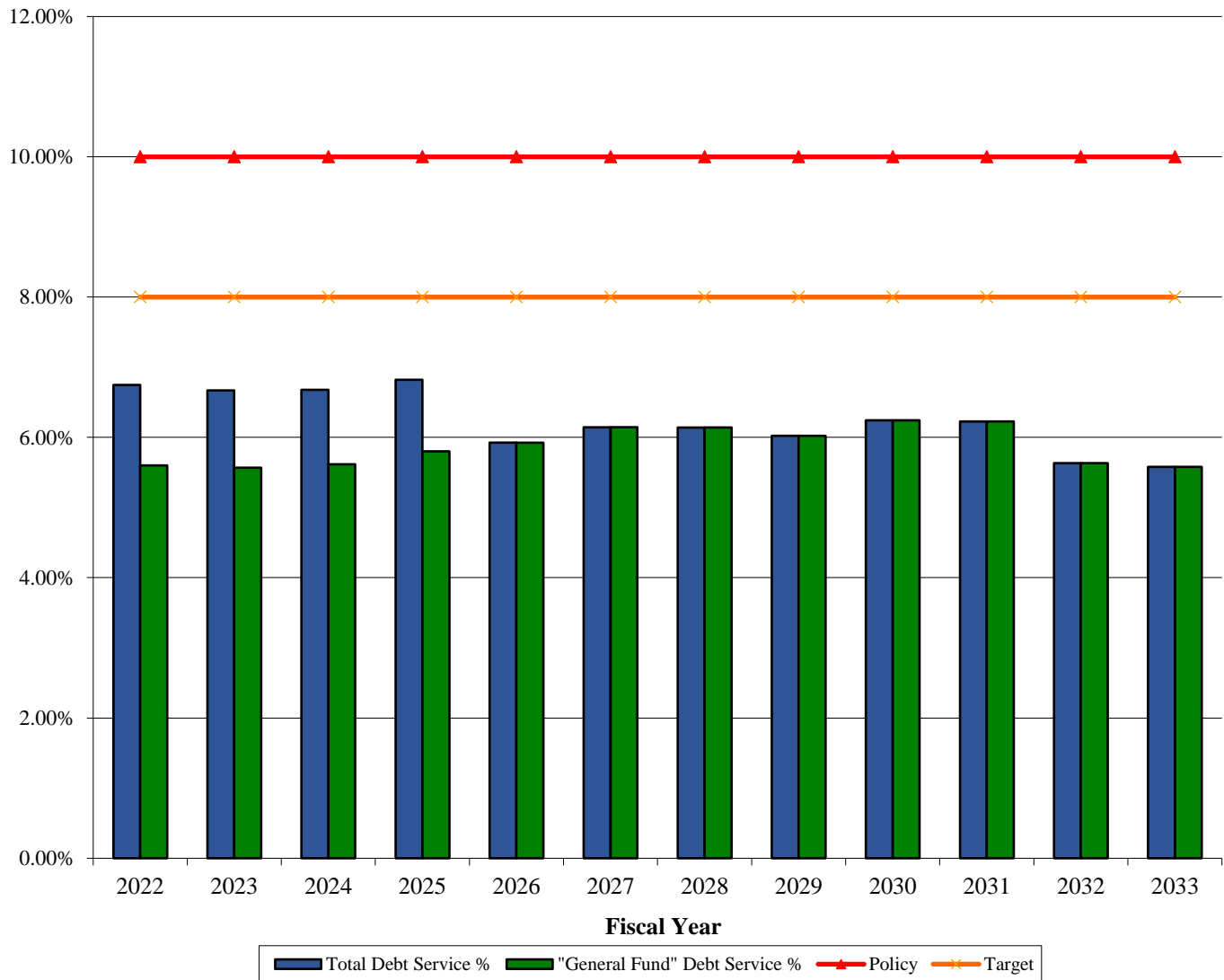
**General Fund - Debt Service Projection
(Excludes Blue Back Square)**



The Town's Capital Financing Guidelines state that debt service as a percentage of General Fund expenditures shall not exceed 10% and is targeted to be 8% or less. The CIP is in compliance with the 10% policy and 8% target over the entire twelve-year period.

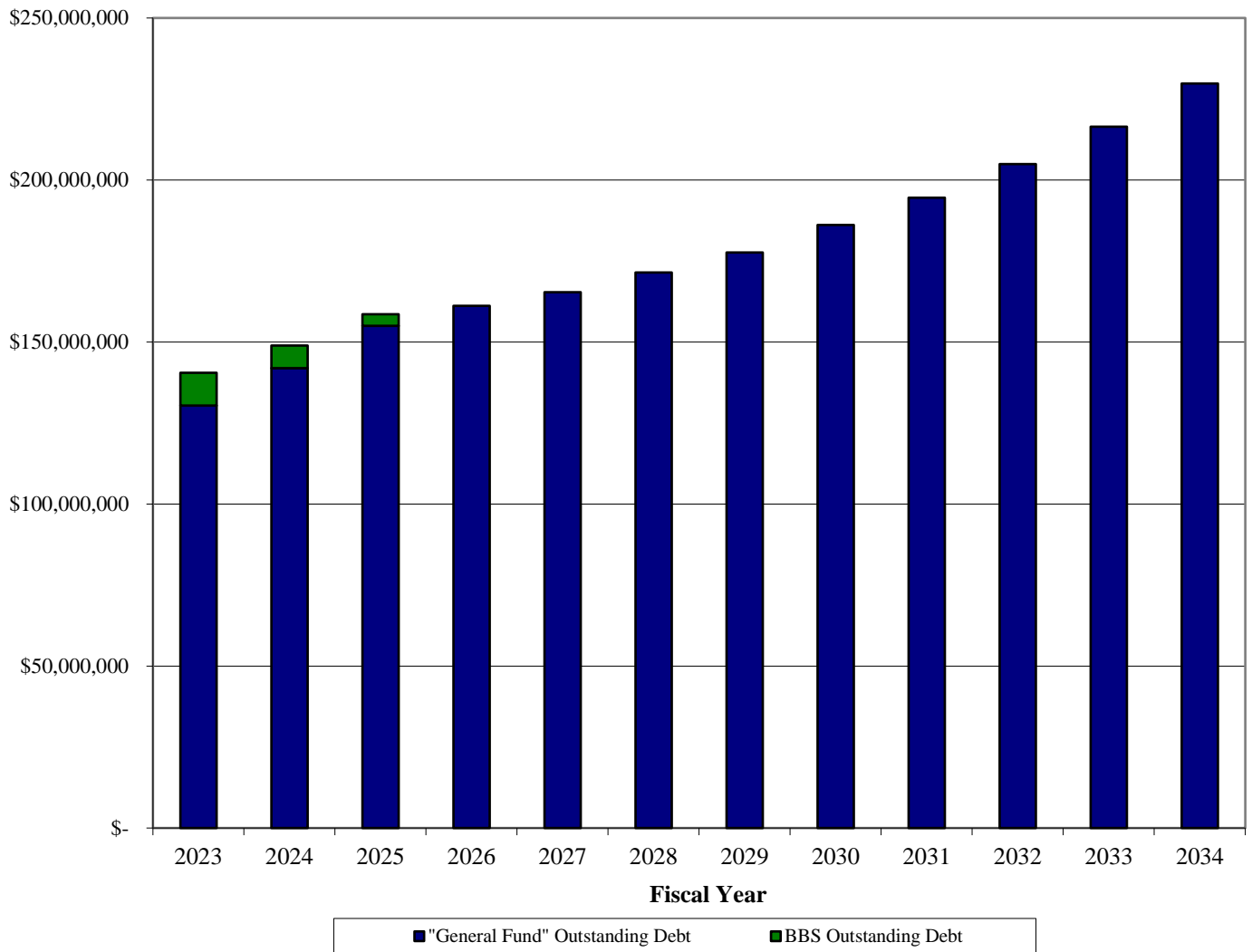
Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

Town of West Hartford Debt Service as a Percent of Projected General Fund Expenditures

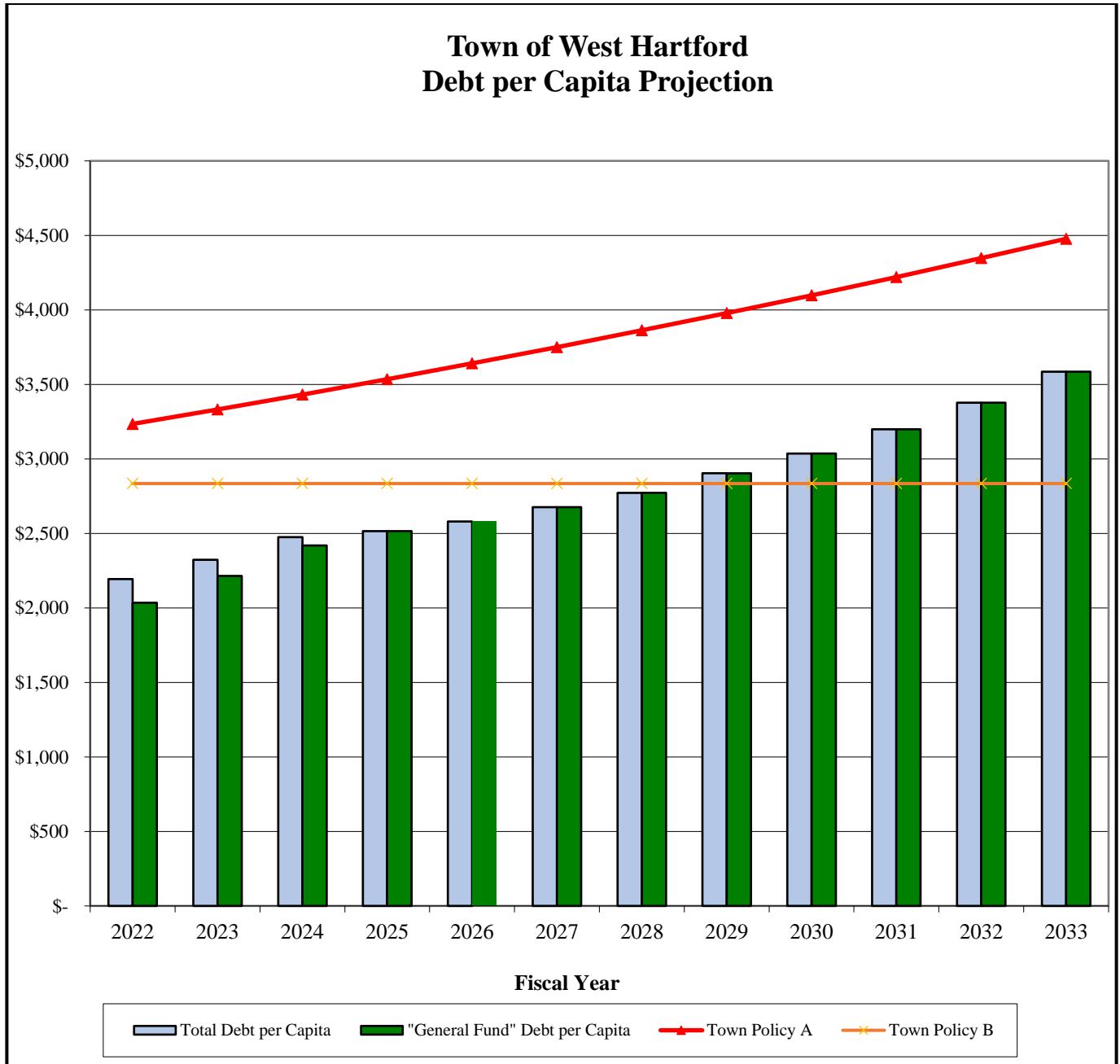


Total outstanding debt peaks at \$229,778,334 by the end of fiscal year 2034.

**Town of West Hartford
Outstanding Debt Projection**



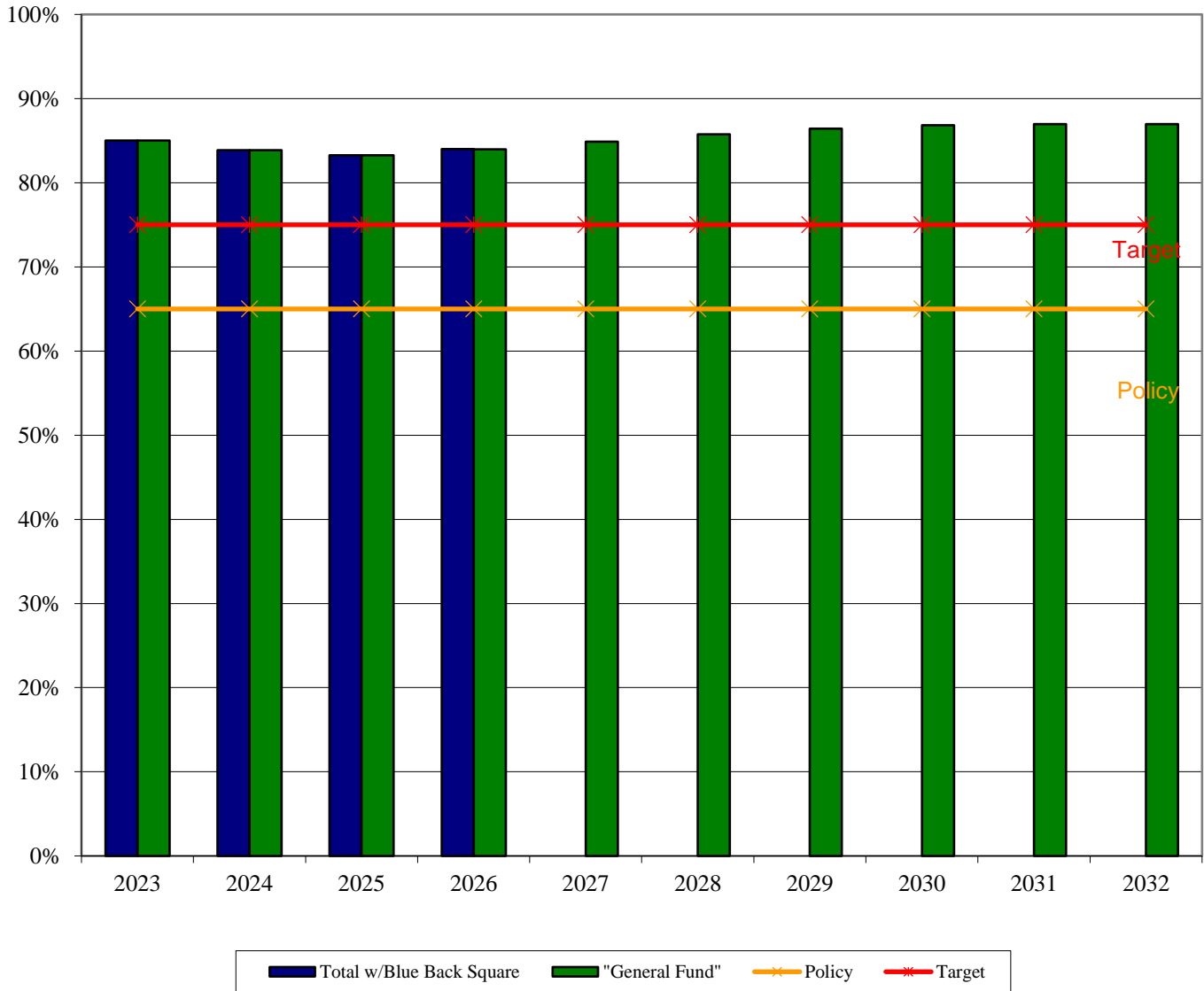
Per the Capital Financing Guidelines, debt per capita should not exceed an amount equal to \$3,235 in 2023 dollars (adjusted 3% annually for inflation) or 5% of per capita income, currently \$2,835. As detailed in the graph below, the Town's debt per capita excluding the BBS issuance is within this parameter over the time period presented. Debt per capita for total debt is in compliance as well.



Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

The Capital Financing Guidelines state that principal retired within 10 years shall be 65% or higher and is preferred to be above 75%. As detailed in the chart below, the CIP adheres to the policy and meets the target for all years.

**Town of West Hartford
Principal Retired within Ten Years**



The Capital Improvement Plan presented continues the Town’s investment in the infrastructure of the community, while adhering to the Town’s Capital Financing Guidelines and balancing such improvements against the financial health and stability of the Town.

Town of West Hartford, Connecticut Comprehensive Capital Financing Policy

General Policy: The policy of the Town Council is that the development of a comprehensive Capital Improvement Plan is based primarily on economic considerations of affordability and the establishment of capital development needs and priorities. As such, this policy statement is designed to:

- (1) make a strong commitment to the strategic management of our capital financing process,
- (2) to delineate the acceptable parameters of debt issuance and management, and
- (3) to provide a framework for monitoring capital financing practices and results.

Strategic Management Policies:

1. In order to minimize debt service expenditures, the Town shall take the appropriate actions to maintain its "Aaa/AAA" credit rating.
2. For each capital project submitted for consideration, the Town shall identify potential financing methods available, making use of long-term debt the option of last choice.
3. Capital projects financed through the issuance of general obligation bonds shall be financed, when practical, for a period which does not exceed the useful life of the asset.
4. Flexibility should be maintained when determining general obligation bond issuance amounts, maturities and market timing, with consideration given to the existing and future bond market in order to obtain the most advantageous net interest rate.
5. The capital financing amounts shall be determined for each year of the Capital Improvement Plan based upon the policies relating to debt indicators adopted in the general obligation debt section of this policy. The development of the financial plan shall be based solely on financial capacity without regard to program need.
6. The Capital Improvement Plan shall present programmatic needs and priorities and will present a twelve (12) year plan that is divided into three sections:
 - A. Years 1-3 will contain specific individual project and financial plans. Council will adopt the first two years of the CIP for implementation and year three for final plan preparation.
 - B. Years 4-6 will present individual and aggregate costs and financing of projects during this three-year period and present them according to five categories of projects: Transportation and Circulation; Education; Town Building Improvements; Parks and Recreation; and Miscellaneous Improvements. Council review of the project priorities will determine which projects emerge from the 4-6 year period to create the New Year 3 of the CIP.
 - C. Years 7-12 will present allocated costs and financing for each year by project categories rather than individual projects. The capital financing model will produce the funding amounts available each year and these amounts will be allocated by category of projects. Review and discussion of these projects shall identify those projects that will enter the 4-6 year period for more detailed planning and design.

General Obligation Debt Policies

1. Annual debt service as a percentage of General Fund expenditures shall not exceed 10%, and is targeted to be 8% or less.
2. Debt per capita should not exceed \$2,960 in FY 2020 (adjusted 3% annually for inflation) or 5% of per capita income.
3. Authorized but unissued debt will decrease below \$5,000,000 by fiscal year 2011 and remain below \$5,000,000 thereafter.
4. Principal retired within 10 years shall be 65% or higher and is preferred to be above 75%.
5. All projects with a useful life of 10 or more years will be bonded with 10-year maturities except major building renovations and additions, street reconstruction and roofing & masonry construction, which will be reviewed to determine the duration based on their useful life and bond financing regulations.
6. All projects with a useful life of less than 10 years or a cost of less than \$100,000 should not, whenever possible, be financed with long-term debt and in any case shall be financed for a period which does not exceed the useful life of the asset.
7. The Town may use short-term financing in the form of bond anticipation notes (BANS) to provide temporary financing for capital projects. BANS will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.
8. The Town shall not fund current operations from the proceeds of general obligation funds. The use of Town or Board of Education employees for capital projects will be minimized and directly related to a capital project. The Town Manager will determine if it is more cost effective to use such employees for a particular project.
9. The Town will issue bonds in book entry form only; to avoid the expense of certificated issues.
10. The Town will follow a policy of full disclosure in every financial report and official financing statement.
11. The Town will comply with all federal regulations for tax-exempt status and will utilize permissible exclusions from federal regulations on the issuance of tax-exempt debt when advantageous to the Town.

Capital and Non-Recurring Expenditure (CNRE) Fund Policies

1. CNRE shall be used for two primary purposes:
 - A. For planning, construction, reconstruction or acquisition of any capital improvement project that is non-recurring, has a useful life of less than 10 years, or a cost of less than \$100,000.
 - B. For the acquisition of any specific item of equipment.
2. The Town shall not fund current operations from CNRE funds. The Town or Board of Education employees will not be used for CNRE funded capital projects unless the Town Manager determines that it is most cost effective to use such employees for a particular project.
3. Receipts into the CNRE Fund include, but are not limited to:
 - A. transfers of General Fund cash;
 - B. a transfer of surplus cash from any other reserve for capital expenditures;
 - C. any reimbursement of expense for any capital project that has been closed;
 - D. proceeds from the sale of Town property;
 - E. unexpended balances of completed projects in the Capital Projects Fund;
 - F. interest on investments; and,
 - G. a specific tax levy not to exceed four (4) mills.
4. CNRE funds shall be invested in accordance with the Connecticut General Statutes Section 7-362.

Budgeting and Accounting Guidelines

The following are a list of specific budgeting and accounting practices related to CIP, debt and CNRE Fund transactions:

1. On the first day of the fiscal year, the General Fund appropriation to the CNRE Fund will be transferred, if applicable.
2. On the first day of the fiscal year, the CNRE Fund transfer to the Capital Projects Fund will be executed.
3. All bond proceeds will be deposited directly into the Capital Projects Fund, with the exception of the bond proceeds relating to Blue Back Square which will be transferred to the Capital Projects Fund as expenditures are incurred.
4. Proceeds from the sale of Town property will be deposited directly into the CNRE Fund upon receipt.
5. Interest earned by the Capital Projects Fund for the entire fiscal year will be transferred to the CNRE Fund on the last day of the fiscal year, if applicable.
6. School construction grant reimbursements for projects approved by the General Assembly of the State of Connecticut before 7/1/96 will be deposited as revenue into the General Fund.
7. School construction progress payments for projects approved by the General Assembly of the State of Connecticut after 7/1/96 will be deposited into the Capital Projects Fund.
8. All debt service payments and debt issuance costs will be paid from the General Fund and/or Debt Service Fund, with the exception of the debt service payments and debt issuance costs relating to Blue Back Square, which will be paid via the Blue Back Square Fund.
9. All capital projects expenditures will be paid directly from the Capital Projects Fund.

STATEMENT OF DEBT LIMITATION

Legal Debt Margin – Section 7-374 of the Connecticut General Statutes provides for limitation of debt that can be issued by the Town. On June 30, 2020, the Town's debt base was \$265,935,757 and its limitation and margin, for which future bonded debt may be issued, is as follows:

Purpose	% of Base	Limitation (000's)	Margin (000's)
General Public Improvements	225%	\$598,365	\$473,576
Schools	450	1,196,730	1,127,865
Sewers	375	997,275	797,500
Urban Renewal	325	864,305	864,305
Pension Deficit	300	797,820	797,820

Summary of Long-Term Bonded Indebtedness – As of June 30, 2021

Purpose	Interest Rates	Amount (000's)
General Public Improvements	0.35 – 5.00%	\$124,789
Schools	0.35 – 5.00%	68,865
Sewers		<u>199,775</u>
Total Bond Indebtedness		\$393,429

FISCAL YEAR 2022-2023 and 2023-2024 CAPITAL BUDGETS

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2023 and 2024. This section includes a description of each of the capital projects which constitute program years one and two of the Town's Program for Capital Improvement, 2023-2034. Of the \$63,855,000 in capital project funding for program years one and two, \$51,664,000 or 81% is to be funded via bonds. An additional \$3,668,000 or 6% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$8,523,000 or 13% is to be funded from grants/other.

As part of the review of the CIP the Town Council adopts the first two years of the CIP to improve the ability to plan and execute projects. Project funding will be released over the two-year period according to the capital financing policy.

The Capital Improvement Program for fiscal years 2023 and 2024 continues a long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as High School Tennis Court replacement (\$3,000,000), Town wide Generators (year 1 - \$2,000,000; year 2 - \$1,000,000), Electric Vehicle Charging Stations (\$300,000) and a Police Scenario Simulator System (\$214,000).

The capital financing plan necessary to fund the projects included in the Capital Improvement Program meets the standards established by the Town Council for debt limits, repayment and debt servicing costs. The Town's capital program is a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs.

ANNUAL BUDGET 2022-2023

The tables below summarize the fiscal years 2023 and 2024 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2023 and 2024 projects are also included in this section.

PROGRAM YEARS 1 – 2**FINANCING SUMMARY**

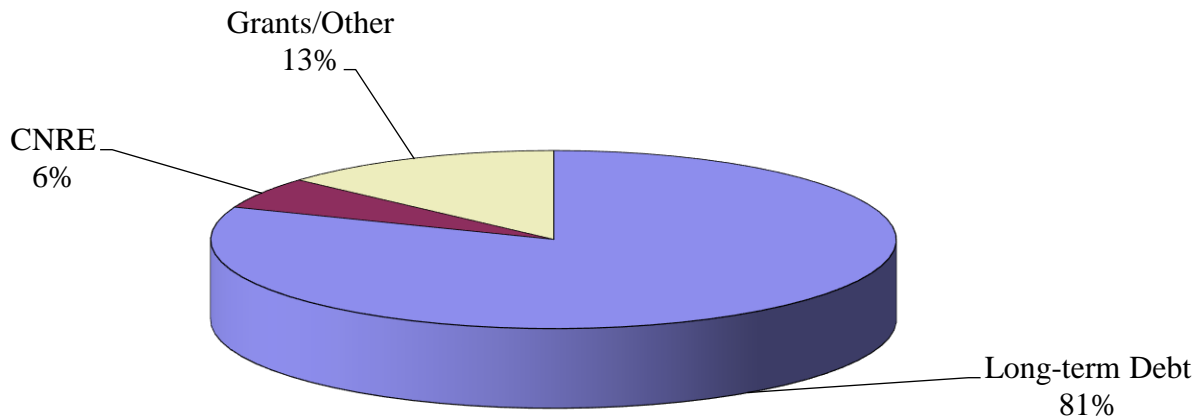
	<u>2023</u>	<u>2024</u>	<u>Total</u>
Long-Term Debt Funding	\$25,267,000	\$26,397,000	\$51,664,000
CNRE	1,545,000	2,123,000	3,668,000
Grants	6,070,000	2,303,000	8,373,000
Other	<u>100,000</u>	<u>50,000</u>	<u>150,000</u>
TOTAL	\$32,982,000	\$30,873,000	\$63,855,000

PROGRAM YEARS 1 – 2**PLANNING SUMMARY**

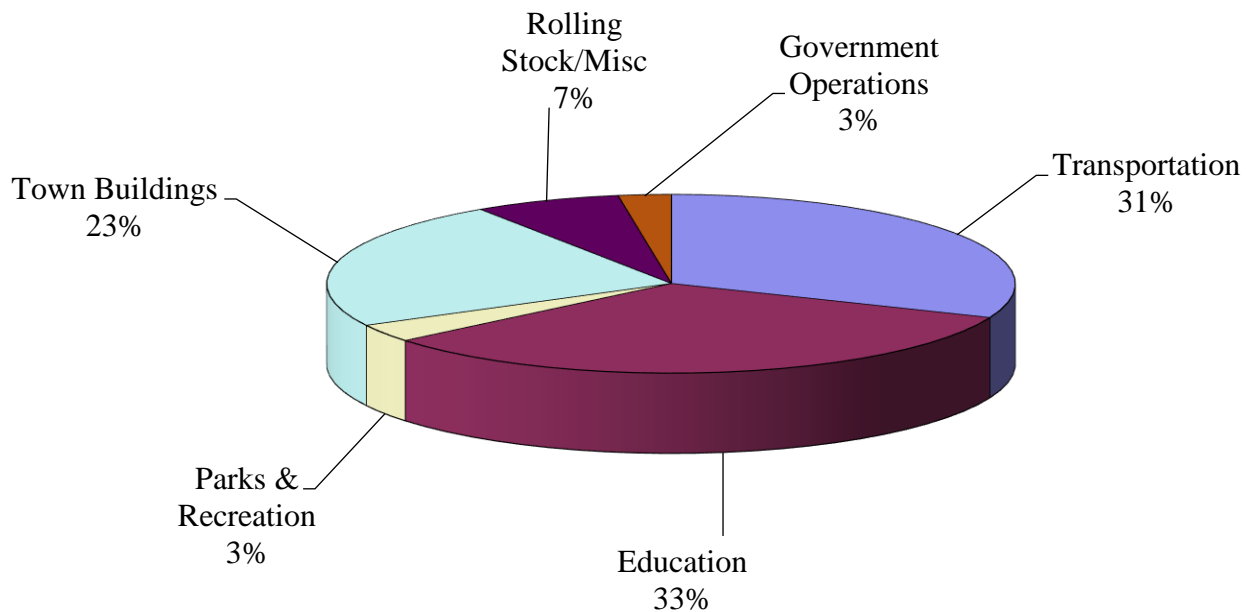
	<u>2023</u>	<u>2024</u>	<u>Total</u>
Transportation & Circulation	\$10,342,000	\$9,593,000	\$19,935,000
Education	11,821,000	9,111,000	20,932,000
Parks & Recreation	850,000	1,225,000	2,075,000
Town Building Improvements	7,815,000	7,118,000	14,933,000
Government Operations	600,000	986,000	1,586,000
Rolling Stock/ Miscellaneous Equipment	<u>1,554,000</u>	<u>2,840,000</u>	<u>4,394,000</u>
TOTAL	\$32,982,000	\$30,873,000	\$63,855,000

