

**Town of West Hartford, Connecticut**

**ANNUAL BUDGET**

**2019-2020**



**Adopted by the Town Council**

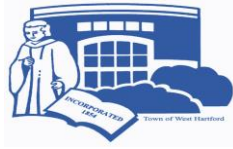
# Annual Budget

Fiscal Year July 1, 2019 - June 30, 2020

**Adopted by the Town Council**

West Hartford  
Connecticut





TOWN OF WEST HARTFORD  
OFFICE OF THE TOWN MANAGER  
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WEST HARTFORD, CONNECTICUT 06107-2431  
[www.westhartfordct.gov](http://www.westhartfordct.gov)

April 23, 2019

Town Council

**Re: Fiscal Year 2020 Budget**

I am pleased to present for your review and consideration the fiscal year 2020 Adopted Budget totaling \$296,493,566, representing an increase of \$8,411,984 or 2.92% from the fiscal year 2019 Adopted Budget. The municipal services portion of the Adopted Budget totals \$110,359,574, representing an increase of \$4,191,553 or 3.95% over the current year Adopted Budget. The Superintendent of Schools' Adopted Budget totals \$168,800,689, an increase of \$4,449,162 or 2.71% over the current year. The capital financing portion of the budget for both municipal and education services totals \$17,333,303, a decrease of \$228,731 or 1.3% from fiscal year 2019.

**Summary of General Fund Expenditures**

	FY 2019 Revised			Percent	
	Adopted	FY 2020 Adopted	Increase/Decrease	Change	
Town Services	\$ 106,168,021	\$ 110,359,574	\$ 4,191,553	3.95%	
Board of Education	\$ 164,351,527	\$ 168,800,689	\$ 4,449,162	2.71%	
Capital Financing	\$ 17,562,034	\$ 17,333,303	\$ (228,731)	-1.30%	
Total Budget	\$ 288,081,582	\$ 296,493,566	\$ 8,411,984	2.92%	

An increase of \$6,509,028 or 2.58% in property revenue is required to finance the fiscal year 2020 Adopted Budget. Of this amount, \$1,111,000 will be generated as a result of Grand List growth. With respect to the tax rate, a uniform mill rate of 41.80 mills is required to support the Adopted Budget. This represents an increase of 0.80 mills (1.95%) for real and personal property, and motor vehicles. Taxes for the average homeowner with two vehicles increase by \$197 or 1.95%.

**Budget Policy Objectives**

The primary challenge that we contend with every budget cycle is the ability to preserve the current level of services provided to Town residents and taxpayers in times of fluctuating non-tax revenues, particularly State Aid, and increasing operating expenses. Management has structured the fiscal year 2020 Adopted Budget in an effort to strike the right balance between maintaining current services and increasing the tax burden, as we are sensitive to the financial strain that tax increases impose on our residents and commercial property owners.

Management has designed the Adopted Budget to maintain undesignated fund balance at 9.0% of General Fund expenditures, with an eye towards incrementally increasing that level if prior year surplus allows. In addition, management has allocated funding to both adjust the discount rate in the Town's pension plan from 7.25% to 7.125% to better reflect projected asset growth, and to mitigate the current level of underfunded Other Post-Employment Benefits (OPEB) liabilities. Lastly, management has included funding in the budget to address operational needs in public safety, public works, and general government.

## **Revenue Outlook**

The 2018 Grand List increased by \$27,352,474 or 0.43%, for a net taxable Grand List of \$6,316,292,105. This represents measured growth during a non-revaluation year and is a testament to West Hartford's continued ability to attract residential and commercial investment. The real estate portion of the Grand List increased by \$21,266,871 or 0.38%. Personal property increased by \$4,139,192 or 2.0% and the motor vehicle list increased by \$1,946,411 or 0.5%. The Adopted Budget maintains the current year's property tax collection rate of 99.1%.

The Governor's Proposed Biennial Budget has fluctuations in a variety of categories over the current year revised State Aid projection. Under the Governor's estimates, the Education Cost Sharing grant would increase by \$335,129. The Governor's budget reduces the Town's Local Capital Improvement Program (LoCIP) grant by \$71,801.

Furthermore, the Governor has proposed municipalities start to contribute towards the Teachers' Retirement System (TRS). Beginning in fiscal year 2020, municipalities would pay 25% of the Normal Cost, which refers to the actuarial calculation of future retirement benefits for current teachers. The impact to the Town would be a payment of \$524,216 into the TRS. The Superintendent has included \$250,000 of this sum in his Adopted Budget request.

One additional noteworthy change is the elimination of State reimbursement for private school health services. The Governor is proposing that instead of the State reimbursing the municipalities for a portion of the cost of providing this service, the private schools will reimburse the towns. This budget includes a revenue estimate of \$785,920 from the private schools, should they wish to continue to utilize the Town's health services. If private schools wish to hire their own medical staff or seek alternate contractual services, the Town will work very closely with them to ensure a smooth transition.

## **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 Adopted Budget totals \$110,359,574, representing an increase of \$4,191,553 or 3.95% over the current year. The significant cost drivers leading to this increase include:
  - An increase of \$1,062,879 in the Actuarially Determined Employer Contribution (ADEC) for the Pension Fund;
  - An increase of \$450,000 to cover unsettled labor contracts;
  - An increase of \$859,000 (8%) in the ad valorem tax for wastewater service provided by the Metropolitan District Commission (MDC); and
  - An increase of \$1,330,490 to the Town health program.

Under this Adopted Budget, current services and programs remain intact. In addition, management is seeking modest levels of funding to address needs in public safety, public works, and general government.

- 2) West Hartford Public Schools budget – Reflects a Board of Education Adopted Budget of \$168,800,689, which represents an increase of \$4,449,162 or 2.71% over the current year.

The significant cost drivers leading to this increase include:

- An increase of \$3,080,000 for salaries;
- An increase of \$526,000 for benefits, pension costs and the Teachers' Retirement System payment;
- An increase of \$528,000 for special education tuition, transportation, and miscellaneous costs; and
- An increase of \$320,000 for all other educational and maintenance related expenses.

- 3) Capital financing – The capital financing portion of the budget for both municipal and education services totals \$17,333,303, a decrease of \$228,731 or 1.3% over the current year plan. Some notable projects for the first two years of the Capital Improvement Plan (CIP) include the Fern Street Bridge replacement (\$4,200,000), the North Main Street road diet trial (\$315,000), Park Road streetlight replacement project (\$200,000), continued upgrades to Wolcott Park (\$400,000), and the modernization of the Town's recycling center (\$2,500,000). In addition, the plan will fund school security improvements (\$2,000,000), exterior school building improvements (\$3,150,000), and upgrades to school heating and ventilation systems (\$1,600,000).

### **Fund Balance**

As stated earlier, one of management's objectives is to continue the Town's efforts to increase its undesignated fund balance in the General Fund. While West Hartford has long enjoyed a AAA/Aaa bond rating from the credit rating agencies, the Town was put on a negative outlook in fiscal year 2017 by Moody's Investor Services due in part to the uncertainty regarding State aid and a low undesignated fund balance ratio as compared to peer Connecticut AAA rated municipalities.

This year, Moody's removed the negative outlook and reaffirmed the Town's stable outlook as a result of the Town's strong financial position and its commitment to achieve a 9% undesignated fund balance by the end of fiscal year 2018. The Town's bond or credit rating is important as it is a significant factor in determining the interest rate that the local government will pay on bonds that it issues. The better a community's bond rating, the lower the interest rate that it will receive, to the benefit of its taxpayers. While this Adopted Budget does not identify a direct funding source to increase undesignated fund balance, we will examine our projected year end surplus, and, if feasible, recommend that the Council utilize a portion of those surplus funds to incrementally increase the Town's undesignated fund balance.

### **Impact on the Taxpayer**

The fiscal year 2020 Adopted Budget of \$296,493,566 represents an increase of \$8,411,984 or 2.92% over the fiscal year 2019 Adopted Budget. While we experienced growth in the October 1, 2018 Grand List, it is not sufficient to cover expenditure growth. Consequently, management recommends an increase of \$6,509,028 (2.58%) in property tax revenue to finance the Adopted Budget. For the tax rate, a uniform mill rate of 41.80 mills is adopted, which represents an increase of 0.80 mills (1.95%) for real and personal property and motor vehicles. Annual taxes for the average homeowner with a single-family home assessed at \$226,360 and two vehicles assessed at \$19,290 (\$9,645 each) would increase by \$197.

**Conclusion**

In management's view, the fiscal year 2020 Adopted Budget is a responsible spending plan designed to maintain current services, adjust to changes in intergovernmental revenue, and mitigate the impact of increased property taxes on the taxpayer.

The preparation of the Adopted 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 – Peter Privitera, Elizabeth Hewitt, Barbara Rua, and Karie Hupfer – for their patient and thorough work in preparing this submission.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. W. Hart". The signature is fluid and cursive, with the first name "Matthew" and last name "Hart" being clearly legible despite the stylized script.

Matthew W. Hart  
Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of West Hartford  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

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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 2019-2020 Budget Process**

December 4, 2018	Budget guidelines distributed to departments
December - January 16, 2019	Departments prepare budget submissions
January 29 - March 12, 2019	Town Manager's budget review and production of Proposed Budget
<b>March 12, 2019*</b>	<b>Proposed Budget presented to Town Council by Town Manager</b>
March 13 - April 16, 2019	Council review of budget and two public hearings on budget
<b>April 23, 2019**</b>	<b>Town Council adoption of budget</b>
April 24 - June 14, 2019	Preparation of Adopted Budget documents

\* Deadline, per Town Charter, is March 12<sup>th</sup>.

\*\* Deadline, per Town Charter, is April 26<sup>th</sup>.