Fiscal Years 2023 & 2024 Capital Budget Summary

By Financing Source



By Planning Category



**TOWN MANAGERS RECOMMENDED CIP BUDGET
CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES
PROGRAM YEAR 1 - FISCAL YEAR 2022-2023
(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<u>TRANSPORTATION & CIRCULATION</u>					
Pedestrian & Bicycle Management	\$833	\$0	\$0	\$0	\$833
Storm Water Management	1,000	0	0	0	1,000
Street Reconstruction	1,667	0	0	0	1,667
Street Resurfacing	2,310	0	431	0	2,741
Traffic System Management	200	95	0	0	295
New Park Ave Complete Streets Improvement	<u>100</u>	<u>0</u>	<u>3,706</u>	<u>0</u>	<u>3,806</u>
Sub-Total	6,110	95	4,137	0	10,342
<u>EDUCATION</u>					
Asbestos Removal	170	0	80	0	250
Computer Infrastructure	0	350	0	0	350
Exterior School Building Improvements	1,025	0	550	0	1,575
Furniture & Equipment Replacement	0	175	0	0	175
Heating & Ventilation Systems	800	0	0	0	800
Interior School Building Improvements	1,543	0	385	0	1,928
Site and Athletic Field Improvements	450	0	0	0	450
Stage & Auditorium Renovations	200	0	0	0	200
Elementary School Air Quality	2,475	0	618	0	3,093
High School Tennis Court Replacement	<u>3,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,000</u>
Sub-Total	9,663	525	1,633	0	11,821
<u>PARKS & RECREATION</u>					
Outdoor Pool Improvements	0	50	0	0	50
Kennedy Park Improvements	0	0	300	0	300
Park & Playfield Improvements	325	0	0	0	325
Westmoor Park Improvements	0	0	0	100	100
Park & Playscape Management	<u>0</u>	<u>75</u>	<u>0</u>	<u>0</u>	<u>75</u>
Sub-Total	325	125	300	100	850
<u>TOWN BUILDING IMPROVEMENTS</u>					
Police Shooting Range	700	0	0	0	700
Town Building Improvements	1,815	300	0	0	2,115
Property Acquisition	3,000	0	0	0	3,000
Townwide Generators	<u>2,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000</u>
Sub-Total	7,515	300	0	0	7,815
<u>GOVERNMENTAL OPERATIONS</u>					
Communications Infrastructure	<u>300</u>	<u>300</u>	<u>0</u>	<u>0</u>	<u>600</u>
Sub-Total	300	300	0	0	600
<u>ROLLING STOCK/MISC EQUIPMENT</u>					
Public Works Rolling Stock	600	0	0	0	600
Town Vehicles	0	35	0	0	35
Police Scenario Equipment	214	0	0	0	214
Large Area Mowers	130	0	0	0	130
Grounds Skid Steer Excavators	110	0	0	0	110
Public Work Equipment	0	165	0	0	165
EV Charging Station	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300</u>
Sub-Total	1,354	200	0	0	1,554
Program Year 1 - Grand Total	<u>\$25,267</u>	<u>\$1,545</u>	<u>\$6,070</u>	<u>\$100</u>	<u>\$32,982</u>

Town of West Hartford Capital Improvement Program

Project Title Pedestrian and Bicycle Management			
Department Community Development		Expected Life 25 Years	
Category Transportation & Circulation		Funding Schedule Program Year 1: \$833,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$833,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$833,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of public sidewalks along Town roadways. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.

In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

With additional funding and multiple contractors, the Town reduced from over 2,000 to approximately 1,150 total sidewalk work order requests. We annually average 175 new work order requests and address 200 work orders.

Town of West Hartford Capital Improvement Program			
Project Title		Storm Water Management	
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year 1: \$1,000,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This capital program maintains the complex, Town-wide drainage system, which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe.</p> <p>Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.</p> <p>Some inspections of the Town's storm pipes occur annually on an as-needed basis to investigate flooding or pavement failures or in advance of a road repaving project. These annual video assessments cost approximately \$50,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$300,000 per year.</p> <p>The Public Works Department and the Town's drainage contractor replaces catch basins in conjunction with the street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$150,000. This program funds the catch basin material costs.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year 1: \$1,667,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,667,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,667,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program (CIP) provides the funding necessary to address the reconstruction needs of any Town roadway in order to keep them operational for the public.</p> <p>Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or asphalt driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; traffic signage; and traffic control services.</p> <p>Planned 2022 roadway reconstructions include: Avalon Road, Brattle Street, Cadwell Street, Loomis Drive, Nesbit Avenue, Pleasant Street, and Price Boulevard (Park Road to Seymour Avenue).</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Street Resurfacing	
Department		Expected Life	
Community Development		20 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 1: \$2,741,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$2,741,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,310,000
Contractual Services	\$	Grants	\$431,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Town strives to repave 10 or more miles of roadway each year, via this Capital Improvement Program (CIP). Due to the escalating cost of asphalt and current staffing levels, the Town has only been able to resurface an average of 8.7 miles over the past five years.</p> <p>The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 26 percent or 56 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and traffic control services. In most cases, bituminous curbing and driveway aprons are also replaced. Also, \$50,000 from this program is used for pavement crack sealing on roadways that were repaved approximately five years prior. The Town also coordinates all work with the utility companies.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Traffic System Management			
Department		Expected Life	
Community Development		30 Years Infrastructure 5 Years Pavement Markings	
Category		Funding Schedule	
Transportation & Circulation		Program Year 1: \$295,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$295,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$95,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program (CIP) addresses the improvement or replacement of the Town's 62 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.</p> <p>Of the Town's 62 traffic signals, five remain that are approaching the end of their useful life at 25 years or older. The goal of this program is to replace one traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, traffic signage, and street lighting are replaced as necessary.</p> <p>Pavement markings and traffic signage are replaced or installed for safety purposes and in consultation with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
New Park Avenue Complete Streets Improvements			
Department		Expected Life	
Community Development		30 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 1: \$3,806,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Non-Recurring		\$3,806,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$100,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$3,706,000
Other	\$	Other	\$
Description & Justification			
<p>This non-recurring Capital Improvement Project provides the funding necessary to rehabilitate and improve New Park Avenue from Oakwood Avenue to New Britain Avenue. This project will improve the attractiveness, safety, and mobility for all users by incorporating traffic calming and complete street elements such as a travel lane reduction from 4 lanes (2 in each direction) to 3 lanes (1 in each direction with a center left turn lane). There will be a bike lane in each direction to connect New Britain Avenue, the Elmwood CT Fastrak bus station, the Trout Brook Trail, and many destinations along this corridor.</p> <p>In addition, the sidewalk areas will be improved with decorative street lighting, sidewalk material enhancements, wayfinding signage, and landscaping. Enhanced crosswalks will be incorporated and the traffic signals at the Talcott Road and Oakwood Avenue intersections will be replaced and include accessible pedestrian signal equipment with exclusive pedestrian phasing.</p> <p>The Community Development Department obtained two grant sources for this project:</p> <ul style="list-style-type: none"> • \$2,000,000 from the Office of Policy and Management's 2017 Responsible Growth and Transit Oriented Development Grant • \$1,500,000 from the Department of Transportation's Local Transportation Capital Improvement Program. <p>Town bond funding currently estimated at \$100,000 will be required to cover costs exceeding the \$3,706,000 grant funding.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Asbestos Removal			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$250,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$250,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results, and final reports.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p> <p>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Computer Infrastructure	
Department	Public Schools	Expected Life	3-5 Years
Category	Education	Funding Schedule	Program Year 1: \$350,000
Fiscal Year	2022-2023	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$350,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.</p> <p>The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.</p> <p>This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.</p>			

Town of West Hartford Capital Improvement Program

Project Title				Exterior School Building Improvements			
Department			Public Schools	Expected Life			
Category			Education	Funding Schedule		Program Year 1: \$1,575,000	
Fiscal Year			2022-2023	Prior Year(s):			

Description & Justification

With 16 buildings of varying age, exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials, and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to the partial roof replacements at Hall.

Town of West Hartford Capital Improvement Program

Project Title			
Furniture and Equipment Replacement			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1:	\$175,000
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$175,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$175,000
Other	\$	Special Revenue Fund	\$

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

Classrooms and Laboratories– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

Administrative – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

Cafeteria – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

Equipment – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

Lockers – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones, and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program			
Project Title		Heating and Ventilation Systems	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$800,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature-controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expenses during the middle of a fiscal year.</p> <p>This funding will go toward the replacement of the boilers at Webster Hill.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Interior School Building Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 1: \$1,928,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$1,928,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,543,000
Contractual Services	\$	Grants	\$385,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>School building improvements consist of facility needs that are not specifically outlined as separate capital projects. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, three middle schools, and two high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their systems. This appropriation continues the Town's reinvestment in its schools and commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at King Philip, Whiting Lane, Webster Hill, and restroom renovations at Conard and Hall.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$450,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$450,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$450,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward drainage and pavement resurfacing at Braeburn and Webster Hill.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$200,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>Funding will be allocated this year for auditorium seating replacement at King Philip (year 2 of 2).</p>			

Town of West Hartford Capital Improvement Program

Project Title Elementary School Air Quality Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$3,093,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Program Enhancement – Year 1 of 15		Total Cost: \$3,093,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,475,000
Contractual Services	\$	Grants	\$618,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The majority of our elementary schools were built prior to 1964 and lack modern fresh air ventilation, air conditioning, and have their original single-pane glass window systems. The single-pane glass window systems were intended by design to leak air as a means of providing fresh air. Modern building standards require fresh air to be provided via mechanical air handlers in which outside air is brought in, filtered to remove contaminants, and mixed with existing air with a certain percentage being expelled to the outside and the remaining being recirculated into the building based upon carbon dioxide levels. Many studies have shown that proper fresh air and comfort is a substantial benefit to student success in a learning environment.

Two of our elementary schools have building-wide fresh air and air conditioning systems (Charter Oak International Academy and Smith), two elementary schools have building-wide fresh air systems with limited air conditioning (Braeburn and Wolcott), and the remaining seven elementary schools have limited fresh air and air conditioning along with single-pane window systems. In the 1970s, many of the single-pane window systems were in-filled with sheetrock and insulation in order to help save energy. While this action did save on energy costs, it reduced the number of operable windows in the building, reduced the amount of fresh air entering the building, and also reduced the amount of natural light.

As part of the school reopening process necessitated by the COVID-19 pandemic, a retro-commissioning project was conducted by a mechanical engineering consultant to assess and recommend repairs and/or adjustments to our existing HVAC systems in all 16 schools to increase fresh air ventilations and improve air filtration levels where feasible. This project has provided the district with a solid starting point to evaluate and make improvements to improve fresh air quality in the schools.

This program enhancement provides funding over a 15-year period to make improvements at the nine elementary schools that lack modern fresh air, air conditioning, and modern window systems. The program starts at Duffy, where it is anticipated to take two summers to complete.

Town of West Hartford Capital Improvement Program			
Project Title		High School Tennis Court Replacement	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$3,000,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Program Enhancement – Year 1 of 1		Total Cost: \$3,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$3,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Each high school has 12 tennis courts that accommodate both the girls and boys tennis teams for the spring season. Each site is also used annually as part of the state high school championships. In addition, there is extensive use by the community.</p> <p>The tennis courts are constructed of bituminous concrete (asphalt) with a sealer to protect the service and to define the courts. Bituminous concrete dries out over time and shrinks, which produces cracks which are hazardous for tennis players. We are currently spending approximately \$60,000 to repair and reseal the tennis courts on an annual basis. The surface age of the courts is approximately 25 years old and at the end of its service life.</p> <p>The new courts would be constructed using tension concrete and include new exterior fencing and nets. The courts would have a 20-year warranty from structural cracking, heaving, and settling and 10-year warranty on the prime coating sports surface from bubbling and peeling.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Outdoor Pool Improvements			
Department		Expected Life	
Leisure Services & Social Services		10 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year 1: \$50,000	
Fiscal Year		Prior Year(s):	
2022-2023		-	
Project Duration		Total Cost:	
Recurring		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$50,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The money for this project will be used to repair filtration systems, underground pipes, and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize downtime at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Kennedy Park Improvements	
Department	Leisure Services	Expected Life	30-50 years
Category	Parks & Recreation	Funding Schedule	Program Year 1: \$300,000
Fiscal Year	2022-2023	Prior Year(s):	-
Project Duration	Non-Recurring	Total Cost:	\$300,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$300,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Park planning will help identify and prioritize a full renovation of Kennedy Park. This funding will cover two playscapes replacement.</p> <p>Potentially eligible for Community Development Block Grant funding.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Park & Playfield Improvements			
Department Leisure Services & Social Services		Expected Life	
Category Parks & Recreation		Funding Schedule Program Year 1: \$325,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$325,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$325,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks.</p> <p>Additional funding (\$100,000) would be allocated for paving of the Eastern lot; these funds are needed to augment previously allocated funds, since the construction costs have risen.</p> <p>Attention will also be focused on renovations to Wolcott baseball field (\$225,000). Leisure Services and Public Works recommend investing in CMU dugouts for baseball fields to save on maintenance costs and improve quality of use. A portion of this request includes dugouts at one baseball field per year.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Westmoor Park Improvements			
Department Leisure Services & Social Services		Expected Life 25 years	
Category Parks & Recreation		Funding Schedule Program Year 1: \$100,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$100,000
Description & Justification Westmoor Park plans to renovate the existing utility shed, which is in severe disrepair. Funds would come from the Westmoor Park Fund.			

Town of West Hartford Capital Improvement Program			
Project Title Park & Playscape Management			
Department Leisure Services & Social Services		Expected Life 10-15 Years	
Category Parks & Recreation		Funding Schedule Program Year 1: \$75,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$75,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$75,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is a recurring program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.</p> <p>This year's appropriation will fund the replacement of various fencing replacements and ongoing maintenance repairs of park playground structures and equipment.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Police Shooting Range			
Department		Expected Life	
Police		25 years	
Category		Funding Schedule	
Building Improvements		Program Year 1: \$700,000	
Fiscal Year		Prior Year(s):	
2022-2023		\$50,000	
Project Duration - Phase I		Total Cost:	
Year 3 of 3		\$750,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$700,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification			
<p>The Town is in the process of conducting a facility study to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site and determine the suitability of rehabilitating the existing facilities or designing new facilities. Included in this study is the indoor shooting range used by the Police Department. There are numerous facility deficiencies for the police department, including a small shooting range located in the basement of the building with poor air circulation, no classroom space for instruction related to the shooting range, limited restroom access, and ADA accessibility issues.</p> <p>The recommendations from the facility study will drive the process for improving the shooting range. This appropriation will fund construction costs.</p>			

Town of West Hartford Capital Improvement Program

Project Title Town Building Improvements			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 1: \$2,115,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$2,115,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,815,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$300,000
Other	\$	Special Revenue Fund	\$

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, and to maintain and upgrade the systems and appearance of the buildings.