**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

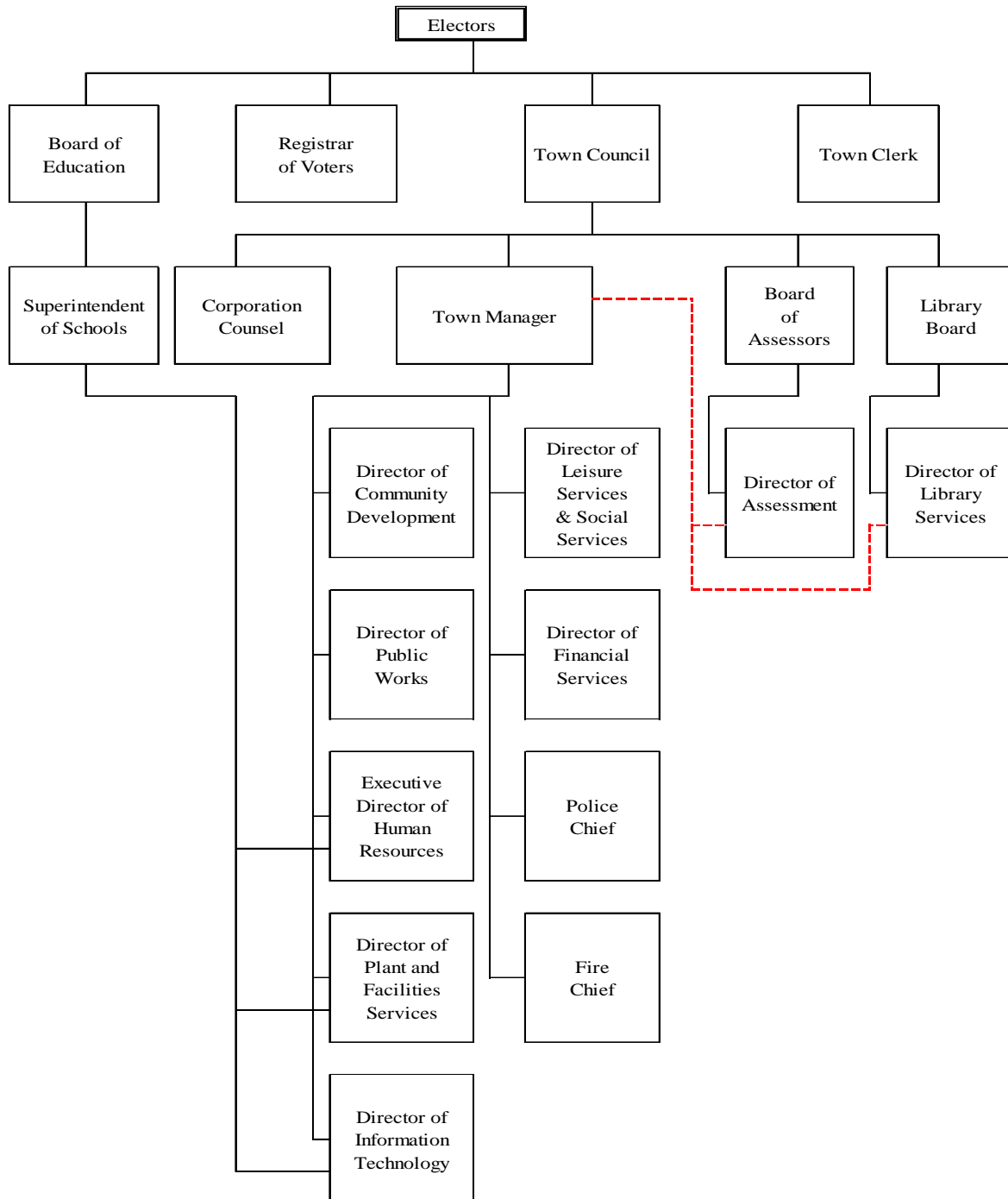
All General and Special Revenue Funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded 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**

With every budget cycle, the Town must balance its ability to preserve the current level of services provided to Town residents and taxpayers with increasing operating expenses. The fiscal year 2020 Adopted Budget strikes a balance between maintaining current services and increasing the tax burden, while being cognizant of the financial strain that tax increases impose on residents and commercial property owners.

The budget is designed to maintain undesignated fund balance at 9% of General Fund expenditures, with an eye towards incrementally increasing that level if prior year surplus allows. In addition, the budget allocates funding to both adjust the discount rate in the Town's pension plan from 7.25% to 7.125% to better reflect projected asset growth, and to mitigate the current level of underfunded Other Post-Employment Benefits (OPEB) liabilities. 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.
- Continue to fully fund the Actuarially Determined Employer Contribution (ADEC) related to Pension liabilities, while evaluating the discount rate to best reflect projected asset growth.
- Adhere to planned phase in of ADEC related to Other Post-Employment Benefits (OPEB) liabilities.
- Explore options for service sharing with other municipalities.
- Reduce debt service costs by utilizing the Capital Non-recurring Expenditure Fund rather than long-term debt financing.
- 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.

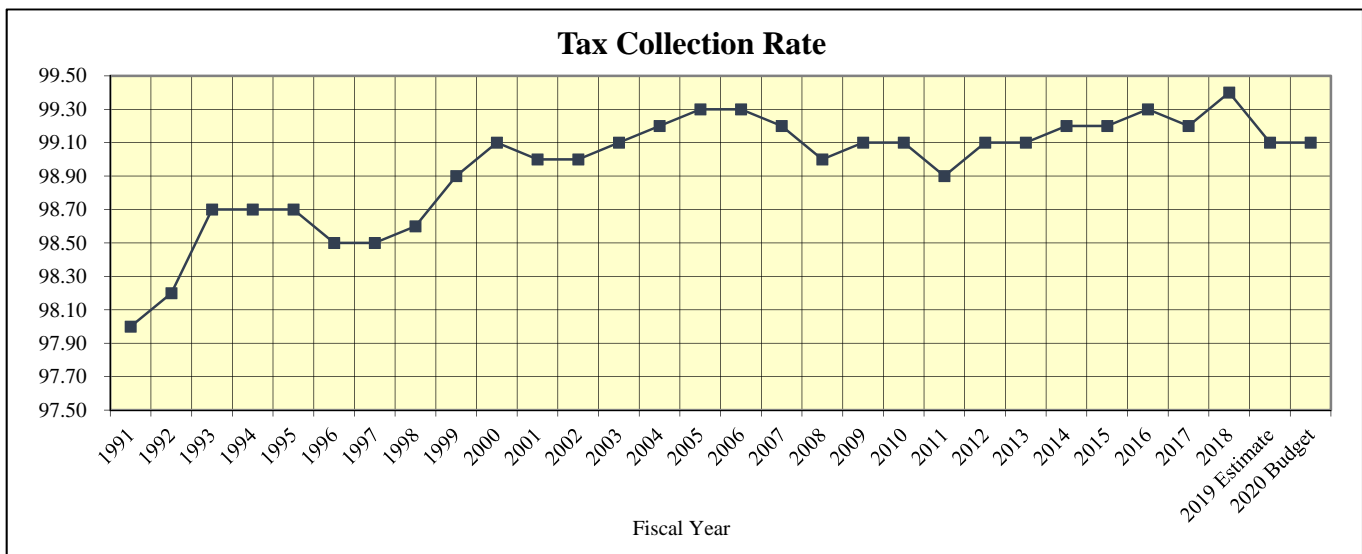
The fiscal year 2020 General Fund budget totals \$296,493,566 and represents an increase of \$8,411,984 or 2.92% from fiscal year 2019. The municipal services portion of the budget totals \$110,359,574, an increase of \$4,191,553 or 3.95%. The education budget totals \$168,800,689, an increase of \$4,449,162 or 2.71%. The capital financing budget for both municipal and education services is \$17,333,303, a decrease of \$228,731 or 1.3%. In order to finance the budget, an increase in current year property tax revenue of \$6,509,028 or 2.58% 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. The October 1, 2018 net taxable Grand List totals \$6,316,292,105, an increase of \$27,352,474 or 0.43%. This growth equates to approximately \$1,100,000 in property tax revenue. In order to generate the remaining property tax revenue required, a mill rate of 41.80 is required.

## SUMMARY OF REVENUES

	FY 2019 <u>Adopted</u>	FY 2020 <u>Adopted</u>	Increase/ (Decrease)	Percent Change
Current Year Property Taxes	\$252,544,293	\$259,053,321	\$6,509,028	2.58%
Other Property Taxes	4,600,000	4,625,000	25,000	0.54%
Intergovernmental Revenue	23,155,978	24,268,026	1,112,048	4.80%
Charges for Services	5,646,521	6,082,727	436,206	7.73%
Miscellaneous Revenue	1,651,000	2,001,000	350,000	21.20%
Transfers from Other Funds	483,790	463,492	(20,298)	(4.20%)
Total Revenues	<u>\$288,081,582</u>	<u>\$296,493,566</u>	<u>\$8,411,984</u>	2.92%

**Property Taxes**

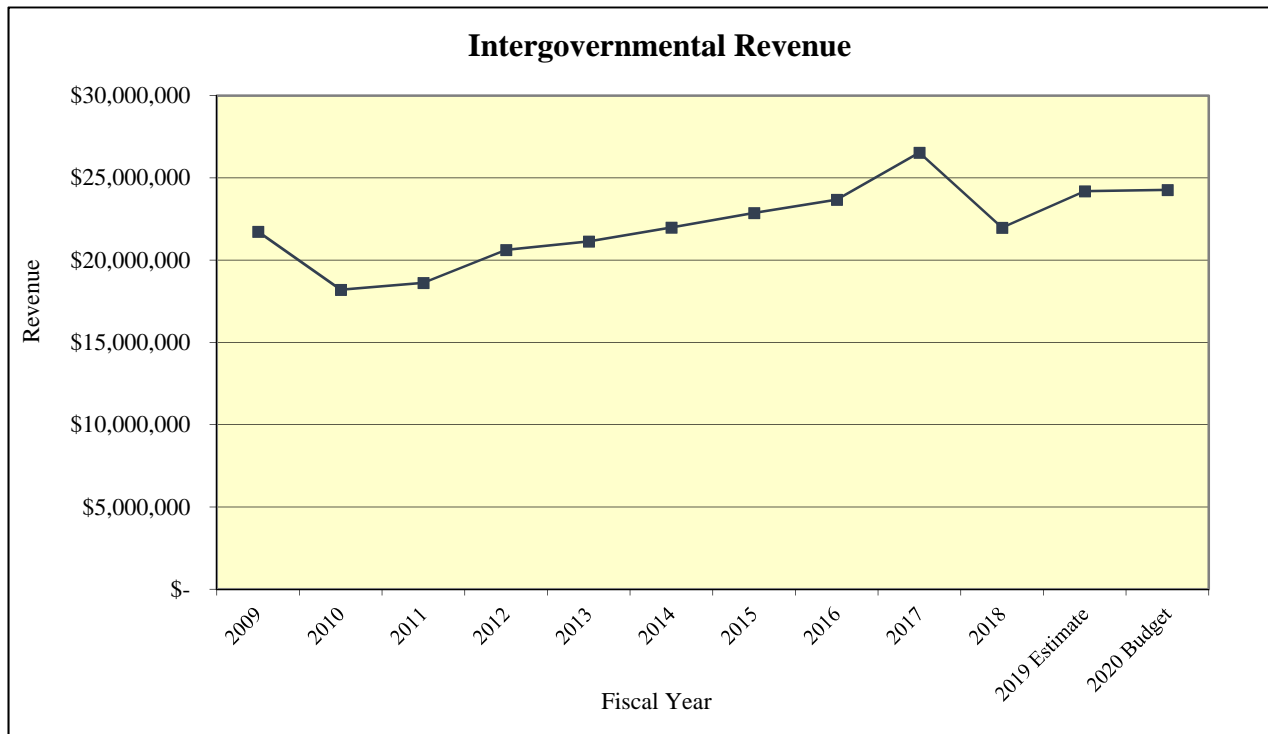
Approximately 87% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2018 net taxable Grand List totals \$6,316,292,105; an increase of \$27,352,474 or 0.43%. The real estate portion of the Grand List increased by \$21,266,871 or 0.38%. This growth was attributed to new commercial/residential construction and remodeling projects, including: the Corbins Corner Development repurposing the former Sears site to a multi-retail facility, the Townhomes of Ringgold Estates, and Gledhill Estates. Motor vehicles increased by \$1,946,411 or 0.5%, despite the reduction of 760 vehicles on the Town's count. Business personal property increased \$4,139,192 or 2.0%. Growth in this category results from investments in capital equipment in excess of annual depreciation charges on existing reportable assets. Grand List growth is expected to generate an additional \$1,100,000 in tax revenue. 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 2019 was consistent with experience in prior years and it is anticipated that the Town will achieve a 99.1% collection rate in the current fiscal year. The fiscal year 2020 budget maintains the 99.1% collection rate assumption.



**Intergovernmental Revenue**

Estimated Intergovernmental Revenue for fiscal year 2019-2020 is detailed below. The Town's fiscal year 2019 adopted budget included State Aid revenue assumptions based on the information available at the time of adoption. The State budget that was subsequently adopted provided more favorable funding than the Town had estimated. The fiscal year 2020 Adopted Budget assumes the Governor's Proposed Biennial Budget.

<u>Grant</u>	<u>FY 2019 Adopted</u>	<u>FY 2020 Adopted</u>	<u>Increase/ (Decrease)</u>
Education Cost Sharing	\$ 20,528,600	\$ 21,457,152	\$ 928,552
Grant for Municipal Projects	805,784	805,784	
Payment in Lieu of Taxes (PILOT)	517,655	899,435	381,780
Pequot/Mohegan Fund Grant	27,820	27,820	
Town Aid Road	685,503	686,369	866
Other State Revenue	<u>504,720</u>	<u>369,314</u>	<u>(135,406)</u>
<b>Total State Aid</b>	<b>\$ 23,070,082</b>	<b>\$ 24,245,874</b>	<b>\$ 1,175,792</b>
Federal Aid	<u>85,896</u>	<u>22,152</u>	<u>(63,744)</u>
<b>Total Intergovernmental Revenue</b>	<b>\$ 23,155,978</b>	<b>\$ 24,268,026</b>	<b>\$ 1,112,048</b>

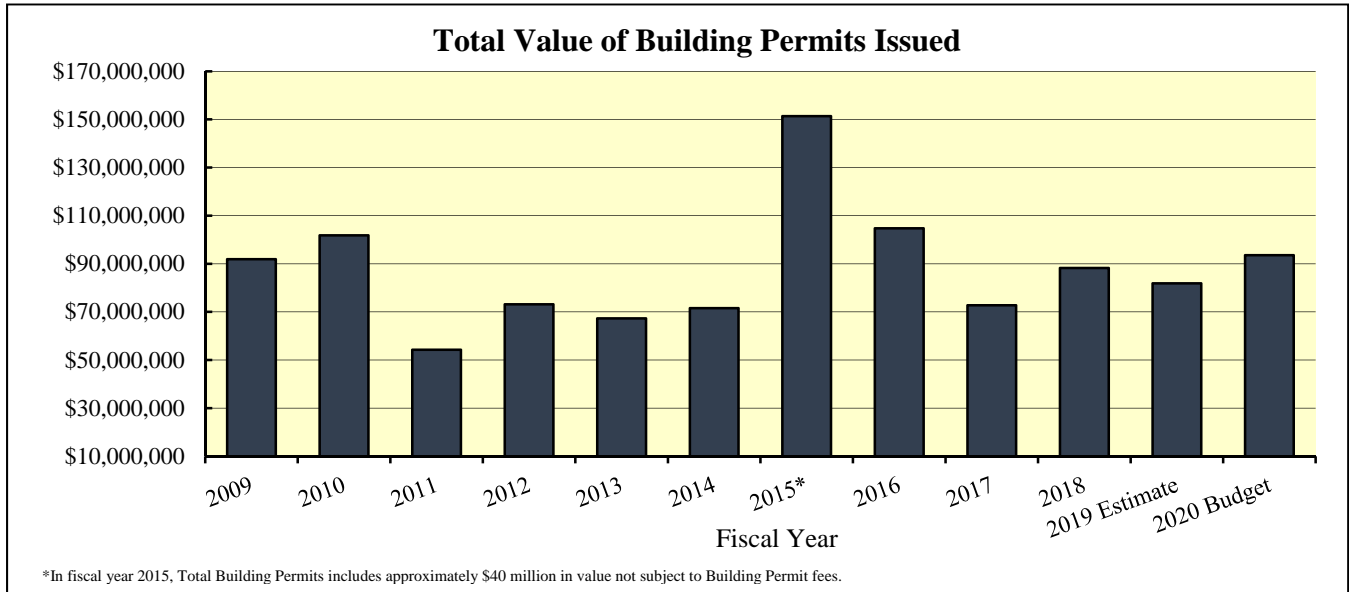




### Charges for Services

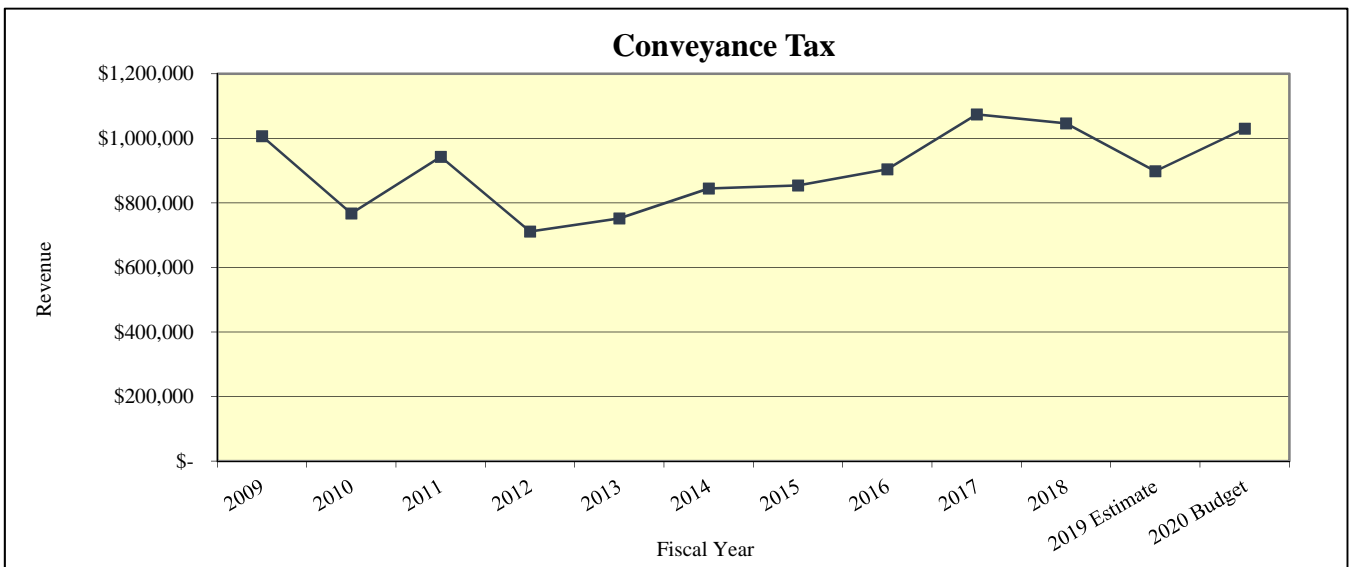
#### **Building Permits**

Estimated building permit revenue is expected to total \$1,600,000 for fiscal year 2020, an increase of \$200,000 compared to the fiscal year 2019 adopted budget, but consistent with larger upcoming economic development projects. The building permit fee is calculated on the value of new construction or building improvements. The fiscal year 2020 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 actual recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The fiscal year 2020 budget reflects conveyance tax revenue of \$1,030,000 based upon the level of activity in the current fiscal year. The fiscal year 2020 budget reduces the estimate for land records fee revenue by \$40,000 to \$200,000, consistent with current year experience. Land records fee revenue had achieved higher levels in prior years due to the volume of mortgage refinancings.



### Miscellaneous Revenues

#### **Investment Income**

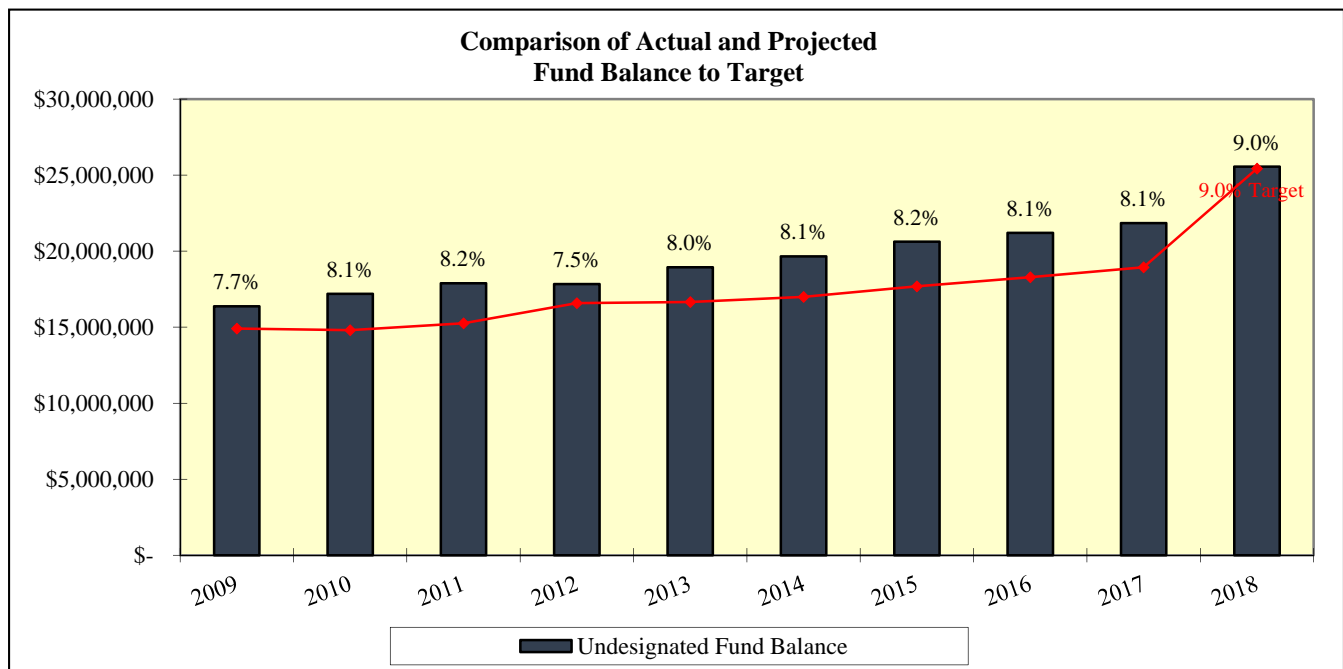
The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The estimated fiscal year 2020 interest income is significantly higher than the 2019 adopted budget due to rising interest rates. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 100 and 245 basis points, to maximize investment income within investment vehicles allowed by State statute. (See Investment Policy on page F-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 an 80 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 income for fiscal year 2020 is budgeted at \$1,200,000; an increase of \$670,000 over the fiscal year 2019 adopted budget.

Beginning in fiscal year 2016, the Town invested \$10,000,000 in FDIC insured, secure, marketable CDs and government securities. This investment is projected to generate approximately \$100,000 in both the current fiscal year and fiscal year 2020.