Heating, Ventilation and Cooling (HVAC) Systems - HVAC systems provide heating, cooling, and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls, which provide greater control and will lower operating costs.

Roofing and Masonry - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

Interior Finishes, Fixtures and Furnishings - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

Code Compliance - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change, or it is discovered that we are not in compliance with the code, and we must make repairs, enhance systems, or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
Project Title Property Acquisition			
Department Facilities Services		Expected Life 50+ Years	
Category Building Improvements		Funding Schedule Program Year 1: \$3,000,000	
Fiscal Year 2022-2023		Prior Year(s): 3,000,000	
Project Duration Year 2 of 2		Total Cost: \$6,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$3,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification <p>This project would fund the acquisition of a strategic property in Elmwood that would serve as the site of a new community/cultural center and library branch. The project would also afford the Town the opportunity to consolidate most of its Elmwood-based assets in one location, and to repurpose the existing Elmwood Community Center (ECC) and Faxon library branch for re-development and grand list growth.</p> <p>The current ECC is dated, and the facility does not meet desired standards for programming purposes, particularly for youth programming. The site is constrained by topography, with limited vehicular access, and expansion would be very difficult. The ECC location has potential and value for redevelopment purposes.</p> <p>The site of the target property is larger than the existing ECC and does not have same site constraints. It is strategically located adjacent to Beachland Park, which offers several advantages for programming.</p> <p>The second year of the project would fund a combination of demolition and design expenses, to be determined following a comprehensive analysis of the existing structure. The Town plans to engage in a multi-year effort to design and redevelop the property, in collaboration with key stakeholders and partners.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Townwide Generators			
Department Facilities Services		Expected Life 25 Years	
Category Building Improvements		Funding Schedule Program Year 1: \$2,000,000	
Fiscal Year 2022-2023		Prior Year(s):	
Project Duration Year 1 of 2		Total Cost: \$2,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification <p>This project would fund the installation of permanent generators at major town and school facilities as part of the overall emergency preparedness plan for the town. The project implementation schedule has been developed as follows:</p> <p>FY 2022-2023 – Town Hall, Conard HS, Hall HS, Fire Station #1 (Prospect Avenue)</p> <p>FY 2023-2024 – Bishops Corner Senior Center & Library, Cornerstone Aquatics Center</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Communications Infrastructure	
Department Information Technology Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year 1 : \$300,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$300,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This project represents the continued investment in the organization’s communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software, and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.</p> <p>The communications infrastructure supports applications that utilize voice and data communications to improve organizational performance. Improved performance is the result of extending access to information throughout the organization, making employees’ information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services, eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization, while maintaining the security integrity of the infrastructure.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Public Works Rolling Stock			
Department Public Works		Expected Life 15- 20 years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$600,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$600,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$600,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the Department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.</p> <p>Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.</p> <p>Diesel Emissions Reduction Act (DERA) grants will be utilized, when available, to further support CIP funding.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Vehicles			
Department Public Works		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$35,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$35,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$35,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Vehicle Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these necessary items based upon the condition of existing inventory and their expected useful life span. The timely replacement of this equipment contributes to the efficiency and effectiveness of each Town Department.</p> <p>This funding is for one Public Works truck for Parks Services.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Police Scenario Simulator System			
Department		Expected Life	
Police		10 years	
Category		Funding Schedule	
Rolling Stock/Miscellaneous		Program Year 1:	\$214,000
Fiscal Year			
2022-2023		Prior Year(s):	-
Project Duration - Phase I			
Non-Recurring		Total Cost:	\$214,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$214,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

There is a paradigm shift in the way Law Enforcement is responding to use of force incidents. Officers are held to a high standard due to a myriad of incidents across the country. West Hartford PD prides itself in being able to keep officers well-trained and proficient in use of force/de-escalation tactics. The VirTra simulator system will be used to train officers in these categories and other high liability incidents. The system has scenarios specifically meant to train people working with the special needs community. This could be a shared resource for Board of Education employees to include school security guards as well as educators who could also benefit from this type of scenario-based training. The simulator can be used for weapons training (Taser, shotgun, handgun and rifle), thereby saving money on the high cost of ammunition instead of live fire.

The West Hartford Police Department is a progressive agency and has made significant efforts to keep officers well-trained in many areas to include de-escalation and Use of Force. Many WHPD officers have Crisis Intervention Training (CIT), but this skill is perishable without maintenance training in that specialty. The VirTra system will help in that specialty and many others as it is realistic and inter-active. The WHPD is a training hub for Hartford County, with over 500 officers in Hartford and Litchfield counties who annually attend In-Service here. This simulator system can provide valuable training to West Hartford PD and our regional law enforcement partners.

With regard to Police Accountability, the simulator system would provide scenarios for officers to intervene on excessive force situations and as a reminder to render aid after a use of force. The system can also be used as a transparent way to show taxpayers, citizens, college academies, watchdog groups, police review boards and media outlets how we train police officers.

Town of West Hartford Capital Improvement Program

Project Title Large Area Mowers			
Department Public Works		Expected Life 10 Years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$130,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$130,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$130,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The recreational areas, parks and Board of Education (BOE) athletic fields are a cornerstone of the Town admired by surrounding communities and cherished by its residents. Maintaining these large areas of pristine lawn is a considerable task needed to be completed effectively and efficiently to support the needs of residents, teams and athletic clubs.

The use of large area mowers is critical to meeting ever growing recreational demand. Currently two large area mowers have reached the end of their life cycle amassing long years of use and run time. Continuing to maintain them has become cost prohibitive. In addition, given their age their emission output is far beyond environmental standards. Newer designs and technology will greatly reduce the Town's emission footprint. This project provides for the purchase of two (2) higher efficiency 16' large area mowers with all associated hardware. Timely replacement of the large area mowers will assure lower emissions, and reduced maintenance costs while being more efficient and effective to meet the Town's large area grounds management efforts.

This project funds the replacement of the first of two 16' large area mower at the end of their life expectancy. Funding for their replacement totals \$260,000.

Town of West Hartford Capital Improvement Program			
Project Title Grounds Skid Steer Excavators			
Department Public Works		Expected Life 12 Years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$110,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$110,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$110,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The trees, parks and recreational areas throughout Town are highly valued assets admired by surrounding communities and cherished by its residents. Maintaining these large areas is a considerable task needing to be completed effectively and efficiently to assure residents health and safety. Versatile equipment designed for the renovation of athletic fields, clearing of storm related tree damage, and snow clearing are critical to maintaining the town infrastructure.</p> <p>The use of specialized skid steer excavators is critical to meeting not only daily maintenance but also storm related issues and snow clearing operations. Currently two skid steer excavators have reached the end of their life cycle amassing long years of use and run time. Continuing to maintain them has become cost prohibitive. In addition, given their age their emission output is far beyond environmental standards. Newer designs and technology will greatly reduce the Town's emission footprint. This project provides for the purchase of two (2) higher efficiency skid steer excavators with all associated hardware. Timely replacement of the excavators will assure lower emissions, and reduced maintenance costs while being more efficient and effective to meet the Town's grounds management efforts.</p> <p>This project funds the replacement of the first of two skid steer excavators at the end of their life expectancy. Funding for their replacement totals \$220,000.</p>			

Town of West Hartford Capital Improvement Program

Project Title Public Works Equipment			
Department Public Works		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$165,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$165,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$165,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

Public works maintains vehicle fleets, miles of roadsides, parks, athletic fields and a golf course. Proper equipment in good condition is critical to providing the required, and expected, service and support of the community as well as the safety and productivity of the Town's personnel and departments. This Project provides funding for the following.

The purchase of five snow plows and their associated hardware to replace deteriorated plows, having high costs of maintenance. The existing plows have reached the end of useful lifecycle. Timely replacement allows for less down time and the efficiency and effectiveness of Town's snow fleet.

A mobile lift system with service capabilities for all town vehicles (Fire, Police, Public Works, etc.), and can be used indoors or outdoors and replaces a fixed lift system that has reached the end of its lifecycle. Timely replacement of the lift will contribute to the efficiency and effectiveness of town departments. The Department of Public Works maintains 226 vehicles for the Town.

A high resolution mobile pipe camera system for the internal inspection of storm water pipes and provides a detailed view of the pipes' integrity and associated debris while maintaining the safety of Public Works staff. This reduces or eliminates the need to tear open roads or perform other costly and unnecessary demolition to investigate a potential pipe issue, by working only in the areas needing repairs with as little disruption to the community as possible. Existing system has reached the end of useful life.

Town of West Hartford Capital Improvement Program			
Project Title		EV Charging Station	
Department Public Works		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$300,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Non- Recurring		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$300,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Electric vehicle (EV) charging station is an element in an infrastructure that supplies electric energy for the recharging of plug-in electric vehicles. The Public Works department currently have 5 hybrid cars in service.</p> <p>These funds will allow the town to install EV charging station in various locations in the town.</p>			

**TOWN MANAGER RECOMMENDED CIP BUDGET
CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES
PROGRAM YEAR 2 - FISCAL YEAR 2023-2024
(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<u>TRANSPORTATION & CIRCULATION</u>					
Pedestrian & Bicycle Management	658	0	0	0	658
Storm Water Management	712	0	0	0	712
Street Reconstruction	2,000	0	0	0	2,000
Street Resurfacing	1,794	0	431	0	2,225
Park Road Rehabilitation	1,500	0	0	0	1,500
Traffic System Management	400	98	0	0	498
Flood Mitigation Infrastructure Improvements	<u>2,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000</u>
Sub-Total	9,064	98	431	0	9,593
<u>EDUCATION</u>					
Asbestos Removal	200	0	100	0	300
Computer Infrastructure	0	400	0	0	400
Exterior School Building Improvements	1,090	0	585	0	1,675
Furniture & Equipment Replacement	0	200	0	0	200
Heating & Ventilation Systems	900	0	0	0	900
Interior School Building Improvements	1,400	0	350	0	1,750
Site and Athletic Field Improvements	500	0	0	0	500
Stage & Auditorium Renovations	200	0	0	0	200
Elementary School Air Quality	<u>2,549</u>	<u>0</u>	<u>637</u>	<u>0</u>	<u>3,186</u>
Sub-Total	6,839	600	1,672	0	9,111
<u>PARKS & RECREATION</u>					
Outdoor Pool Improvements	0	50	0	0	50
Kennedy Park Improvements	400	0	0	0	400
Park & Playfield Improvements	400	0	0	0	400
Park & Playscape Management	0	125	0	0	125
Rockledge Improvements	0	0	0	50	50
Kennedy Splashpad	<u>0</u>	<u>0</u>	<u>200</u>	<u>0</u>	<u>200</u>
Sub-Total	800	175	200	50	1,225
<u>TOWN BUILDING IMPROVEMENTS</u>					
Heavy Equipment/Truck Storage Facility	200	0	0	0	200
Fire Training Tower	750	0	0	0	750
Transfer Station Facility	1,750	0	0	0	1,750
Town Building Improvements	1,818	350	0	0	2,168
Town Facilities Paving	150	0	0	0	150
Energy Conservation	0	100	0	0	100
Townwide Generators	1,000	0	0	0	1,000
Fueling Facility	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000</u>
Sub-Total	6,668	450	0	0	7,118
<u>GOVERNMENTAL OPERATIONS</u>					
Communications Infrastructure	436	300	0	0	736
Document Digitization Project	<u>250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250</u>
Sub-Total	686	300	0	0	986
<u>ROLLING STOCK/MISCELLANEOUS EQUIPMENT</u>					
Fire Apparatus	1,500	0	0	0	1,500
Public Works Rolling Stock	600	0	0	0	600
Town Vehicles	0	150	0	0	150
Miscellaneous Equipment	0	185	0	0	185
Grounds Skid Steer Excavators	110	0	0	0	110
Large Area Mowers	130	0	0	0	130
Fire Support Fleet	<u>0</u>	<u>165</u>	<u>0</u>	<u>0</u>	<u>165</u>
Sub-Total	2,340	500	0	0	2,840
Program Year 2 - Grand Total	<u>\$26,397</u>	<u>\$2,123</u>	<u>\$2,303</u>	<u>\$50</u>	<u>\$30,873</u>

Town of West Hartford Capital Improvement Program			
Project Title		Pedestrian and Bicycle Management	
Department		Expected Life	
Community Development		25 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$658,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$658,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$658,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.</p> <p>In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off-street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p> <p>With additional funding and multiple contractors, the Town reduced from over 2,000 to approximately 1,150 total sidewalk work order requests. We annually average 175 new work order requests and address 200 work orders.</p>			

Town of West Hartford Capital Improvement Program

Project Title Storm Water Management			
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year 2: \$712,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$712,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$712,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This capital program maintains the complex, Town-wide drainage system, which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe.

Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.

Some inspections of the Town's storm pipes occur annually on an as-needed basis to investigate flooding or pavement failures or in advance of a road repaving project. These annual video assessments cost approximately \$50,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$300,000 per year.

The Public Works Department replaces catch basins in conjunction with the street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$150,000. This program funds the catch basin material costs.

Town of West Hartford Capital Improvement Program

Project Title			
Street Reconstruction			
Department		Expected Life	
Community Development		30 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$2,000,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$2,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program (CIP) provides the funding necessary to address the reconstruction needs of any Town roadway in order to keep them operational for the public.</p> <p>Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or asphalt driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; traffic signage; and traffic control services.</p> <p>Planned 2023 roadway reconstructions include: Ardmore Road, LaSalle Road (Farmington Avenue to Ellsworth Road), Lynn Court, Meriline Avenue, St. Augustine Street, Thomson Road, and Warwick Street.</p>			

Town of West Hartford Capital Improvement Program

Project Title				Street Resurfacing						
Department			Community Development		Expected Life			20 Years		
Category			Transportation & Circulation		Funding Schedule			Program Year 2: \$2,225,000		
Fiscal Year			2023-2024		Prior Year(s):				-	
Project Duration			Recurring		Total Cost:				\$2,225,000	
Ongoing Operational Costs				Funding Source(s)						
Personnel Services		\$		Bonds			\$1,794,000			
Contractual Services		\$		Grants			\$431,000			
Non-personnel Services		\$		CNRE Fund			\$			
Other		\$		Special Revenue Fund			\$			

Description & Justification

The Town strives to repave 10 or more miles of roadway each year, via this Capital Improvement Program (CIP). Due to the escalating cost of asphalt and current staffing levels, the Town has only been able to resurface an average of 6.8 miles over the past five years.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 26 percent or 56 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and traffic control services. In most cases, bituminous curbing and driveway aprons are also replaced. Also, \$50,000 from this program is used for pavement crack sealing on roadways that were repaved approximately five years prior. The Town also coordinates all work with the utility companies.