#### **Use of Fund Balance**

Fund balance is the amount the Town has accumulated from prior years when revenues exceeded actual expenditures. During fiscal year 2018, the Town Council appropriated \$3.2 million from surplus funds to increase fund balance. At the same time, the fund balance target was increased from 7% to 9% of General Fund expenditures. The Town's June 30, 2018 fund balance was \$25,556,956 or 9.0% of General Fund expenditures. This fiscal year 2020 budget does not anticipate any use of fund balance to cover operating expenditure and assumes fund balance percentage of General Fund expenditures will remain flat. (See Fund Balance Policy on page F-11.)



**SUMMARY OF EXPENDITURES**

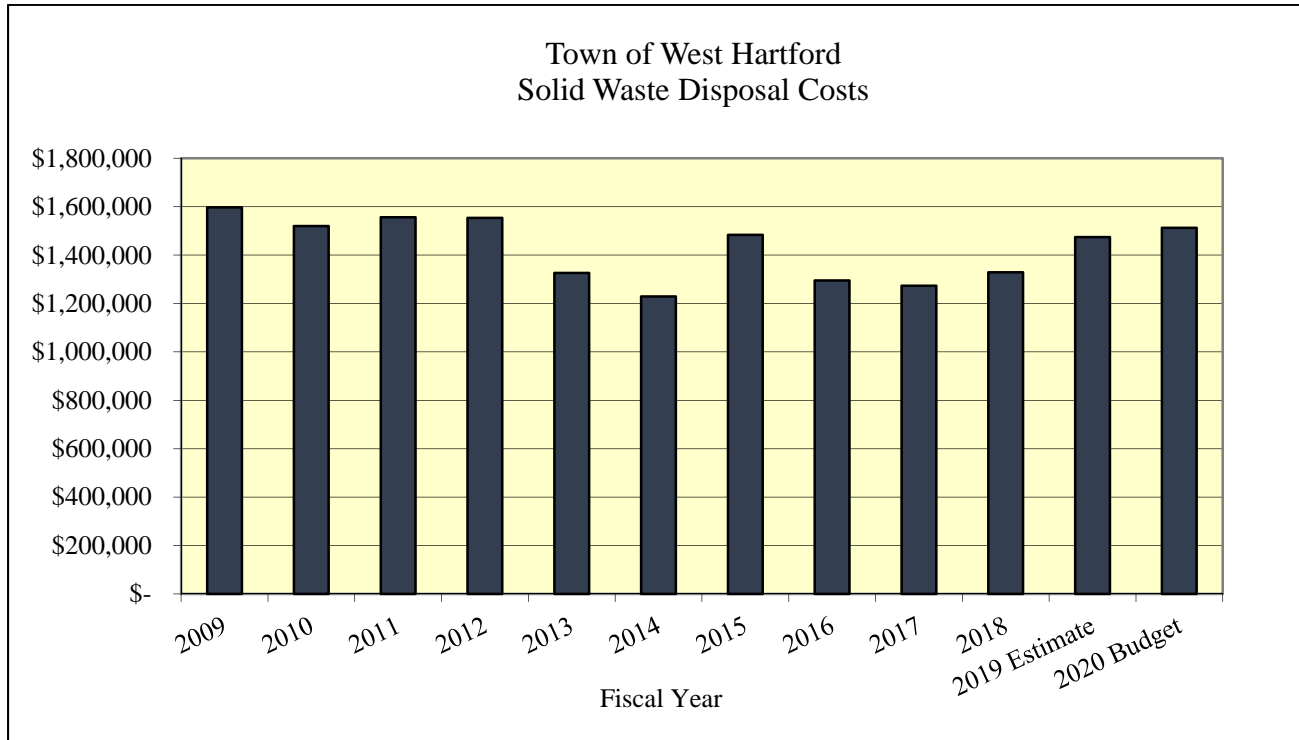
	<u>FY 2019</u> <u>Adopted</u>	<u>FY 2020</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>
Town Services				
Wages & Salaries	\$42,989,121	\$43,892,168	\$903,047	2.10%
Operating Expense	24,346,469	25,176,874	830,405	3.41%
Fringe Benefits	<u>38,832,431</u>	<u>41,290,532</u>	<u>2,458,101</u>	6.33%
Total Town Services	\$106,168,021	\$110,359,574	\$4,191,553	3.95%
Board of Education	\$164,351,527	\$168,800,689	\$4,449,162	2.71%
Capital Financing	<u>\$17,562,034</u>	<u>\$17,333,303</u>	<u>(\$228,731)</u>	(1.30%)
Total Expenditures	<u>\$288,081,582</u>	<u>\$296,493,566</u>	<u>\$8,411,984</u>	2.92%

**Town Services****Wages & Salaries**

Wages and salaries reflect an overall increase of \$903,047. Regular payroll totals \$35,030,647, an increase of \$587,117 or 1.7% from the prior year adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all collective bargaining agreements except Police, which was the only contract ratified at the time the budget was prepared. The Fire Union contract had been approved, but not ratified, at the time of budget preparation. This budget includes two new positions, a Public Safety Dispatch Supervisor and a Fire Lieutenant – Support Services, and provides funding for a Building Maintenance Technician and a Financial Systems Analyst, both of which were unfunded in fiscal year 2019. In addition, funding for one Police Officer has been reallocated to the General Fund from the Parking Lot Fund. The budget reflects funding for several upgraded positions in various departments. These include an Assistant Town Engineer, Information Technology Specialist, Fire Lieutenant - Prevention, Police Sergeant, and Librarian I. A hiring lag in the Police Department is budgeted at \$150,000 and a hiring lag of \$50,000 is reflected in Public Works. The appropriation for part-time personnel increases \$86,228. Temporary payroll increases are seen in the Registrar of Voters Office (\$31,000) to provide office coverage necessitated by the reallocation of a full-time employee, the Human Resources Department (\$14,000) for a part-time position to focus on staff training and professional development, the Fire Department (\$14,000) for emergency management preparedness planning, the Community Development Department (\$10,000) to assist with building inspection activity, Facilities (\$23,000) to address contractual step increases, and the Public Works Department (\$28,000) for a part-time Recycling Coordinator. Offsetting these increases are reductions in Financial Services (\$25,000) due to the filling of a vacant position and Town Clerk (\$8,000) due to the reallocation of a position to the department. The overtime appropriation decreases \$78,624 townwide due primarily to the elimination of one-time grant funded overtime in the Police Department. Variances in other departments are based upon anticipated workflow needs and the refill of new employees lower in the range than incumbents.

### Operating Expense

Operating expense reflects a net increase of \$830,405 or 3.41% from the 2019 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 2020 increases \$859,000 or 8.1% from fiscal year 2019. The appropriation for solid waste disposal increases \$10,800 due to a contractual rate increase, offset by anticipated savings generated by a new bi-weekly yard waste program. Software maintenance costs increase \$91,759 primarily due to the appropriation for Microsoft licenses based upon volume of users. In addition, funding for a new recreation software program, an agenda management program and a fleet maintenance program are included, offset by a reduction in financial systems due to conversion to a new system. General contributions increase \$92,066 related primarily to the Health District (\$76,382). The appropriation for fuel is increased \$52,500 based upon rising rates and estimated consumption. The budget for vehicle maintenance increases \$30,550 due to the age of the fleet and the anticipated costs for parts, supplies and tires. Offsetting these increases is a reduction of \$43,420 in contractual services. This reduction primarily results from a modification in the recycling program to biweekly versus weekly collection (\$410,000), offset in part, by an increase for water testing (\$50,000) to comply with MS4 requirements, a new bi-weekly yard waste program, and funding (\$60,000) to perform bi-annual channel maintenance for Trout Brook. The new radio system being installed by the Town includes maintenance and will result in a significant reduction (\$85,130) in fiscal year 2020. Utility costs, which are decreasing \$321,884, represent the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. The reduced contribution for fiscal year 2020 results from amortization of surplus, a reduction in the appropriation for streetlights, offset by increased rates for natural gas, electricity, and hydrants.



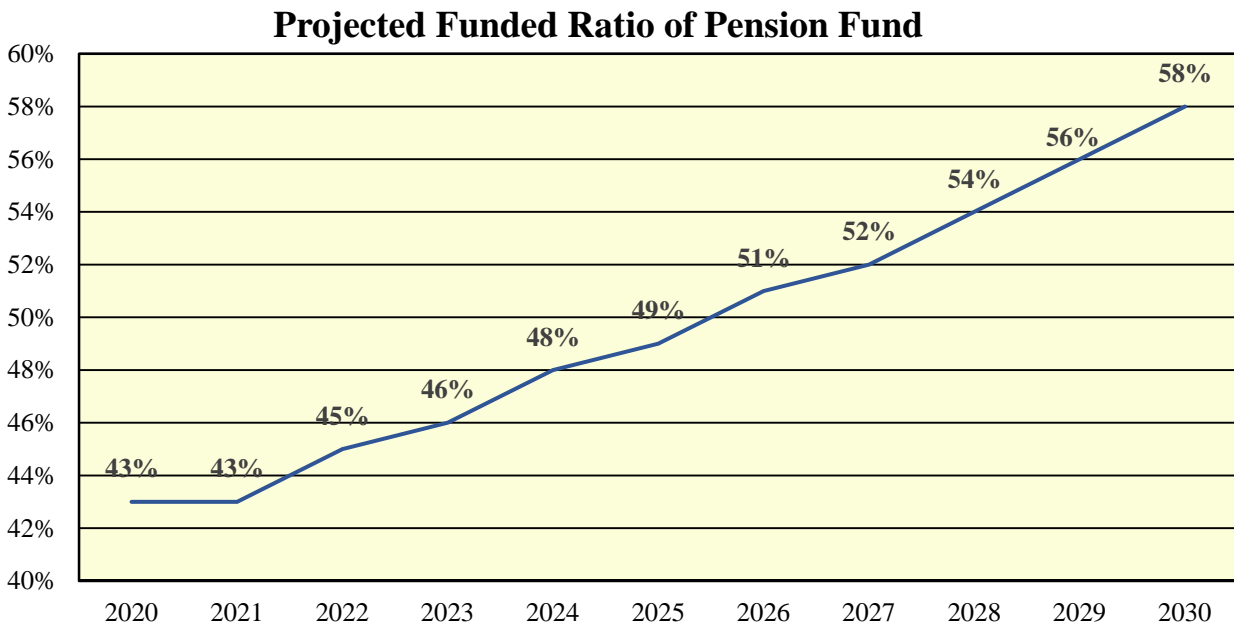
### **Employee Benefits & Insurance**

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 increases \$1,433,928, or 7.9% in fiscal year 2020. Town Health Program expense increases \$1,330,490, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase 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 (\$83,477), self-insured (\$64,481), workers' compensation (-\$72,476), and insured (\$27,956).

### **Pension Benefits**

The ADEC for fiscal year 2020 is \$25,231,540, a year over year increase of \$1,351,527. As indicated in the July 1, 2018 valuation, the unfunded accrued liability increased by \$5,546,787 from July 1, 2017 to July 1, 2018. The Plan's market value increased \$13,102,395 from July 1, 2017 to July 1, 2018, while the actuarial value of assets increased by \$10,501,709. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for the July 1, 2018 valuation was reduced from 7.25% to 7.125% and a new mortality table based on public sector employees was utilized as well. The funded status of the plan increased from 41.9% to 42.7%.