Town of West Hartford Capital Improvement Program

Project Title			
Park Road Rehabilitation			
Department		Expected Life	
Community Development			
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$1,500,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Non-Recurring		\$1,500,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,500,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Park Road Rehabilitation project will focus on the section of Park Road from Quaker Lane South to Prospect Avenue. The project will include an infrastructure renewal with pedestrian and bicyclist improvements. Specifically, the project will include repaving the roadway with an evaluation of bicycle lanes. The sidewalk surfaces will be replaced and sidewalk amenities will be incorporated such as benches, street trees, bicycle hitches, and wayfinding signage. Traffic calming elements such as raised crosswalks will be added. If possible, business directories and a community event board will be added. The project is estimated to cost \$1.5 Million with construction planned in Fiscal Year 2024.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Traffic System Management			
Department		Expected Life	
Community Development		30 Years Infrastructure 5 Years Pavement Markings	
Category		Funding Schedule	
Transportation & Circulation		Program Year 2: \$498,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$498,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$98,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program (CIP) addresses the improvement or replacement of the Town's 62 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.</p> <p>Of the Town's 62 traffic signals, five remain that are approaching the end of their useful life at 25 years or older. The goal of this program is to replace one traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, traffic signage, and street lighting are replaced as necessary.</p> <p>Pavement markings and traffic signage are replaced or installed for safety purposes and in consultation with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program

Project Title Flood Mitigation Infrastructure Improvements			
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year 2: \$2,000,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$2,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$

Description & Justification

Due to repetitive street and property flooding, three drainage studies were completed to evaluate and recommend improvements to the Town's street drainage system to reduce the frequency and impact from flooding after heavy rain events. These studies covered approximately 10 percent of the Town's street drainage system in the center of the Town spreading from Mohawk Drive (North), Farmington Avenue (South), Walbridge Road (East), and Pleasant Street (West).

Several areas within these studies were identified as in need of larger storm pipes, storm pipe extensions, and drainage connections from private properties to the Town's storm drainage system.

Funding in this program year is for the construction of the first year of a multi-year program to improve the Town's storm drainage infrastructure to mitigate flooding impacts. The Engineering Division is seeking grants to fund the construction of these improvements.

Town of West Hartford Capital Improvement Program

Project Title Asbestos Removal			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$300,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$100,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results, and final reports.

Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements, and heating improvements.

Town of West Hartford Capital Improvement Program

Project Title Computer Infrastructure			
Department Public Schools		Expected Life 3-5 Years	
Category Education		Funding Schedule Program Year 2: \$400,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$400,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$400,000
Other	\$	Special Revenue Fund	\$

Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

Town of West Hartford Capital Improvement Program

Project Title Exterior School Building Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$1,675,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,675,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,090,000
Contractual Services	\$	Grants	\$585,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

With 16 buildings of varying age, exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials, and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to partial roof replacement at Bugbee and masonry repairs at Hall and Sedgwick.

Town of West Hartford Capital Improvement Program

Project Title			
Furniture and Equipment Replacement			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 2:	\$200,000
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$200,000
Other	\$	Special Revenue Fund	\$

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

Classrooms and Laboratories– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

Administrative – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

Cafeteria – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

Equipment – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

Lockers – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones, and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program

Project Title			
Heating and Ventilation Systems			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 2: \$900,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$900,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$900,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature-controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expenses during the middle of a fiscal year.</p> <p>This funding will go toward the replacement of the boilers at Bugbee.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Interior School Building Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year 2: \$1,750,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$1,750,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,400,000
Contractual Services	\$	Grants	\$350,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, three middle schools, and two high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their systems. This appropriation continues the Town’s reinvestment in its schools and commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at Duffy, Norfeldt, Whiting Lane, and King Philips as well as continued renovations of restrooms at Sedgwick.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$500,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$500,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$500,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford’s athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward paving at Duffy and Morley.</p>			

Town of West Hartford Capital Improvement Program

Project Title Stage & Auditorium Renovations			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$200,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.

The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.

Funding will be allocated this year for auditorium seating replacement at Wolcott.

Town of West Hartford Capital Improvement Program

Project Title Elementary School Air Quality Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$3,186,000	
Fiscal Year 2023-2024		Prior Year(s): 3,093,000	
Project Duration Program Enhancement – Year 2 of 15		Total Cost: \$6,279,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,549,000
Contractual Services	\$	Grants	\$637,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The majority of our elementary schools were built prior to 1964 and lack modern fresh air ventilation, air conditioning and have their original single-pane glass window systems. The single-pane glass window systems were intended by design to leak air as a means of providing fresh air. Modern building standards require fresh air to be provided via mechanical air handlers in which outside air is brought in, filtered to remove contaminants, and mixed with existing air with a certain percentage being expelled to the outside and the remaining being recirculated into the building based upon carbon dioxide levels. Many studies have shown that proper fresh air and comfort is a substantial benefit to student success in a learning environment.

Two of our elementary schools have building-wide fresh air and air conditioning systems (Charter Oak International Academy and Smith), two elementary schools have building-wide fresh air systems with limited air conditioning (Braeburn and Wolcott), and the remaining seven elementary schools have limited fresh air and air conditioning along with single-pane window systems. In the 1970s, many of the single-pane window systems were in-filled with sheetrock and insulation in order to help save energy. While this action did save on energy costs, it reduced the number of operable windows in the building, reduced the amount of fresh air entering the building, and also reduced the amount of natural light.

As part of the school reopening process necessitated by the COVID-19 pandemic, a retro-commissioning project was conducted by a mechanical engineering consultant to assess and recommend repairs and/or adjustments to our existing HVAC systems in all 16 schools to increase fresh air ventilations and improve air filtration levels where feasible. This project has provided the district with a solid starting point to evaluate and make improvements to improve fresh air quality in the schools.

This program enhancement provides funding over a 15-year period to make improvements at the nine elementary schools that lack modern fresh air, air conditioning, and modern window systems. This funding is for the second year of the project at Duffy.

Town of West Hartford Capital Improvement Program			
Project Title		Outdoor Pool Improvements	
Department Leisure Services & Social Services		Expected Life 10 Years	
Category Parks & Recreation		Funding Schedule Program Year 2: \$50,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$50,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The money for this project will be used to repair filtration systems, underground pipes, and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town’s five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize downtime at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Kennedy Park Improvements	
Department	Leisure Services	Expected Life	30-50 years
Category	Parks & Recreation	Funding Schedule	Program Year 2: \$400,000
Fiscal Year	2023-2024	Prior Year(s):	
Project Duration	Non Recurring	Total Cost:	\$400,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
Description & Justification Park planning will help identify and prioritize a full renovation of Kennedy Park. \$400,000 requested in FY 23-24 would cover parking lot improvements and access road design and installation.			

Town of West Hartford Capital Improvement Program			
Project Title <div>Park & Playfield Improvements</div>			
Department <div>Leisure Services & Social Services</div>		Expected Life <div>25-30 years</div>	
Category <div>Parks & Recreation</div>		Funding Schedule <div>Program Year 2: \$400,000</div>	
Fiscal Year <div>2023-2024</div>		Prior Year(s): -	
Project Duration <div>Recurring</div>		Total Cost: \$400,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
Description & Justification <p>West Hartford’s parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. The program also covers tennis and basketball courts in parks. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks.</p> <p>Attention will be focused on the renovation of Sedgwick Baseball and soccer fields. Irrigation would be installed, as well as CMU dugouts.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Park & Playscape Management			
Department Leisure Services & Social Services		Expected Life 10-15 Years	
Category Parks & Recreation		Funding Schedule Program Year 2: \$125,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$125,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$125,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is a recurring program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.</p> <p>This year's appropriation will fund the replacement of various fencing replacements and ongoing maintenance repairs of park playground structures and equipment.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Rockledge Improvements			
Department		Expected Life	
Leisure Services & Social Services			
Category		Funding Schedule	
Parks & Recreation		Program Year 2: \$50,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Non-Recurring		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
<p>Description & Justification</p> <p>This project will address the renovation of greens or other golf course upgrades at Rockledge Golf Club based upon condition and need, and address equipment needs. It will be funded via the capital projects user fee included in the rates at Rockledge.</p> <p>The facility's aging irrigation system requires a systematic replacement schedule. Part of this funding would pay for a redesign of the system in advance of FY25 implementation.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Kennedy Park Improvements			
Department		Expected Life	
Leisure Services & Social Services		15 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year 2: \$200,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Non-Recurring		\$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$200,000
Other	\$	Other	\$
Description & Justification As part of an ongoing renovation of Kennedy Park amenities, the replacement of the splashpad would improve the quality of life of the park's neighbors. The splashpad was originally installed in 2003 and is at the end of its lifespan. Funding would be recommended through CDBG, pending HUD approval and availability.			

Town of West Hartford Capital Improvement Program

Project Title			
Heavy Equipment/Truck Storage Facility			
Department		Expected Life	
Public Works		50 Years	
Category		Funding Schedule	
Building Improvement		Program Year 2: \$200,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
1 of 2 Years		\$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$

Description & Justification

The Public Works facility located on Brixton Street supports the Town's infrastructure and facility maintenance operations. The Brixton Street location is responsible for housing all Street, Fleet, Traffic Safety, Grounds, BOE Grounds, Town Plant & Facility, and BOE Facility maintenance operations and their supporting employees. The current storage facility at this location is inadequate to support the core operational needs of Public Works. The current facility is undersized and non-conforming with today's safety and operational effectiveness standards. This was exacerbated when the Town's Grounds, Facility, BOE Grounds, and BOE Facility maintenance operations and employees were relocated to the Public Works location over the last 10 years. The site is currently working to develop a master plan to best support its operational needs.

The existing storage facility, designed and built in 1998, is inadequate to support the volume, storage, and operational maintenance for critically valued trucks, construction equipment, and collateral equipment. The current building design limits operational effectiveness and presents serious OSHA challenges with the mobilization of the units that use the facility. Access to collateral equipment and high-valued materials is challenging and limited. Supporting operational equipment and vehicles have evolved considerably over the last two decades, and the Public Works facility has grown in operational utilization by other departments as they have relocated here over the last 10 years. The facilities can no longer adequately support the demand for space, size and configuration of the units intended to be stored. This leaves valuable vehicles and equipment exposed to weather and other environmental conditions, creating a negative impact on operational readiness and life expectancy of equipment.

A new and repositioned storage facility will improve day-to-day maintenance and control of valued equipment and vehicles. The facility will support the storage of seasonal equipment such as plows and material-spreading apparatus, secure and environmentally-controlled storage, plus improved storage for smaller yet vital equipment and tools such as portable saw, compressors, and support units. Most importantly, a revised facility will improve the effectiveness and efficiency of the site while maintaining regulatory safety requirements for all employees performing day-to-day operations.

The requested funding will support hiring professional services for design, feasibility analysis, and project specifications for a construction project.

Town of West Hartford Capital Improvement Program

Project Title			
Fire Training Tower			
Department		Expected Life	
Fire		10 years	
Category		Funding Schedule	
Building Improvements		Program Year 2: \$750,000	
Fiscal Year		Prior Year(s): -	
Project Duration		Total Cost: \$750,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$750,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$

Description & Justification

This project will rebuild and/or relocate the fire training tower facility to another portion of the Brixton Street Facility to free up space for Public Works purposes, upgrade the fire training tower, and add classroom space as part of the facility. As part of the fiscal year 2017 facility study that has been conducted to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site, the best solution for the fire training tower will be determined. These funds will be utilized to implement that solution.

The Training Tower costs were estimated by a previous fire administration. 2-3 years later and coupled with the Training Tower budget being deferred, it is appropriate to request an estimate change. Increasing the allocation given benchmarks of other training facilities recently constructed and construction challenges associated with the pandemic.

Town of West Hartford Capital Improvement Program

Project Title Recycling Center Modernization			
Department Public Works		Expected Life 25 years	
Category Building Improvements		Funding Schedule Program Year 2: \$1,750,000	
Fiscal Year 2023-2024		Prior Year(s):	
Project Duration Non-Recurring		Total Cost: \$1,750,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$1,750,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	OTHER	\$

Description & Justification

The property at 25 Brixton Street is owned by the Town and serves as the Town's Yard Waste and Recycling Center. Phase one of this project was recently completed with the demolition of the incineration building to support a more efficient use of the property and for a redesign of the Yard Waste and Recycling Center to better serve the public and improve Public Works operational efficiency. The lot is 15.78 acres, 8.61 of which is utilized for a transfer station, and volume reduction facility.

The compactor and transfer station operation have not been operational since 1990. The scale house and ash landfill have been used as a quasi-public organic volume reduction and composting operation since 1990. The organic management operation receives both commercial and municipal green waste such as woody vegetation, leaves, and other organic landscaping waste. The incinerator building was demolished in June 2019 and now offers opportunity for re-use.

The redevelopment and modernization of this site supports the State of Connecticut Department of Energy and Environmental Protection's (DEEP) Comprehensive Materials Management Strategy and their 60% waste diversion goals by 2024. Using grant and CIP funding, the Town completed the Environment Assessment and Remedial Action Plan in 2018. This led to the demolition of the Incinerator Building in 2019. In fiscal year 2021, funds were allocated for redesign and construction of a modern recycling and waste diversion facility.

Town of West Hartford Capital Improvement Program

Project Title			
Town Building Improvements			
Department		Expected Life	
Facilities Services			
Category		Funding Schedule	
Building Improvements		Program Year 2:	\$2,168,000
Fiscal Year			
2023-2024		Prior Year(s):	-
Project Duration			
Recurring		Total Cost:	\$2,168,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,818,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, and to maintain and upgrade the systems and appearance of the buildings.

Heating, Ventilation and Cooling (HVAC) Systems - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls, which provide greater control and will lower operating costs.

Roofing and Masonry - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

Interior Finishes, Fixtures and Furnishings - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

Code Compliance - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change, or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems, or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
Project Title Town Facilities Paving			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 2: \$150,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification This project will repair and repave parking lots at Town facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility in the Town's parking lots.			

Town of West Hartford Capital Improvement Program

Project Title Energy Conservation			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 2: \$100,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$

Description & Justification

This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.

Natural gas, electricity, and water costs are projected to increase for the foreseeable future. Investments need to be made that reduce the consumption of energy and water to manage energy costs. This dedicated project for energy conservation improvements establishes these investments as a priority rather than competing with other building improvement projects and priorities.

Town of West Hartford Capital Improvement Program			
Project Title		Townwide Generators	
Department	Facilities Services	Expected Life	25 Years
Category	Building Improvements	Funding Schedule	Program Year 2: \$1,000,000
Fiscal Year	2023-2024	Prior Year(s):	\$2,000,000
Project Duration	Year 2 of 2	Total Cost:	\$3,000,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
Description & Justification This project would fund the installation of permanent generators at major town and school facilities as part of the overall emergency preparedness plan for the town. The project implementation schedule has been developed as follows: FY 2022-2023 – Town Hall, Conard HS, Hall HS, Fire Station #1 (Prospect Avenue) FY 2023-2024 – Bishops Corner Senior Center & Library, Cornerstone Aquatics Center			

Town of West Hartford Capital Improvement Program			
Project Title Public Works Fueling Facility			
Department Public Works		Expected Life 25 years	
Category Building Improvement		Funding Schedule Program Year 2: \$1,000,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration 2 of 2 years		Total Cost: \$1,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The installation of a fuel facility will benefit the Town by saving on the retail and operational costs associated with the day to day operations of the Public Works fleet and by providing an emergency fuel source during natural disasters or catastrophic events.</p> <p>Public Works has 149 pieces of equipment ranging from heavy-duty diesel plow trucks to small gas power equipment that would utilize the facility on a daily basis. The fuel fill station could also serve our fire apparatus, police vehicles, and town pool cars.</p> <p>The funding for this project will be used to install two (2) 10,000 gallon concrete above-ground fuel storage tanks with secondary containment and vehicle impact and projectile resistance at the Public Works facility. The tanks would have self-mounted fuel dispensers and have an autonomous fuel control and accounting system with a canopy.</p>			

Town of West Hartford Capital Improvement Program

Project Title Communications Infrastructure			
Department Information Technology Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year 2: \$736,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$736,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$436,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$300,000
Other	\$	Special Revenue Fund	\$

Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software, and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communications to improve organizational performance. Improved performance is the result of extending access to information throughout the organization, making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services, eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization, while maintaining the security integrity of the infrastructure.

Town of West Hartford Capital Improvement Program

Project Title Document Digitization Project			
Department Information Technology Services		Expected Life 50+ Years	
Category Miscellaneous		Funding Schedule Program Year 2 : \$250,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Year 1 of 4		Total Cost: \$250,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

Information Technology plans to create as close to a paperless work environment as possible for the Town and Board of Education. For example, the Community Development Department (Building, Engineering, and Planning & Zoning Divisions) currently require paper submissions for most of their license and permit applications. The general office workspaces in this Department are overwhelmed by paper document storage. There are a total of 110 standing file cabinets, 30 flat file cabinets for large plans, 3 plan racks for temporary storage of large plans. In addition, there are more documents stored in the Building and Engineering Division vaults, which are located in Town Hall outside of the work areas.

The ongoing CityView license and permit upgrade will allow electronic document submissions. This will stop the need to store paper documents, but leave the many file cabinets, boxes, racks, and piles of paper documents. These documents should be scanned and stored electronically. Once completed, the office will be free of these documents, which will create office space that can be repurposed.

The Information Technology (IT) Department will work with Community Development and other Departments to ensure on premise or a cloud storage solution will be available as the main document repository. The IT department will ensure the documents are searchable and categorized so they can be easily retrieved.

Town of West Hartford Capital Improvement Program			
Project Title Fire Apparatus			
Department Fire		Expected Life 15-20 years	
Category Rolling Stock\Miscellaneous Equipment		Funding Schedule Program Year 2: \$1,500,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Non- Recurring		Total Cost: \$1,500,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,500,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
Description & Justification The Town has an inventory of seven fire vehicles, including three quints and four pumper trucks. The CIP assumes periodic replacement of fire apparatus based upon a planned replacement cycle. Manufacturers are estimating 24-month lead times on delivery.			

Town of West Hartford Capital Improvement Program			
Project Title		Public Works Rolling Stock	
Department		Expected Life	
Public Works		15- 20 years	
Category		Funding Schedule	
Rolling Stock		Program Year 2: \$600,000	
Fiscal Year		Prior Year(s):	
2023-2024		-	
Project Duration		Total Cost:	
Recurring		\$600,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$600,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the Department’s resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.</p> <p>Updating the Town’s fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.</p> <p>Using a Diesel Emissions Reduction Act grant and CIP funding.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Vehicles			
Department Public Works		Expected Life	
Category Miscellaneous Equipment		Funding Schedule Program Year 2: \$150,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Public Works. Public Works has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of the department. Funding for the replacement of Rolling Stock and Miscellaneous equipment totals \$150,000 from the CNRE Fund.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Miscellaneous Equipment			
Department Fire Department		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$185,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$185,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$185,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town Department.</p> <p>The Fire Department is requesting to purchase a gear washer and dryer, electrocardiogram machine (ECG), Rescue Tool, Lucas chest compression device, SCBA Packs and bottles, “Bail-out” kits, Thermal imaging cameras for staff, Replacement Ladder Belts and one capital EMS item per year (video laryngoscope, IV pump, AED, etc).</p> <p>The Department is always looking to maintain and improve the safety and cancer-reduction of their members. Cancer rates are increasing, and there is an urgent need for the department to provide equipment to combat these rates. Safety needs change, but are constantly present, and annual funding will be effective in immediately addressing issues.</p>			

Town of West Hartford Capital Improvement Program

Project Title Grounds Skid Steer Excavators			
Department Public Works		Expected Life 12 Years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$110,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$110,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$110,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The trees, parks and recreational areas throughout Town are highly valued assets admired by surrounding communities and cherished by its residents. Maintaining these large areas is a considerable task needing to be completed effectively and efficiently to assure residents health and safety. Versatile equipment designed for the renovation of athletic fields, clearing of storm related tree damage, and snow clearing are critical to maintaining the town infrastructure.

The use of specialized skid steer excavators is critical to meeting not only daily maintenance but also storm related issues and snow clearing operations. Currently two skid steer excavators have reached the end of their life cycle amassing long years of use and run time. Continuing to maintain them has become cost prohibitive. In addition, given their age their emission output is far beyond environmental standards. Newer designs and technology will greatly reduce the Town's emission footprint. This project provides for the purchase of two (2) higher efficiency skid steer excavators with all associated hardware. Timely replacement of the excavators will assure lower emissions, and reduced maintenance costs while being more efficient and effective to meet the Town's grounds management efforts.

This project funds the replacement of the second of two skid steer excavators at the end of their life expectancy. Funding for their replacement totals \$220,000.

Town of West Hartford Capital Improvement Program

Project Title Large Area Mowers			
Department Public Works		Expected Life 10 Years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$130,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$130,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$130,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The recreational areas, parks and Board of Education (BOE) athletic fields are a cornerstone of the Town admired by surrounding communities and cherished by its residents. Maintaining these large areas of pristine lawn is a considerable task needed to be completed effectively and efficiently to support the needs of residents, teams and athletic clubs.

The use of large area mowers is critical to meeting ever growing recreational demand. Currently two large area mowers have reached the end of their life cycle amassing long years of use and run time. Continuing to maintain them has become cost prohibitive. In addition, given their age their emission output is far beyond environmental standards. Newer designs and technology will greatly reduce the Town's emission footprint. This project provides for the purchase of two (2) higher efficiency 16' large area mowers with all associated hardware. Timely replacement of the large area mowers will assure lower emissions, and reduced maintenance costs while being more efficient and effective to meet the Town's large area grounds management efforts.

This project funds the replacement of the second of two 16' large area mower at the end of their life expectancy. Funding for their replacement totals \$260,000.

Town of West Hartford Capital Improvement Program			
Project Title Fire Support Fleet			
Department Fire		Expected Life	
Category Rolling Stock\Miscellaneous Equipment		Funding Schedule Program Year 2: \$165,000	
Fiscal Year 2023-2024		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$165,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$ 165,000
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
Description & Justification Three (3) light vehicles per year to support a replacement cycle for Fire Department.			

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ANNUAL BUDGET 2022-2023

ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2022

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, from the revenues derived from the property tax levy on the list of October 1, 2021 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2022 to June 30, 2023 as shown in the revenue section of the budget document, the following are hereby appropriated to the General Fund:

	<u>Personal Services</u>	<u>Non-Personal Expense</u>	<u>Capital Outlay</u>	<u>Sundry Expense</u>	<u>Total</u>
Town Clerk	\$ 251,389	\$ 91,215		\$ 18,794	\$ 361,398
Town Council	148,674	264,676		11,083	424,433
Town Manager	654,216	24,850		46,916	725,982
Corporation Counsel	334,928	135,800		25,139	495,867
Registrar of Voters	211,663	78,380		9,307	299,350
Information Technology	542,596	674,500		42,769	1,259,865
Financial Services	1,938,360	630,141		145,635	2,714,136
Assessor	716,857	76,934		53,547	847,338
Human Resources	390,822	112,250		28,848	531,920
Fire	11,865,004	1,531,938		202,746	13,599,688
Police	16,262,403	1,101,178		373,379	17,736,960
Community Development	2,409,149	446,250		179,007	3,034,406
Public Works	4,595,198	7,885,733		442,996	12,923,927
Facilities Services	1,316,783	1,119,820		99,688	2,536,291
Leisure Services & Social Services	2,273,394	1,059,388		123,476	3,456,258
Library	2,726,756	652,637		204,632	3,584,025
Education				181,328,975	181,328,975
Debt Service/Capital Financing				17,155,896	17,155,896
Payments to Probate		45,260			45,260
Contingency				960,000	960,000
Radio Maintenance	86,725	65,516		6,335	158,576
Private School Health Services				940,135	940,135
Revaluation Litigation		150,000			150,000
Health District		806,954			806,954
Private School Transportation				981,448	981,448
Risk Management Contributions				38,888,883	38,888,883
Metropolitan District Commission		11,946,200			11,946,200
TOTALS	\$46,724,917	\$28,899,620		\$242,269,634	\$317,894,171

And further, that allocated debt and sundry overhead expenses appropriated to municipal departments and the school department are not available for discretionary expenditure, but are under the exclusive jurisdiction of the Town Treasurer for the sole purpose of meeting the indicated debt and sundry costs, either as direct budgetary expenditures or as transfers to such funds established in accordance with Chapter 18 Section 37 of the Code of Ordinances.

ANNUAL BUDGET 2022-2023

And further, that from revenues to be derived from other funds as shown in the budget document the following is hereby appropriated:

<u>Separately Appropriated Special Funds</u>	<u>Personal Services</u>	<u>Non-Personal Expense</u>	<u>Capital Outlay</u>	<u>Sundry Expense</u>	<u>Total</u>
Blue Back Square Fund	\$	\$	\$	\$3,654,000	\$3,654,000
Community Development Block Grant Fund	250,535	195,410		386,747	832,692
CDBG – Housing Rehabilitation Fund		200,000			200,000
State Housing & Community Development Fund					
Westmoor Park Fund	419,250	115,286		223,547	758,083
Leisure Services Fund	1,345,549	2,627,284		761,065	4,733,898
Private School Services Fund	875,927	969,247		703,165	2,548,339
West Hartford Library Fund		15,000			15,000
Parking Lot Fund	871,039	1,378,660		800,450	3,050,149
Technology Investment Fund		10,000			10,000
Capital & Non-Recurring Expenditure Fund			1,545,000		1,545,000
Police Private Duty Fund	1,369,575	17,500		408,808	1,795,883
Cemetery Operating Fund	144,989	201,442		194,575	541,006

ATTEST:

Essie S. Labrot, Town Clerk

Richard C. Ledwith, Acting Town Manager

Approved as to form and legality:

Dallas C. Dodge, Corporation Counsel

RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2021

BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2021, there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General Assembly heretofore passed, a tax of thirty-nine and eighty-three hundredths (39.83) mills on the dollar. Said taxes shall become due on July first, two thousand twenty two (July 1, 2022) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand twenty two (July 1, 2022), and January first, two thousand twenty three (January 1, 2023) except that any tax of less than fifty (\$50) dollars and, any tax on motor vehicles shall be due and payable in full on the first business day of July, two thousand twenty two (July 1, 2022). If any installment of such tax shall not be paid on or before the first day of the month next succeeding that in which it shall be due and payable, the whole or such part of such installment as is unpaid shall thereupon be delinquent and shall be subject to the addition of interest at the rate and in the manner provided for in the General Statutes of the State of Connecticut. Any person may pay the total amount of any such tax for which he is liable at the time when the first installment thereof shall be payable.

ATTEST:

Essie S. Labrot, Town Clerk

Richard C. Ledwith, Acting Town Manager

AN ORDINANCE DEAUTHORIZING \$3,000,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2022-2023, APPROPRIATING \$6,404,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2022-2023, APPROPRIATING \$28,069,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2023-2024 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$31,473,000 TO FINANCE THE APPROPRIATIONS AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

Section 1. The sum of \$3,000,000 previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2022-2023, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2022-2023</u>
Flood Mitigation Infrastructure Improvements	\$2,000,000
Fueling Facility	<u>1,000,000</u>
Total	<u>\$3,000,000</u>

Section 2. The sum of \$6,404,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2022-2023, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2022-2023</u>
Pedestrian & Bicycle Management	\$ 200,000
Park & Playscape Management	200,000
Townwide Generators	2,000,000
Public Works Rolling Stock	250,000
Police Scenario Equipment	214,000
Large Area Mowers	130,000
Grounds Skid Steer Excavator	110,000
EV Charging Station	<u>300,000</u>
Subtotal	\$3,404,000
 <u>School Projects</u>	
High School Tennis Court Replacement	<u>\$3,000,000</u>
Subtotal	<u>\$3,000,000</u>
 Total	<u>\$6,404,000</u>

ANNUAL BUDGET 2022-2023

Section 3. The sum of \$28,069,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2023-2024, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2023-2024</u>
Pedestrian & Bicycle Management	\$ 658,000
Storm Water Management	712,000
Street Reconstruction	2,000,000
Street Resurfacing	1,794,000
Park Road Rehabilitation	1,500,000
Traffic System Management	400,000
Flood Mitigation Infrastructure Improvements	2,000,000
Kennedy Park Improvements	400,000
Park & Playfield Improvements	400,000
Heavy Equipment/Truck Storage Facility	200,000
Fire Training Tower	750,000
Transfer Station Facility	1,750,000
Town Building Improvements	1,818,000
Town Facilities Paving	150,000
Townwide Generators	1,000,000
Fueling Facility	1,000,000
Communications Infrastructure	436,000
Document Digitization Project	250,000
Fire Apparatus	1,500,000
Public Works Rolling Stock	600,000
Grounds Skid Steer Excavators	110,000
Large Area Mowers	<u>130,000</u>
Town Total	\$19,558,000
<u>School Projects</u>	
Asbestos Removal	\$ 300,000
Exterior School Building Improvements	1,675,000
Heating & Ventilation Systems	900,000
Interior School Building Improvements	1,750,000
Site and Athletic Field Improvements	500,000
Stage & Auditorium Renovations	200,000
Elementary School Air Quality	<u>3,186,000</u>
School Total	\$8,511,000
Total	<u>\$28,069,000</u>
Grand Total	<u>\$31,473,000</u>

Section 4. To meet said appropriations and in lieu of a tax therefor, bonds, notes or temporary notes of the Town shall be issued pursuant to Chapter VII of the Town's Charter and Chapter 109 of the General Statutes of Connecticut, as amended, or any other provision of law thereto enabling, in an amount not to exceed \$31,473,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 5. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the town and school projects, or the actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 6. The bonds shall be sold by the Town Manager and Director of Financial Services in a competitive offering or by negotiation, in their discretion. If sold in a competitive offering, the bonds shall be sold at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town.