Based on the most recent data, the actuaries updated a ten year projection of the plan aimed at gradually increasing the funded ratio while mitigating year to year ADEC increases and reducing annual normal cost. Normal cost is the payment made to the Pension Fund by the Town to fund benefits earned by active employees each year. Reducing future normal cost is significant in stabilizing and reducing future plan liabilities. The following chart indicates projected funded ratios.



**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, 2017, is \$169,415,000. 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 2020 resulting in a Town contribution of \$9,272,000.

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 annual employer determined (ADEC) contribution 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**

The fiscal year 2020 education budget totals \$168,800,689, an increase of \$4,449,162 or 2.71%.

- Salaries, which represent the largest portion (65%) of the education budget, are increasing \$3.08 million. This increase reflects growth due to step movement on the teachers' salary scale, and additional staff needed to meet the needs of special education students, offset by fewer regular teachers due to declining enrollments.
- Employee benefit expenses represent the second largest portion of the budget (20%) and are increasing \$0.53 million. Pension costs for non-certified staff are increasing \$288,000 based on the Board's share of actuarially required contribution for the Town Pension Plan. In addition, the Governor's Proposed budget required a new Town contribution of \$524,000 to the Teacher's Retirement System, of which \$250,000 was budgeted. Due to the transition to the State Partnership Plan for employees and retirees, the health expenses budget will remain flat.
- All other expenses increase \$0.84 million due to an increase in the appropriation for general insurance, higher utility and transportation costs, as well as higher costs for tuition and transportation of out of district students coupled with reduced reimbursement for these students.

**Capital Financing**

The annual appropriation for capital financing is determined by the Town's long-range Capital Improvement Program (CIP). The 2020-2031 CIP invests \$210,621,000 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. The Capital Improvement Program for fiscal years 2020 and 2021 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 replacement of the Fern Street Bridge (\$4,200,000), school security improvements (\$2,000,000),

the balance of a new financial management system (\$550,000), Wolcott Park Improvements (\$400,000), and recycling center modernization (\$2,500,000).

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; 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 \$18,028,303 for fiscal year 2020. Of this amount, \$17,243,303 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. The Debt Service Fund was established in fiscal year 2010 to accumulate resources for principal and interest payments maturing in future years. The balance is funded by bond premiums (\$350,000) received from previous Town bond issuances, anticipated debt service refunding savings (\$235,000), and fund balance (\$200,000).

## 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 draw down 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 meetings 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 2019-2020

### BUDGET IN BRIEF

### ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
General Fund	\$286,275,770	\$288,081,582	\$289,742,222	\$296,493,566
Blue Back Square Fund	3,493,076	3,253,405	3,632,806	4,056,855
Community Development Block Grant Fund	866,105	1,704,341	1,704,341	802,061
CDBG – Housing Rehabilitation Fund	227,567	200,000	330,149	165,000
State Housing & Community Development Fund	44		27,366	
Westmoor Park Fund	702,563	680,662	705,596	697,096
Leisure Services Fund	3,833,830	4,605,150	4,227,109	4,286,550
Private School Services Fund	2,159,200	2,406,186	2,326,234	2,526,174
West Hartford Library Fund	26,915	20,352	21,102	15,000
Parking Lot Fund	3,202,479	3,468,395	3,056,753	2,780,946
Technology Investment Fund	11,433	11,750	11,790	10,000
Capital & Non-Recurring Expenditure Fund	4,435,072	200,000	227,395	
Police Private Duty Fund	2,007,184	1,900,000	1,900,000	1,900,000
Cemetery Operating Fund	421,062	347,000	360,000	384,800
<b>Total Revenue &amp; Other Resources</b>	<b>\$307,662,300</b>	<b>\$306,878,823</b>	<b>\$308,272,863</b>	<b>\$314,118,048</b>

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
General Fund	\$282,593,244	\$288,081,582	\$287,885,299	\$296,493,566
Blue Back Square Fund	3,901,475	3,902,975	3,902,975	3,891,250
Community Development Block Grant Fund	866,105	1,704,341	1,704,341	802,061
CDBG – Housing Rehabilitation Fund	227,567	200,000	330,149	165,000
State Housing & Community Development Fund	8,935			27,500
Westmoor Park Fund	679,336	700,827	707,566	729,733
Leisure Services Fund	4,242,562	4,343,884	4,229,115	4,197,858
Private School Services Fund	2,159,200	2,406,186	2,326,234	2,526,174
West Hartford Library Fund	19,134	91,963	86,611	15,000
Parking Lot Fund	2,864,542	3,466,329	3,172,132	3,308,362
Technology Investment Fund		1,792	1,792	10,000
Capital & Non-Recurring Expenditure Fund	4,325,562	2,551,000	2,551,000	1,600,000
Police Private Duty Fund	2,112,447	1,854,045	1,854,045	1,878,883
Cemetery Operating Fund	393,532	413,961	414,884	384,502
<b>Total Expenditures &amp; Other Uses</b>	<b>\$304,393,641</b>	<b>\$309,718,885</b>	<b>\$309,166,143</b>	<b>\$316,029,889</b>

CHANGE IN FUND BALANCE	\$ 3,268,659	(\$ 2,840,062)	(\$ 893,280)	(\$ 1,911,841)
BEGINNING BALANCE	\$ 30,301,411	\$ 33,570,070	\$ 33,570,070	\$ 32,676,790
ENDING BALANCE	\$ 33,570,070	\$ 30,730,008	\$ 32,676,790	\$ 30,764,949

# ANNUAL BUDGET 2019-2020

## 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
<b><u>Revenues</u></b>							
Property Taxes	\$263,678,321						
Intergovernmental	24,268,026		802,061	165,000			
Charges for Services	6,082,727	19,800				327,000	4,153,900
Miscellaneous	2,001,000					370,096	62,650
<b>Total Revenues</b>	<b>\$296,030,074</b>	<b>\$19,800</b>	<b>\$802,061</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$697,096</b>	<b>\$4,216,550</b>
<b><u>Other Resources</u></b>							
Transfers In	\$463,492	\$4,037,055					\$70,000
<b>Total Other Resources</b>	<b>\$463,492</b>	<b>\$4,037,055</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,000</b>
<b>Total Revenue &amp; Other Resources</b>	<b>\$296,493,566</b>	<b>\$4,056,855</b>	<b>\$802,061</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$697,096</b>	<b>\$4,286,550</b>
<b><u>Expenditures</u></b>							
Town Clerk	\$ 281,514						
Town Council	391,936						
Town Manager	390,901						
Corporation Counsel	400,460						
Registrar of Voters	243,049						
Information Technology	1,012,600						
Financial Services	2,411,471						
Assessor	746,474						
Human Resources	509,269						
Fire Department	11,806,345						
Police Department	16,664,943						
Community Development	2,579,237						
Public Works	10,775,761						
Plant & Facilities Services	2,080,975						
Leisure Services & Social Services	3,181,495		752,061	165,000		701,418	4,197,858
Library Services	3,442,588						
Education	168,800,689						
Debt Service	17,333,303						
Non-Departmental	51,603,225	3,891,250					
<b>Total Expenditures</b>	<b>\$294,656,235</b>	<b>\$3,891,250</b>	<b>\$752,061</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$701,418</b>	<b>\$4,197,858</b>
<b><u>Other Uses</u></b>							
Transfers Out	1,837,331		50,000		27,500	28,315	
<b>Total Other Uses</b>	<b>\$1,837,331</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$27,500</b>	<b>\$28,315</b>	<b>\$0</b>
<b>Total Expenditures and Other Uses</b>	<b>\$296,493,566</b>	<b>\$3,891,250</b>	<b>\$802,061</b>	<b>\$165,000</b>	<b>\$27,500</b>	<b>\$729,733</b>	<b>\$4,197,858</b>
<b>Change in Fund Balance</b>	<b>\$0</b>	<b>\$165,605</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$27,500)</b>	<b>(\$32,637)</b>	<b>\$88,692</b>
<b>Estimated Fund Balance 7/1/19</b>	<b>\$27,413,879</b>	<b>(\$295,911)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,610</b>	<b>\$432,946</b>	<b>(\$2,321,735)</b>
<b>Estimated Fund Balance 6/30/20</b>	<b>\$27,413,879</b>	<b>(\$130,306)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110</b>	<b>\$400,309</b>	<b>(\$2,233,043)</b>

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

# ANNUAL BUDGET 2019-2020

## 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 Funds
<b>Revenues</b>								
Property Taxes								\$263,678,321
Intergovernmental								25,235,087
Charges for Services		15,000	2,760,946	10,000		1,900,000	364,800	15,634,173
Miscellaneous	786,646		20,000				20,000	3,260,392
<b>Total Revenues</b>	\$786,646	\$15,000	\$2,780,946	\$10,000	\$0	\$1,900,000	\$384,800	\$307,807,973
<b>Other Resources</b>								
Transfers In	\$1,739,528							\$6,310,075
<b>Total Other Resources</b>	\$1,739,528	\$0	\$0	\$0	\$0	\$0	\$0	\$6,310,075
<b>Total Revenue &amp; Other Resources</b>	\$2,526,174	\$15,000	\$2,780,946	\$10,000	\$0	\$1,900,000	\$384,800	\$314,118,048
<b>Expenditures</b>								
Town Clerk								\$ 281,514
Town Council								391,936
Town Manager								390,901
Corporation Counsel								400,460
Registrar of Voters								243,049
Information Technology				10,000				1,022,600
Financial Services								2,411,471
Assessor								746,474
Human Resources								509,269
Fire Department								11,806,345
Police Department						1,753,883		18,418,826
Community Development								2,579,237
Public Works			3,308,362				381,278	14,465,401
Plant & Facilities								
Services								2,080,975
Leisure Services & Social Services								8,997,832
Library Services		15,000						3,457,588
Education								168,800,689
Debt Service								17,333,303
Non-Departmental	2,526,174							58,020,649
<b>Total Expenditures</b>	\$2,526,174	\$15,000	\$3,308,362	\$10,000	\$0	\$1,753,883	\$381,278	\$312,358,519
<b>Other Uses</b>								
Transfers Out					1,600,000	125,000	3,224	3,671,370
<b>Total Other Uses</b>	\$0	\$0	\$0	\$0	\$1,600,000	\$125,000	\$3,224	\$3,671,370
<b>Total Expenditures and Other Uses</b>	\$2,526,174	\$15,000	\$3,308,632	\$10,000	\$1,600,000	\$1,878,883	\$384,502	\$316,029,889
<b>Change in Fund Balance</b>	\$0	\$0	(\$527,416)	\$0	(\$1,600,000)	\$21,117	\$298	(\$1,911,841)
<b>Estimated Fund Balance 7/1/19</b>	\$0	\$6,102	\$2,563,272	\$11,790	\$3,149,018	\$57,717	\$1,632,102	\$32,676,790
<b>Estimated Fund Balance 6/30/20</b>	\$0	\$6,102	\$2,035,856	\$11,790	\$1,549,018	\$78,834	\$1,632,400	\$30,764,949

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 2019-2020

### BUDGET IN BRIEF

### GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Current Year Property Taxes	\$248,463,105	\$252,544,293	\$252,544,293	\$259,053,321
Other Property Taxes	4,537,164	4,600,000	4,650,000	4,625,000
Intergovernmental	21,978,431	23,155,978	24,194,887	24,268,026
Charges for Services	5,928,567	5,646,521	5,794,669	6,082,727
Miscellaneous	1,754,971	1,651,000	2,041,583	2,001,000
Transfers In	<u>3,613,532</u>	<u>483,790</u>	<u>516,790</u>	<u>463,492</u>
<b>Total Revenue &amp; Other Resources</b>	<b>\$286,275,770</b>	<b>\$288,081,582</b>	<b>\$289,742,222</b>	<b>\$296,493,566</b>

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Town Council	\$ 373,388	\$ 383,752	\$ 381,932	\$ 391,936
Town Clerk	250,273	259,128	255,753	281,514
Town Manager	318,739	384,297	384,422	390,901
Corporation Counsel	371,571	441,635	461,540	400,460
Registrar of Voters	217,647	267,712	322,991	243,049
Assessor	748,505	752,172	763,127	746,474
Information Technology	939,754	913,722	942,461	1,012,600
Financial Services	2,313,664	2,366,531	2,366,312	2,411,471
Human Resources	435,354	444,238	486,504	509,269
Fire	11,737,925	11,613,368	12,714,796	11,806,345
Police	14,798,530	16,402,533	16,402,933	16,664,943
Community Development	2,423,939	2,484,346	2,449,752	2,579,237
Public Works	10,024,559	10,732,059	10,672,158	10,775,761
Plant and Facilities Services	2,853,067	2,423,055	2,303,562	2,080,975
Leisure Services & Social Services	3,042,795	3,141,610	3,085,856	3,181,495
Library	3,288,052	3,431,206	3,431,206	3,442,588
Education	158,806,307	164,351,527	163,251,527	168,800,689
Capital Financing	21,756,307	17,562,034	17,562,034	17,333,303
Non-Departmental	<u>47,892,868</u>	<u>49,726,657</u>	<u>49,646,433</u>	<u>53,440,556</u>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$282,593,244</b>	<b>\$288,081,582</b>	<b>\$287,885,299</b>	<b>\$296,493,566</b>

CHANGE IN FUND BALANCE	\$ 3,682,526	\$	\$ 1,856,923	\$
BEGINNING BALANCE	\$ 21,874,430	\$ 25,556,956	\$ 25,556,956	\$ 27,413,879
ENDING BALANCE	\$ 25,556,956	\$ 25,556,956	\$ 27,413,879	\$ 27,413,879

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

	<b><u>ACTUAL</u></b> <b><u>FY 2017-2018</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2018-2019</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2018-2019</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2019-2020</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
Town Council	\$ 373,388	\$ 383,752	\$ 381,932	\$ 391,936	2.1%
Town Clerk	250,273	259,128	255,753	281,514	8.6%
Town Manager	318,739	384,297	384,422	390,901	1.7%
Corporation Counsel	371,571	441,635	461,540	400,460	-9.3%
Registrar of Voters	217,647	267,712	322,991	243,049	-9.2%
Assessor's Office	748,505	752,172	763,127	746,474	-0.8%
Information Technology	939,754	913,722	942,461	1,012,600	10.8%
Financial Services	2,313,664	2,366,531	2,366,312	2,411,471	1.9%
Human Resources	435,354	444,238	486,504	509,269	14.6%
Fire	11,737,925	11,613,368	12,714,796	11,806,345	1.7%
Police	14,798,530	16,402,533	16,402,933	16,664,943	1.6%
Community Development	2,423,939	2,484,346	2,449,752	2,579,237	3.8%
Public Works	10,024,559	10,732,059	10,672,158	10,775,761	0.4%
Plant and Facilities Services	2,853,067	2,423,055	2,303,562	2,080,975	-14.1%
Leisure Services & Social Services	3,042,795	3,141,610	3,085,856	3,181,495	1.3%
Library	3,288,052	3,431,206	3,431,206	3,442,588	0.3%
Education	158,806,307	164,351,527	163,251,527	168,800,689	2.7%
Capital Financing	21,756,307	17,562,034	17,562,034	17,333,303	-1.3%
Non-Departmental	<u>47,892,868</u>	<u>49,726,657</u>	<u>49,646,433</u>	<u>53,440,556</u>	7.5%
<b>Total Expenditures &amp; Other Uses</b>	<b>\$282,593,244</b>	<b>\$288,081,582</b>	<b>\$287,885,299</b>	<b>\$296,493,566</b>	<b>2.9%</b>

# ANNUAL BUDGET 2019-2020

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2017-2018	Adopted 2018-2019	Actual 6 month	Estimated 2018-2019	Adopted 2019-2020	Percent Change
<b>PROPERTY TAXES</b>						
Current Year Taxes	\$248,463,105	\$252,544,293	\$162,774,787	\$252,544,293	\$259,053,321	2.6%
Motor Vehicle Supplement	2,045,358	2,400,000	456,649	2,400,000	2,400,000	
Prior Year Taxes	1,631,645	1,425,000	963,533	1,425,000	1,425,000	
Interest & Lien Fees	<u>860,161</u>	<u>775,000</u>	<u>431,469</u>	<u>825,000</u>	<u>800,000</u>	3.2%
<b>TOTAL PROPERTY TAXES</b>	<b>253,000,269</b>	<b>257,144,293</b>	<b>164,626,438</b>	<b>257,194,293</b>	<b>263,678,321</b>	<b>2.5%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
<b>Federal</b>						
Dial-A-Ride Assistance	68,437	11,008	32,384	48,898	22,152	101.2%
Impact Grant	75,000					
Law Enforcement Grants	<u>222,108</u>	<u>74,888</u>	<u>48,157</u>	<u>84,076</u>		-100.0%
<b>Total Federal Revenues</b>	<b>365,545</b>	<b>85,896</b>	<b>80,541</b>	<b>132,974</b>	<b>22,152</b>	<b>-74.2%</b>
<b>State</b>						
ECS Grant	18,233,227	20,528,600	5,280,506	21,122,023	21,457,152	4.5%
School Building Subsidy	<u>126,227</u>	<u>120,906</u>	<u>137,034</u>	<u>137,034</u>		-100.0%
Sub-Total Education	18,359,454	20,649,506	5,417,540	21,259,057	21,457,152	3.9%
Disabled Property Tax Relief	5,538	6,000	4,924	6,000	6,000	
Grant for Municipal Projects	805,784	805,784		805,784	805,784	
Payment in lieu of Taxes (PILOT)	519,390	517,655	899,435	899,435	899,435	73.8%
Veterans Tax Relief	<u>62,582</u>	<u>62,613</u>	<u>57,278</u>	<u>62,613</u>	<u>62,613</u>	
Sub-Total Property Tax Relief	1,393,294	1,392,052	961,637	1,773,832	1,773,832	27.4%
Alcohol/Drug Abuse Grant	7,142	7,142	7,142	7,142	7,142	
YSB Grant	<u>36,129</u>	<u>37,559</u>	<u>18,756</u>	<u>37,559</u>	<u>37,559</u>	
Sub-Total Human & Cultural Services	43,271	44,701	25,898	44,701	44,701	
Town Aid Road	685,503	685,503	343,185	685,503	686,369	0.1%
Emergency 911 Service Grant	140,104	141,000	104,309	141,000	141,000	
Emergency Management Grant	17,640	8,000		8,500		-100.0%
Pequot/Mohegan Fund Grant	194,502	27,820	9,273	27,820	27,820	
Municipal Stabilization Grant	655,710					
Telephone Grant	116,692	115,000		115,000	115,000	
Preservation of Historic Documents	5,000	6,500	6,500	6,500		-100.0%
Other Miscellaneous Grants	<u>1,716</u>					
Sub-Total Other State Aid	1,816,867	983,823	463,267	984,323	970,189	-1.4%
<b>Total State Revenue</b>	<b>21,612,886</b>	<b>23,070,082</b>	<b>6,868,342</b>	<b>24,061,913</b>	<b>24,245,874</b>	<b>5.1%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>21,978,431</b>	<b>23,155,978</b>	<b>6,948,883</b>	<b>24,194,887</b>	<b>24,268,026</b>	<b>4.8%</b>

# ANNUAL BUDGET 2019-2020

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2017-2018	Adopted 2018-2019	Actual 6 month	Estimated 2018-2019	Adopted 2019-2020	Percent Change
<b>CHARGES FOR SERVICES</b>						
<b>Licenses &amp; Permits</b>						
Building Permits	1,468,866	1,400,000	785,746	1,400,000	1,600,000	14.3%
Dog Licenses	10,784	11,000	688	11,000	11,000	
Fire Occupancy Fees	102,439	100,000	61,391	110,000	100,000	
Fire Plan Review Fees	212,612	260,000	170,039	280,000	290,000	11.5%
Marriage Licenses	18,169	18,000	11,244	20,000	20,000	11.1%
Public Works Permits	105,412	95,000	61,617	95,000	95,000	
Weapons Permits	11,890	11,000	3,850	11,000	11,000	
Engineering Licenses & Permits	91,550	54,500	30,900	54,500	54,500	
Zoning Permits	33,134	30,000	12,896	30,308	30,000	
Miscellaneous Licenses & Permits	<u>11,843</u>	<u>11,400</u>	<u>4,973</u>	<u>14,500</u>	<u>14,400</u>	26.3%
<b>Total Licenses &amp; Permits</b>	2,066,699	1,990,900	1,143,344	2,026,308	2,225,900	11.8%
<b>Charges for Services</b>						
Alarm Fees	15,575	15,000	12,651	30,000	30,000	100.0%
Birth Certificates	14,821	14,000	6,980	14,000	14,000	
Conveyance Taxes	898,158	1,030,000	545,219	1,030,000	1,030,000	
Copies	59,139	58,350	26,214	56,300	56,050	-3.9%
Day Care Services	28,274	31,901	18,606	31,901	32,957	3.3%
Death Certificates	61,814	57,500	27,890	58,000	58,000	0.9%
General Admissions	86,857	80,000	74,727	96,000	88,000	10.0%
Land Records Fee	218,214	240,000	96,235	200,000	200,000	-16.7%
Land Records – Farmland Bill Fees	18,978	21,000	8,880	21,000	21,000	
MERS Fee	65,824	80,000	30,941	65,000	65,000	-18.8%
Memberships	87,168	92,500	48,821	93,000	91,000	-1.6%
Metal Recycling	3,966	2,400	3,618	4,500	4,500	87.5%
Recycling Revenue	47,364	35,000	13,792	35,000	35,000	
Additional Barrel Fees	49,228	55,000		55,000	55,000	
Miscellaneous Charges For Services	96,082	95,800	44,692	98,919	115,490	20.6%
Paramedic Services	898,234	600,000	344,380	650,000	700,000	16.7%
Program Registrations	489,579	447,000	355,408	456,150	469,500	5.0%
Land Leases	154,785	150,000	78,030	156,060	156,060	4.0%
Rental of Facilities	195,097	201,720	88,765	185,781	189,820	-5.9%
Special Events	64,909	54,000	32,118	58,550	56,250	4.2%
TPZ/IWW Applications	20,019	17,500	7,541	26,500	17,500	
Zoning Petitions	<u>19,745</u>	<u>10,000</u>	<u>9,051</u>	<u>100,000</u>	<u>100,000</u>	900.0%
<b>Total Charges for Services</b>	3,593,830	3,388,671	1,874,559	3,521,661	3,585,127	5.8%
<b>Fines &amp; Forfeitures</b>						
Adult Library Fines	48,104	55,000	16,548	35,000	35,000	-36.4%
Moving Vehicle Violations	46,325	45,000	27,873	45,000	45,000	
Ordinance Violations	13,266	14,000	4,429	14,000	14,000	
Parking Violation	157,823	150,000	92,029	150,000	175,000	16.7%
Miscellaneous Fines & Forfeitures	<u>2,520</u>	<u>2,950</u>	<u>992</u>	<u>2,700</u>	<u>2,700</u>	-8.5%
<b>Total Fines &amp; Forfeitures</b>	268,038	266,950	141,871	246,700	271,700	1.8%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>5,928,567</b>	<b>5,646,521</b>	<b>3,159,774</b>	<b>5,794,669</b>	<b>6,082,727</b>	<b>7.7%</b>