Section 7. The Town Manager and Director of Financial Services are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The notes shall be issued with maturity dates which comply with the provisions of the General Statutes of Connecticut, as amended, governing the issuance of such notes. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon. The net interest cost on such notes, including renewals thereof, and the

expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the projects included in Sections 2 or 3. Upon the sale of the bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

Section 8. Any of the estimated amounts set forth for projects not required to meet the actual cost of any such project may be transferred by the Town Manager and the Director of Financial Services to meet the actual cost of any other project set forth in Sections 2 or 3. The proceeds of any bonds not transferred in accordance herewith may be deposited in the Capital Reserve Account of the Capital and Non-Recurring Expenditure Fund.

Section 9. While it is anticipated that the bonds will qualify as tax-exempt bonds, the Town Manager and the Director of Financial Services are authorized, upon the advice of bond counsel, to issue all or any portion of the bonds as bonds the interest on which is includable in the gross income of the owners thereof for federal income tax purposes, and it is hereby found and determined that the issuance of any such bonds is in the public interest.

Section 10. The Town hereby expresses its official intent under Treasury Regulation Section 1.150-2 of the Internal Revenue Code of 1986, as amended, that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized for the project; that the Town Manager and Director of Financial Services are authorized to bind the Town pursuant to such representations and agreements as they deem necessary or advisable in order to ensure and maintain the continued exemption from Federal income taxation of interest on the bonds, notes or temporary notes authorized by this resolution, if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

Section 11. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:

Dallas C. Dodge, Corporation Counsel

AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2022

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, the following amount is hereby appropriated from the Capital and Non-Recurring Expenditure Fund to the Capital Improvement Fund for appropriation to the following project:

<u>Capital Non-Recurring Projects</u>	<u>Amount</u>
<u>Transportation</u>	
Traffic System Management	\$ 95,000
<u>Education</u>	
Computer Infrastructure	350,000
Furniture & Equipment Replacement	175,000
<u>Parks & Recreation</u>	
Outdoor Pool Improvements	50,000
Park & Playscape Management	75,000
<u>Town Building</u>	
Town Building Improvements	300,000
<u>Government Operations</u>	
Communications Infrastructure	300,000
<u>Rolling Stock/Misc Equipment</u>	
Town Vehicles	35,000
Public Works Equipment	<u>165,000</u>
TOTAL CNRE	<u>\$1,545,000</u>

ATTEST:

Essie S. Labrot, Town Clerk

Richard C. Ledwith, Acting Town Manager

Approved as to form and legality:

Dallas C. Dodge, Corporation Counsel

Town of West Hartford

The Town of West Hartford is located in central Connecticut, adjacent to and west of the City of Hartford, the state capital. The towns of Bloomfield, Newington, Farmington, and Avon border the Town. West Hartford is approximately 100 miles southwest of Boston and approximately 100 miles northeast of New York City. The Town, a residential suburb in the Hartford metropolitan area, encompasses a total of 22.2 square miles and has a population of 63,360. West Hartford was settled as an agricultural community in the early 1700s and was incorporated as a town in 1854.

West Hartford has access to the two major highways in central Connecticut: Interstate Routes 91 and 84, the latter of which has exits in the Town. The Town is also served by U.S. Routes 6 and 44 and State Routes 4, 173, 185, and 218. Amtrak provides passenger rail service for the area. Bradley International Airport is 20 miles north of the center of West Hartford. Public transportation is provided by the CT Department of Transportation. The two largest public utilities are Eversource Energy and Connecticut Natural Gas.

West Hartford is primarily comprised of property with single-family, owner occupied, mid to upper price range homes. The Town has eleven public elementary schools, three public middle schools and two public high schools. West Hartford also has seven parochial schools, seven private schools and two universities.

There are three branch post offices and a public library system with three branch locations. Additionally, the Town has 36 public parks and playgrounds, one playhouse, and 24 churches and synagogues. West Hartford has 217 miles of streets, 300 miles of sidewalks, and is almost fully sewered.

In 1919, the Town became the first in the State to appoint a Town Manager, and it presently operates with a Council-Manager form of government. The legislative function is performed by the nine-member council, which is elected biennially. The Council formulates policies for the administration of the Town. The Town Manager is appointed by the Council to serve as the Town's Chief Executive Officer, with appointive and removal authority over department directors and other employees of the Town. The Town Manager is responsible for the implementation of policies established by the Council. An elected seven-member Board of Education appoints a Superintendent of Schools, who administers the education system of the Town.

Principal Municipal Officials

<u>Office</u>	<u>Town Council</u>	<u>Manner of Selection and Length of Service</u>
Mayor/President of Council	Shari G. Cantor	Appointed 12/04-11/05 Elected 11/05-11/23
Deputy Mayor/Vice President of Council	Liam Sweeney	Elected 11/17-11/23
Minority Leader	Mary Fay	Elected 11/17-11/23
	Adrienne Billings-Smith	Elected 11/21-11/23
	Carol Blanks	Elected 11/19-11/23
	Al Cortes	Elected 11/21-11/23
	Leon S. Davidoff	Elected 11/07-11/23
	Ben Wenograd	Elected 11/15-11/23
	Mark Zydanowicz	Elected 11/21-11/23
	<u>Other Elected Officials</u>	
Town Clerk	Essie Labrot	Elected 11/08-11/24
Registrar of Voters	Beth Kyle	Elected 11/15-11/23
	Beth Sweeney	Elected 11/21-11/23
	<u>Board of Education</u>	
Chairperson	Dr. Lorna Thomas-Farquharson	Elected 11/17-11/25
Vice-Chairperson	Deb Poulun	Elected 11/17-11/25
	Jason Oliver Chang	Appointed 7/20-11/21 Elected 11/21-11/23
	Ethan Goldman	Appointed 11/21-11/23
	Dr. Gayle Harris	Elected 11/21-11/25
	Clare Neseralla	Elected 11/21-11/25
	Ari Steinberg	Elected 11/19-11/23

ANNUAL BUDGET 2022-2023

Principal Taxpayers				
(Amounts Expressed in Thousands)				
Name of Taxpayer		Nature of Business	Value at October 1, 2021	Percent of Total*
1	Connecticut Light & Power	Utility	\$62,101	0.87%
2	Corbins Corner Shopping Center LLC	Shopping Center	47,372	0.66%
3	West Farms Mall LLC	Mall	44,371	0.62%
4	Blue Back Capital Partners LLC	Retail, Office, Apartments, Residential	37,647	0.52%
5	Town Center West Associates	Office, Retail	29,502	0.41%
6	SF WH Property Owner LLC	Shopping Center/Hotel	28,901	0.40%
7	Steele Road LLC	Apartments	26,141	0.36%
8	ALNIC LLC	Supermarket	23,129	0.32%
9	E&A Northeast Limited Partnership	Shopping Center	21,772	0.30%
10	ER West Hartford LLC	Apartments	21,124	0.29%
			\$341,849	4.76%

*Percent of total based on 10/1/2021 Net Taxable Grand List of \$7,177,283.

Note: Assessments include Real Property, Personal Property and Motor Vehicles.

Source: Assessor's Office.

Major Employers		
Employer	Business	Number of Employees
Town of West Hartford	Government	2,550
University of Hartford	Education	2,500
Hartford Healthcare at home	Home Health Service	750
Hospital at Hebrew Health Care	Hospital	750
Triumph Engine Control Systems	Aircraft Component-Manufacturers	375
Connecticut Veterinary Ctr	Animal Hospital	375
Cheesecake Factory	Restaurant	375
Constructive Workshops Inc	Rehabilitation Services	375
West Hartford Health & Rehab	Convalescent Homes	375
Stop & Shop Supermarket	Grocers-retail	175
Total		<u>7,880</u>

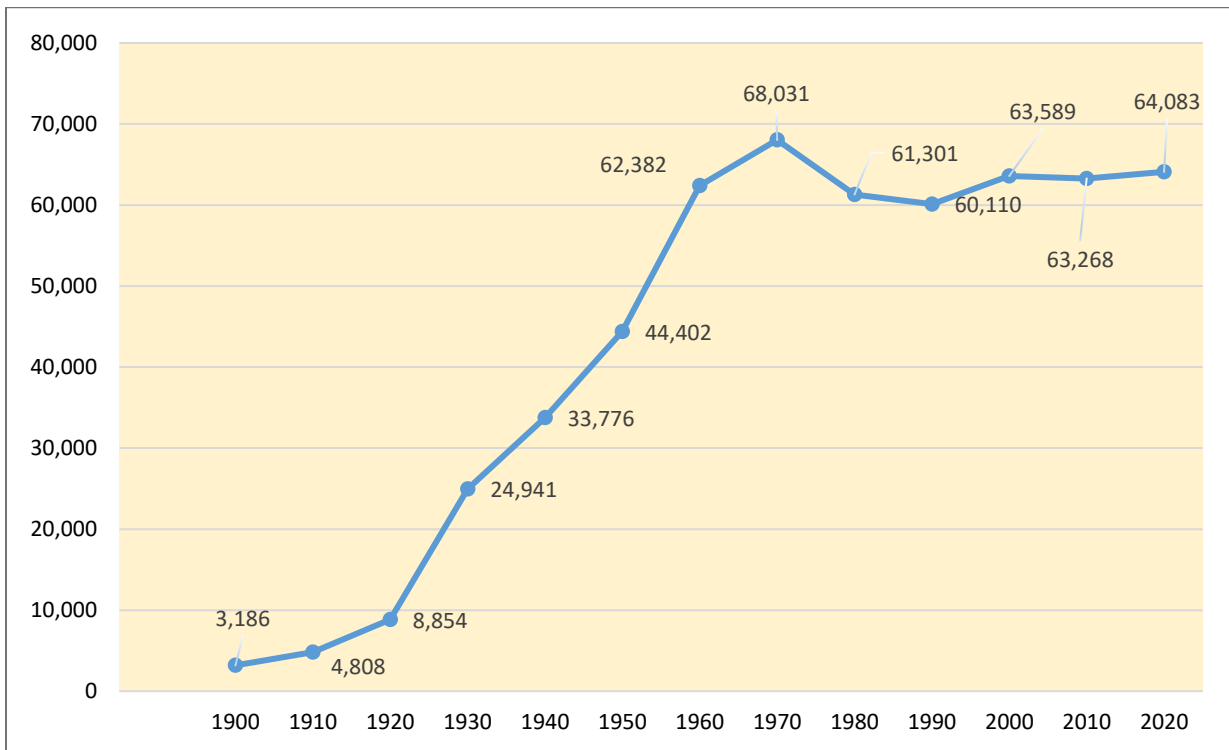
Source: Connecticut Department of Labor, 2021.

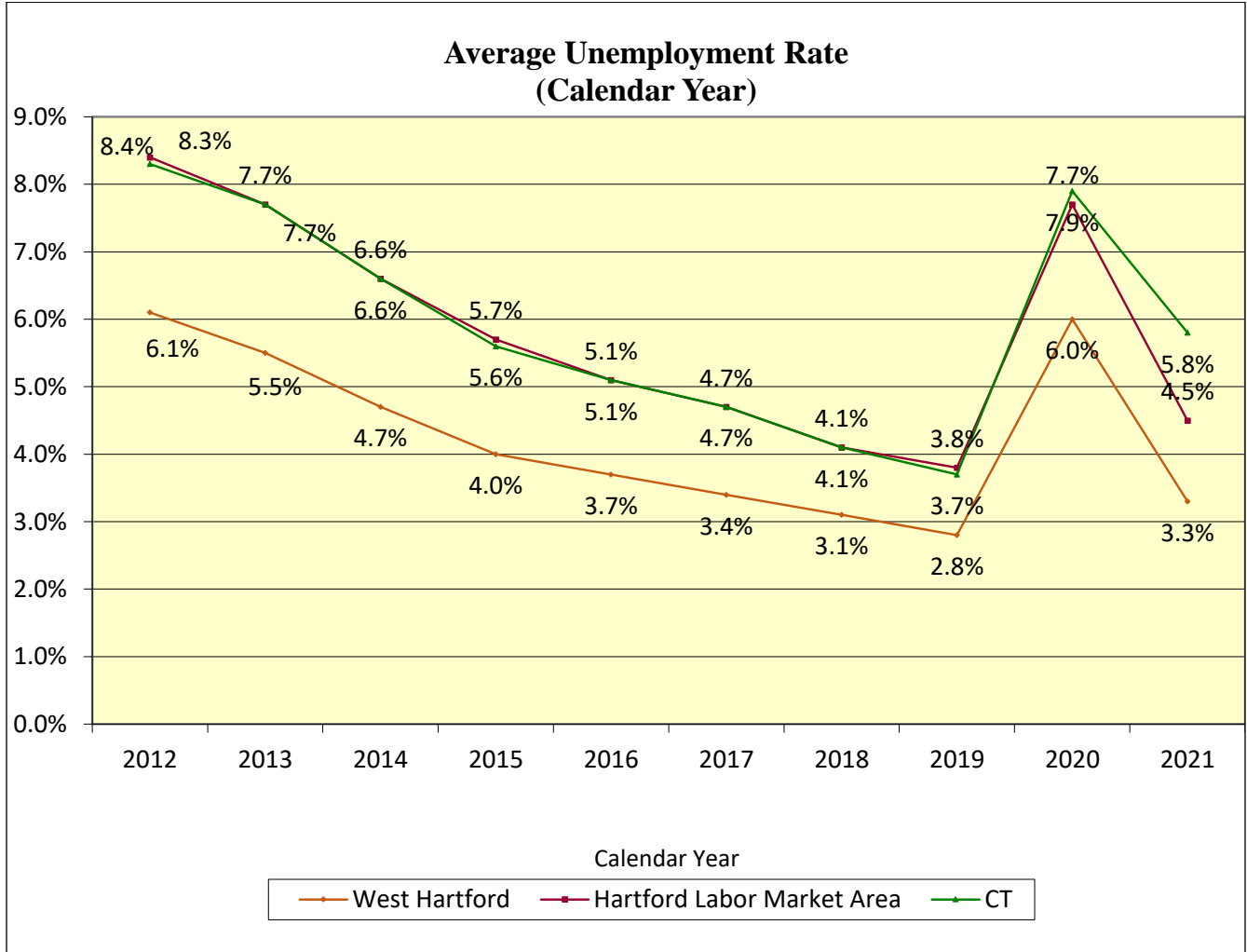
West Hartford: Census Data

<u>CATEGORY</u>	<u>2010</u>	<u>2020</u>	<u>Percent Change</u>
Total Population	63,268	64,083	1.3%
Male	29,365	30,568	4.1%
Female	33,903	33,515	-1.1%
Median Age	41.5	40.7	-1.9%
Percent 65 And Older	17.1%	18.4%	7.6%
Number of Households	25,258	24,726	-2.1%
Average Household Size	2.42	2.47	2.1%
Average Family Size	3.06	3.13	2.3%
Number of Housing Units	26,396	26,437	.2%
Per Capita Income	\$43,998	\$56,692	29.9%
Median Household Income	\$77,156	\$104,281	16.7%

Source: U.S. Census Bureau.