**ANNUAL BUDGET 2019-2020**

**GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES**

	Actual 2017-2018	Adopted 2018-2019	Actual 6 month	Estimated 2018-2019	Adopted 2019-2020	Percent Change
<b>MISCELLANEOUS REVENUES</b>						
Miscellaneous Revenue	28,095	579,775	4,959	570,859	320,500	-44.7%
Commissions	35,361		324	324		
Contributions	17,735	16,225	12,628	15,400	15,500	-4.5%
Interest & Investment Income	986,962	630,000	828,352	1,100,000	1,300,000	106.3%
Miscellaneous Reimbursements	6,490	5,000	36	5,000	5,000	
Workers Compensation Reimbursements	486,828	420,000	168,359	350,000	360,000	-14.3%
Refund of Prior Year Expenditures	<u>193,500</u>					
<b>TOTAL MISC REVENUES</b>	<b>1,754,971</b>	<b>1,651,000</b>	<b>1,014,658</b>	<b>2,041,583</b>	<b>2,001,000</b>	<b>21.2%</b>
 <b>TRANSFERS IN</b>						
Financial Services (Accounting Services)	67,000	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	
Community Development (CPF)	53,529	2,000	33,849	35,000		-100.0%
Community Development (CDBG)	50,000	50,000		50,000	50,000	
Facilities Services (CPF)	194,068	194,790		194,790	148,992	-23.5%
Social Services (SHCDF)	8,935				27,500	
Non-Departmental (CNRE)	<u>3,200,000</u>					
<b>TOTAL TRANSFERS IN</b>	<b>3,613,532</b>	<b>483,790</b>	<b>33,849</b>	<b>516,790</b>	<b>463,492</b>	<b>-4.2%</b>
 <b>GENERAL FUND TOTAL REVENUE</b>	<b>\$286,275,770</b>	<b>\$288,081,582</b>	<b>\$175,783,602</b>	<b>\$289,742,222</b>	<b>\$296,493,566</b>	<b>2.9%</b>

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

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Town Council</u></b>					
Wages & Salaries	\$117,727	\$117,914	\$117,914	\$117,914	
Operating Expense	246,868	257,136	255,316	265,320	3.2%
Social Security	<u>8,793</u>	<u>8,702</u>	<u>8,702</u>	<u>8,702</u>	
<b>TOTAL</b>	<b>\$373,388</b>	<b>\$383,752</b>	<b>\$381,932</b>	<b>\$391,936</b>	<b>2.1%</b>
<b><u>Town Clerk</u></b>					
Wages & Salaries	\$157,006	\$158,719	\$158,719	\$191,934	20.9%
Operating Expense	84,017	90,545	87,170	76,670	-15.3%
Social Security	<u>9,250</u>	<u>9,864</u>	<u>9,864</u>	<u>12,910</u>	30.9%
<b>TOTAL</b>	<b>\$250,273</b>	<b>\$259,128</b>	<b>\$255,753</b>	<b>\$281,514</b>	<b>8.6%</b>
<b><u>Town Manager</u></b>					
Wages & Salaries	\$288,210	\$352,979	\$349,604	\$351,757	-0.3%
Operating Expense	12,085	8,900	12,400	16,350	83.7%
Social Security	<u>18,444</u>	<u>22,418</u>	<u>22,418</u>	<u>22,794</u>	1.7%
<b>TOTAL</b>	<b>\$318,739</b>	<b>\$384,297</b>	<b>\$384,422</b>	<b>\$390,901</b>	<b>1.7%</b>
<b><u>Corporation Counsel</u></b>					
Wages & Salaries	\$287,310	\$290,625	\$311,530	\$301,410	3.7%
Operating Expense	65,000	130,260	130,260	78,300	-39.9%
Social Security	<u>19,261</u>	<u>20,750</u>	<u>19,750</u>	<u>20,750</u>	
<b>TOTAL</b>	<b>\$371,571</b>	<b>\$441,635</b>	<b>\$461,540</b>	<b>\$400,460</b>	<b>-9.3%</b>
<b><u>Registrar of Voters</u></b>					
Wages & Salaries	\$182,549	\$221,483	\$260,583	\$191,375	-13.6%
Operating Expense	26,122	34,745	50,924	41,420	19.2%
Social Security	<u>8,976</u>	<u>11,484</u>	<u>11,484</u>	<u>10,254</u>	-10.7%
<b>TOTAL</b>	<b>\$217,647</b>	<b>\$267,712</b>	<b>\$322,991</b>	<b>\$243,049</b>	<b>-9.2%</b>
<b><u>Assessor</u></b>					
Wages & Salaries	\$647,645	\$646,674	\$655,582	\$638,281	-1.3%
Operating Expense	52,733	57,795	59,095	61,170	5.8%
Social Security	<u>48,127</u>	<u>47,703</u>	<u>48,450</u>	<u>47,023</u>	-1.4%
<b>TOTAL</b>	<b>\$748,505</b>	<b>\$752,172</b>	<b>\$763,127</b>	<b>\$746,474</b>	<b>-0.8%</b>

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

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Information Technology</u></b>					
Wages & Salaries	\$466,062	\$438,200	\$438,914	\$463,655	5.8%
Operating Expense	441,034	444,500	472,325	516,111	16.1%
Social Security	<u>32,658</u>	<u>31,022</u>	<u>31,222</u>	<u>32,834</u>	5.8%
<b>TOTAL</b>	<b>\$939,754</b>	<b>\$913,722</b>	<b>\$942,461</b>	<b>\$1,012,600</b>	<b>10.8%</b>
<b><u>Financial Services</u></b>					
Wages & Salaries	\$1,657,861	\$1,634,625	\$1,656,199	\$1,711,233	4.7%
Operating Expense	539,886	612,832	589,710	575,061	-6.2%
Social Security	<u>115,917</u>	<u>119,074</u>	<u>120,403</u>	<u>125,177</u>	5.1%
<b>TOTAL</b>	<b>\$2,313,664</b>	<b>\$2,366,531</b>	<b>\$2,366,312</b>	<b>\$2,411,471</b>	<b>1.9%</b>
<b><u>Human Resources</u></b>					
Wages & Salaries	\$349,823	\$350,028	\$353,668	\$368,148	5.2%
Operating Expense	60,140	68,950	107,790	114,750	66.4%
Social Security	<u>25,391</u>	<u>25,260</u>	<u>25,046</u>	<u>26,371</u>	4.4%
<b>TOTAL</b>	<b>\$435,354</b>	<b>\$444,238</b>	<b>\$486,504</b>	<b>\$509,269</b>	<b>14.6%</b>
<b><u>Fire</u></b>					
Wages & Salaries	\$10,591,238	\$10,333,038	\$11,375,757	\$10,370,878	0.4%
Operating Expense	987,593	1,105,520	1,156,241	1,272,315	15.1%
Social Security	<u>159,094</u>	<u>174,810</u>	<u>182,798</u>	<u>163,152</u>	-6.7%
<b>TOTAL</b>	<b>\$11,737,925</b>	<b>\$11,613,368</b>	<b>\$12,714,796</b>	<b>\$11,806,345</b>	<b>1.7%</b>
<b><u>Police</u></b>					
Wages & Salaries	\$13,727,642	\$15,177,416	\$15,176,656	\$15,368,274	1.3%
Operating Expense	780,243	898,543	919,409	970,841	8.1%
Social Security	<u>290,645</u>	<u>326,574</u>	<u>306,868</u>	<u>325,828</u>	-0.2%
<b>TOTAL</b>	<b>\$14,798,530</b>	<b>\$16,402,533</b>	<b>\$16,402,933</b>	<b>\$16,664,943</b>	<b>1.6%</b>
<b><u>Community Development</u></b>					
Wages & Salaries	\$2,133,561	\$2,129,334	\$2,100,334	\$2,172,119	2.0%
Operating Expense	135,971	197,825	194,231	249,283	26.0%
Social Security	<u>154,407</u>	<u>157,187</u>	<u>155,187</u>	<u>157,835</u>	0.4%
<b>TOTAL</b>	<b>\$2,423,939</b>	<b>\$2,484,346</b>	<b>\$2,449,752</b>	<b>\$2,579,237</b>	<b>3.8%</b>

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

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Public Works</u></b>					
Wages & Salaries	\$3,799,064	\$4,209,440	\$4,097,111	\$4,237,239	0.7%
Operating Expense	5,904,723	6,112,071	6,173,996	6,122,446	0.2%
Social Security	<u>320,772</u>	<u>410,548</u>	<u>401,051</u>	<u>416,076</u>	1.3%
<b>TOTAL</b>	<b>\$10,024,559</b>	<b>\$10,732,059</b>	<b>\$10,672,158</b>	<b>\$10,775,761</b>	<b>0.4%</b>
<b><u>Plant and Facilities Services</u></b>					
Wages & Salaries	\$1,071,995	\$1,119,146	\$1,026,078	\$1,141,854	2.0%
Operating Expense	1,702,761	1,226,791	1,207,941	858,934	-30.0%
Social Security	<u>78,311</u>	<u>77,118</u>	<u>69,543</u>	<u>80,187</u>	4.0%
<b>TOTAL</b>	<b>\$2,853,067</b>	<b>\$2,423,055</b>	<b>\$2,303,562</b>	<b>\$2,080,975</b>	<b>-14.1%</b>
<b><u>Leisure Services and Social Services</u></b>					
Wages & Salaries	\$2,017,749	\$2,031,888	\$1,988,420	\$2,028,037	-0.2%
Operating Expense	927,092	994,437	989,571	1,038,532	4.4%
Social Security	<u>97,954</u>	<u>115,285</u>	<u>107,865</u>	<u>114,926</u>	-0.3%
<b>TOTAL</b>	<b>\$3,042,795</b>	<b>\$3,141,610</b>	<b>\$3,085,856</b>	<b>\$3,181,495</b>	<b>1.3%</b>
<b><u>Library</u></b>					
Wages & Salaries	\$2,488,379	\$2,597,648	\$2,597,648	\$2,608,096	0.4%
Operating Expense	620,281	654,587	654,587	654,587	
Social Security	<u>179,392</u>	<u>178,971</u>	<u>178,971</u>	<u>179,905</u>	0.5%
<b>TOTAL</b>	<b>\$3,288,052</b>	<b>\$3,431,206</b>	<b>\$3,431,206</b>	<b>\$3,442,588</b>	<b>0.3%</b>
<b><u>Board of Education</u></b>					
Board of Education	<u>\$158,806,307</u>	<u>\$164,351,527</u>	<u>\$163,251,527</u>	<u>\$168,800,689</u>	2.7%
<b>TOTAL</b>	<b>\$158,806,307</b>	<b>\$164,351,527</b>	<b>\$163,251,527</b>	<b>\$168,800,689</b>	<b>2.7%</b>
<b><u>Capital Financing</u></b>					
Debt and Sundry	<u>\$21,756,307</u>	<u>\$17,562,034</u>	<u>\$17,562,034</u>	<u>\$17,333,303</u>	-1.3%
<b>TOTAL</b>	<b>\$21,756,307</b>	<b>\$17,562,034</b>	<b>\$17,562,034</b>	<b>\$17,333,303</b>	<b>-1.3%</b>