History of West Hartford Population





Municipal Profile

As of June 30, 2021

Date of Incorporation	May 3, 1854
Form of Government	Council-Manager
First Charter Adopted	November 2, 1920
Present Charter Amended	November 5, 1996
Area of Town	22.2 Square Miles
Public Works Information	
Miles of Street	Municipal Parking
Town Streets 217	Metered 1,933
Private Streets 16	Leased 393
State Highways 17	Gated 535
Miles of Sidewalks 300	Parking Garages 2
Number of Catch Basins 7,640	
Miles of Curbs 227	
Miles of Storm Sewers 170	
Parks and Recreation Information	Elections Information
Senior Centers 2	Registered Voters (as of 2020) 42,891
Community Centers 1	
Neighborhood Parks 7	Percent of voters voting in
Acres of Park Land 1,182	Last national election (2020) 87%
Neighborhood Playgrounds 29	Last state election (2019) 35%
Golf Courses 2	Last municipal election (2019) 34%
Aquatic Facilities 5	
Indoor Skating Rink 1	Police Protection
Tennis Courts/Pickleball Courts 40/6	Police Cars 76
Athletic Fields 92	Employees 155
Basketball Courts (2 lighted) 9	
Municipal Cemeteries 3	Fire Protection
	Stations 5
	Pieces of Equipment 10
	Employees 93
Education System Information	Library
Students:	Branches 3
Senior High Schools (2) 2,940	Employees (full-time) 24
Middle Schools (3) 1,999	
Elementary Schools (11) 3,848	Town Employees
	Town Funded 454.5
	Federally Funded 2
	Board of Education 1,587.9

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GLOSSARY OF TERMS

ACCOUNTING BASIS - all general and special revenue funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and internal service funds utilize a full accrual system of accounting. The Town shall utilize a full encumbrance system for all funds in all financial transactions of the Town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

The **budgetary basis** follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on behalf contributions by the State."

ACTIVITY CLASSIFICATION - a grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are street services, refuse collection, traffic regulation, housing services, property assessment, etc.

APPROPRIATION - an authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

APPROPRIATION ORDINANCE - the ordinance by which appropriations are enacted into law by the legislative body. This gives legal authority to spend.

ASSESSED VALUATION - a valuation set upon real estate or other property by a government as a basis for levying taxes.

BUDGET - a plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

BUDGET DOCUMENT - as defined by the Charter of the Town of West Hartford, not later than 110 days before the end of the fiscal year, the Manager shall present to the Council a budget consisting of: A budget message outlining the financial policy of the Town government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This includes:

- Actual revenues and expenditures in the last two fiscal years, the first six months of the current fiscal year, total estimated revenues and expenditures for the entire current fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Summary of principal sources of anticipated revenues and a clear summary of detailed budget estimates.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.
- Appropriation and revenue ordinances and resolutions to carry out the adopted budget.

BUDGETARY BASIS - the budgeting and accounting policies of the Town of West Hartford conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

CAPITAL BUDGET - a plan of proposed capital projects and the means of financing them for a current fiscal period.

CAPITAL EXPENDITURE – payment to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of more than one year.

CDBG – the Community Development Block Grant (CDBG) is a Federal grant awarded annually from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities. (For a description of the CDBG Fund see “Description of Funds” at the end of the Glossary.)

CHARACTER OF EXPENDITURE - a grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

- **Personal Services** - direct payment to employees of wages and salaries through normal payroll procedures.
- **Non-Personal Expense** - payment of ordinary and recurring operating expenses not otherwise classified.
- **Capital Outlay** - payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes, of value of \$5,000 or more, with a life expectancy of one year or more.
- **Sundry Expense** - payments for employee benefits, insurance, debt service and payments to outside organizations.

DEBT SERVICE - the amount of money required to pay the interest and principal on outstanding debt.

ENCUMBRANCES - obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which that part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability for payment is recorded.

EXPENDABLE TRUST FUND - a trust fund whose principal, interest earnings, or both must be used for a public purpose. A pension fund is an example of such a fund.

EXPENDITURE - this term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlay.

FISCAL YEAR - a twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of West Hartford begins July 1 and ends on June 30.

FUNCTION - a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, and Community Maintenance.

FUND - an independent fiscal and accounting entity with a self-balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Annual budgeted funds are described in the "Description of Funds" section at the end of the Glossary.

FUND BALANCE - the difference between resources and obligations at a particular point in time, for example the end of the fiscal year. When obligations exceed resources, the result is a negative fund balance. When resources exceed obligations, the result is a positive fund balance.

GENERAL FUND - the chief operating fund which accounts for all resources used for financing the general administration of the Town and all resources not otherwise accounted for in other funds. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

GRAND LIST - the basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing powers. Also known as the assessment roll, cadastre, assessment list, abstract of ratables and rendition.

INTERFUND LOANS OR TRANSFERS - loans or transfer amounts made from one fund to another.

INTERGOVERNMENTAL REVENUE - revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICES FUND - a fund separate from the General Fund used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis, e.g. the Risk Management Fund and the Utilities Services Fund.

LEVY - the total amount of taxes imposed by a governmental unit.

LoCIP - a local capital improvement grant program administered by the State. Towns apply annually for reimbursement of expenditures up to a formula generated entitlement amount.

MILL - the amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

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

MISSION – the chief function or responsibility of an organization.

MODIFIED ACCRUAL BASIS - the basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to properly reflect revenues earned.

OBJECT - as used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies, advertising, etc.

OBLIGATIONS - amounts which a governmental unit may be legally required to meet out of its resources. This includes actual liabilities and unliquidated encumbrances.

ORDINANCE - a formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status. Imposing taxes and special assessments universally require ordinances.

PROGRAM – a cost center designed to capture the specific activities of a department.

PROGRAM PERFORMANCE MEASURE – a numeric indicator representing the performance of a specific process or service delivery activity.

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

PROPERTY TAX EXEMPTION - a statutory provision that excuses certain types of property uses (e.g. religious, industrial uses) or property owners (e.g. veterans & elderly) from property tax, either partially or completely.

RESERVE - an account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE - this term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SPECIAL REVENUE FUND - used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. For example, the Parking Lot Fund was created specifically to account for revenues and expenditures generated by the parking lots in West Hartford Center.

SUBSIDY - an appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TOWN AID ROAD - an annual formula grant from the State to be used for local road, bridge and sewer reconstruction. The amount of the grant is based on population, road miles and other demographic factors.

TRUST FUND - a fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Pension Operating Fund.

VALUES – the social principles, goals, or standards held or accepted by the government.

ABBREVIATIONS/ACRONYMS

The following abbreviations and acronyms used throughout the budget document.

ADA – Americans with Disabilities Act of 1990
ADEC – Actuarially Determined Employer Contribution
AFSCME – American Federation of State, County and Municipal Employees
ALS – Advanced Life Support
AMR – American Medical Response
ARPA – American Rescue Plan Act of 2021
BBS – Blue Back Square
BOE – Board of Education
CAD – Computer Aided Dispatch
CCM – Connecticut Conference of Municipalities
CDBG – Community Development Block Grant
CDL – Commercial Driver’s License
CERT – Citizen Emergency Response Team
CIP – Capital Improvement Program
CISO – Chief Information Security Officer
CNRE – Capital and Non-Recurring Expenditure Fund
COVID – CO (Corona) VI (Virus) Disease
CPF – Capital Projects Fund
CPI – Consumer Price Index
CPR – Cardiopulmonary Resuscitation
CRCOG – Capital Region Council of Governments
CSEA – Connecticut State Employees Association
CSU – Community Support Unit
CY – Current Year
DAR – Dial-A-Ride
DEEP – Department of Environmental Protection
DEI – Diversity, Equity and Inclusion
DEMHS – Department of Emergency Management and Homeland Security
DMV – Department of Motor Vehicle
DOT – Department of Transportation
DPW – Department of Public Works
DR – Disaster Recovery
DSF – Debt Service Fund
DUI – Driving Under the Influence

EAP – Employee Assistance Program
EMD – Emergency Medical Dispatch
EMS – Emergency Medical Service
ERC – Emergency Reporting Center
ESU – Emergency Services Unit
FEMA – Federal Emergency Management Association
FOI – Freedom of Information
FTE – Full-time equivalent
FY – Fiscal year
GFOA – Government Finance Officers Association
GHTD – Greater Hartford Transit District
GIS – Geographic Information System
GPS – Global Positioning System
HANOC – Hillcrest Area Neighborhood Outreach Center
HDHP – High Deductible – Health Plan
HR – Health Resources
HSA – Health Savings Account
HUD – United States Department of Housing and Urban Development
HVAC – Heating, Ventilation and Air Conditioning
ICMA – International City/County Management Association
ICS – Incident Command System
ILS – Integrated Library System
IMSA – International Municipal Signal Association
IPMA – International Public Management Administration
ISP – Internet Service Provider
IT – Information Technology
IWWA – Inland Wetlands and Watercourses Agency
LoCIP – Local Capital Improvement Grant Program
LSF – Leisure Services Fund
MDC – Metropolitan District Commission
MS4 – Municipal Separate Storm Sewer System
NCAAA – North Central Area Agency on Aging
NCOA – National Change of Address
NFPA – National Fire Protection Association
OPEB – Other Post-Employment Benefits
OSHA – Occupational Safety and Health Administration
PA – Public Address System
PCR – Polymerase Chain Reaction
PELRA – Connecticut Personnel Labor Relations Association

PLF – Parking Lot Fund
POB – Pension Obligation Bonds
POCD – Plan of Conservation and Development
POSTC – Police Officers Standards Training Council
PPA – Power Purchase Agreement
PPD – Police Private Duty Fund
PPE – Personal Protective Equipment
PRI – Primary Rate Interface
PSD – Public Safety Dispatch
RMF – Risk Management Fund
ROVAC – Registrar of Voters Association of Connecticut
SHCDF – State Housing and Community Development Fund
SHRM – Society for Human Resource Management
SIP – Session Initiated Protocol
SIR – Self-Insured Risk
SSD – Special Services District
STIF – State of Connecticut’s Short-Term Investment Fund
SWAT – Special Weapons and Tactics
TIC – True Interest Cost
TPZ – Town Planning and Zoning
TRU – Telephone Response Unit
USF – Utility Services Fund
VoIP – Voice over Internet Protocol
WC – Workers’ Compensation
WHBHD – West Hartford/Bloomfield Health District
WHC – West Hartford Center
WHFD – West Hartford Fire Department
WHHA – West Hartford Housing Authority
WHPD – West Hartford Police Department
WHPS – West Hartford Public Schools
ZBA – Zoning Board of Appeals

DESCRIPTION OF FUNDS

In addition to the General Fund, there are other funds administered by the Town and included in the budget. The following funds are listed in alphabetical order.

Blue Back Square Fund - a fund created to account for the financial activity of the Blue Back Square development project, including the capital financing associated with such project and the revenues derived from Special Services District tax, facility rental and parking operations. Specific budget information can be found in the Non-Departmental section.

Capital and Non-Recurring Expenditure Fund (CNRE) - a fund, created pursuant to Section 7-360 of the Connecticut General Statutes, to account for the resources accumulated for capital projects or equipment acquisition. Summary information on this fund can be found in the Capital Budget section.

Cemetery Operating Fund - an expendable trust fund created by West Hartford Code 67-2 to account for donations and other resources provided for the care and maintenance of Town-owned cemeteries. Specific budget information can be found in the Public Works section.

Community Development Block Grant Fund (CDBG) - a special revenue fund to account for federal grant revenues from the U.S. Department of Housing and Urban Development. Specific budget information can be found in the Leisure Services & Social Services section.

CDBG Housing Rehabilitation Fund - a special revenue fund to account for housing rehabilitation activities funded via the CDBG federal grant monies. Specific budget information can be found in the Leisure Services & Social Services section.

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs. Specific budget information can be found in the Capital Financing section.

General Fund - the chief operating fund for West Hartford that accounts for all the resources used for financing the general administration of the Town and a fund that accounts for all resources not otherwise accounted for in other funds. It is the largest and most important fund in the Town of West Hartford's budget. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

Leisure Services Fund – an enterprise fund created to account for the leisure service activities of the Town. This fund can be found in the Leisure Services & Social Services section.

Parking Lot Fund - a special revenue fund established in fiscal year 1996 utilized to ensure that revenues generated by gated parking lots and parking meters in the Town Center cover operational costs with no taxpayer subsidy. In addition, this fund receives a management fee to run the operations of the Blue Back Square parking garages. Specific budget information can be found in the Public Works section.

Pension Operating Fund - a pension trust fund used to account for the payment of current pension benefits and other costs associated with the operation of the Town's pension plan. Specific budget information can be found in the Human Resources section. This fund is not subject to appropriation.

Police Private Duty Fund - a special revenue fund established in fiscal year 1994 to ensure that revenues generated by police private duty overtime fees cover costs with no taxpayer subsidy. Specific information can be found in the Police Services section.

Private School Services Fund - a special revenue fund to account for a State grant or other funds used to fund services provided by the Town to non-public schools. Specific budget information can be found in the Non-Departmental section.

Risk Management Fund - an internal service fund to account for the cost of the Town's insured and self-insured programs. Specific budget data can be found in the Human Resources section. This fund is not subject to appropriation.

State Housing and Community Development Fund - a special revenue fund created pursuant to state requirements to account for state housing funds for community development programs. Specific budget data can be found in the Leisure Services & Social Services section.

Utilities Services Fund - an internal service fund used to account for the energy and utility costs of the Town and Board of Education. Specific budget information can be found in the Facilities Services section.

Technology Investment Fund – a special revenue fund established July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. This fund is detailed in the Information Technology section.

West Hartford Center – Special Services District Fund - a fund created to account for the financial activity of the West Hartford Center Special Services District. The District is responsible for collecting Special Services District Tax and operation of the parking garages and surface lots of the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services. Specific budget information can be found in the Non-Departmental section. This fund is not subject to appropriation.

West Hartford Library Fund - a special revenue fund to account for grants and other receipts received by the library through the Connecticard Program, interlibrary loan program, photocopying and computer search activities. Specific budget information can be found in the Library Services section.

Westmoor Park Fund - a special revenue fund to account for income received from an external trust and expenditures to maintain Westmoor Park. Specific budget information can be found in the Leisure Services & Social Services section.



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