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

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Non-Departmental</u></b>					
Wages & Salaries	\$104,563	\$104,964	\$104,964	\$104,964	
Operating Expense	10,602,945	11,451,032	11,493,152	12,264,784	7.1%
Fringe Benefits and Insurance	<u>37,185,360</u>	<u>38,170,660</u>	<u>38,048,317</u>	<u>41,070,808</u>	7.6%
<b>TOTAL</b>	<b>\$47,892,868</b>	<b>\$49,726,656</b>	<b>\$49,646,433</b>	<b>\$53,440,556</b>	<b>7.5%</b>
 <b>TOTAL ALL DEPARTMENTS</b>	 <b>\$282,593,244</b>	 <b>\$288,081,582</b>	 <b>\$287,885,299</b>	 <b>\$296,493,566</b>	 <b>2.9%</b>

**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 2020 budget includes 446 full-time funded positions, two more than fiscal year 2019.

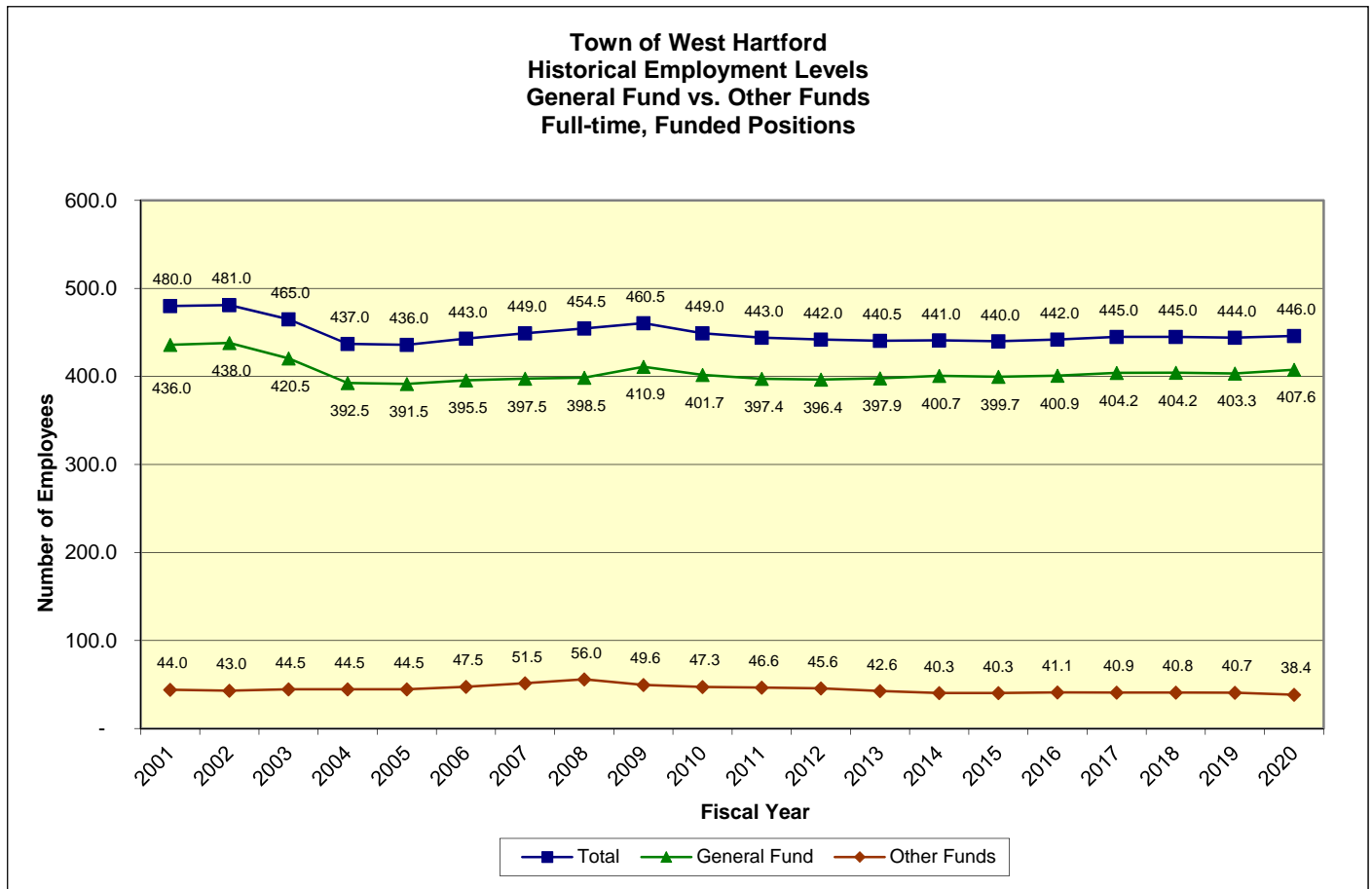
**Authorized and Funded Positions**

	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
<u>General Government</u>					
General Fund	16.00	15.00	16.00	16.00	16.00
<u>Information Technology</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
<u>Financial Services</u>					
General Fund	17.00	17.00	17.00	17.00	17.00
<u>Human Resources</u>					
General Fund	3.20	3.20	3.20	3.20	3.20
Pension Fund	1.60	1.60	1.60	1.60	1.60
Risk Management Fund	<u>4.70</u>	<u>4.70</u>	<u>4.70</u>	<u>4.70</u>	<u>3.70</u>
TOTAL	9.50	9.50	9.50	9.50	8.50
<u>Fire</u>					
General Fund	92.00	93.00	92.00	92.00	93.00
<u>Police</u>					
General Fund	151.00	151.00	151.00	151.00	153.00
Parking Lot Fund	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>
	153.00	153.00	153.00	153.00	154.00
<u>Community Development</u>					
General Fund	25.25	25.00	24.00	24.00	24.00
CDGB Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	
TOTAL	26.25	26.00	25.00	25.00	24.00
<u>Public Works</u>					
General Fund	49.00	49.00	49.00	49.00	49.00
Parking Lot Fund	10.00*	10.00*	10.00*	10.00*	10.00*
Cemetery Operating Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	60.00	60.00	60.00	60.00	60.00
<u>Plant and Facilities Services</u>					
General Fund	8.25	8.50	8.50	8.50	9.50

\* Includes three (3) permanent part-time positions.

**Authorized and Funded Positions**

	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
<b><u>Leisure Services &amp; Social Services</u></b>					
General Fund	13.45	13.52	13.62	13.62	13.87
CDBG Fund	0.92	1.10	1.10	1.10	2.10
Westmoor Park Fund	2.10	2.10	2.10	2.10	2.10
Leisure Services Enterprise Fund	<u>8.53</u>	<u>8.28</u>	<u>8.18</u>	<u>8.18</u>	<u>7.93</u>
<b>TOTAL</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>
<b><u>Library Department</u></b>					
General Fund	24.00	24.00	24.00	24.00	24.00
<b><u>Non-Departmental</u></b>					
General Fund	1.00	1.00	1.00	1.00	1.00
Private School Services Fund	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>TOTAL ALL FUNDS</b>	<b>445.00</b>	<b>445.00</b>	<b>444.00</b>	<b>444.00</b>	<b>446.00</b>



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

	<b><u>ADOPTED</u></b> <b><u>FY 2019</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2019</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2020</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
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**WAGES & SALARIES**

<b>REGULAR PAYROLL</b>	<b>\$34,443,530</b>	<b>\$33,723,729</b>	<b>\$35,030,647</b>	<b>1.7%</b>
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**Comment:** Regular payroll totals \$35,030,647, an increase of \$587,117 or 1.7% from the prior year adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all collective bargaining agreements except Police, which was the only contract ratified at the time the budget was prepared. The Fire union contract had been approved, but not ratified, at the time of budget preparation. This budget includes two new positions, a Public Safety Dispatch Supervisor and a Fire Lieutenant-Support Services, and provides funding for a Building Maintenance Technician and a Financial Systems Analyst, both of which were unfunded in fiscal year 2019. In addition, funding for one Police Officer has been reallocated to the General Fund from the Parking Lot Fund. The budget reflects funding for several upgraded positions in various departments. These include an Assistant Town Engineer, Information Technology Specialist, Fire Lieutenant-Prevention, Police Sergeant, and Librarian I. A hiring lag in the Police Department is budgeted at \$150,000 and a hiring lag of \$50,000 is reflected in Public Works.

<b>TEMPORARY PAYROLL</b>	<b>2,695,940</b>	<b>2,790,331</b>	<b>2,782,168</b>	<b>3.2%</b>
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**Comment:** The appropriation for part-time personnel increases \$86,228. Temporary payroll increases are seen in the Registrar of Voters Office (\$31,000) to provide office coverage necessitated by the reallocation of a full-time employee to the Town Clerk's Office, the Human Resources Department (\$14,000) for a part-time position to focus on staff training and professional development, the Fire Department (\$14,000) for emergency management preparedness planning, the Community Development Department (\$10,000) to assist with building inspection activity, Facilities (\$23,000) to address contractual step increases, and the Public Works Department (\$28,000) for a part-time Recycling Coordinator. Offsetting these increases are reductions in Financial Services (\$25,000) due to the filling of a vacant position and Town Clerk (\$8,000) due to the reallocation of a position to the department.

<b>OVERTIME</b>	<b>3,571,393</b>	<b>5,096,876</b>	<b>3,492,769</b>	<b>-2.2%</b>
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**Comment:** The overtime appropriation decreases \$78,624 townwide due primarily to the elimination of one-time grant funded overtime in the Police Department, offset by contractual cost-of-living adjustments. Variances in other departments are based upon anticipated workflow needs.

<b>HOLIDAY</b>	<b>1,040,139</b>	<b>992,883</b>	<b>911,063</b>	<b>-12.4%</b>
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**Comment:** Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off. The reduction reflects the decreasing number of Police Officers who elect this option.

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

<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>ADOPTED</u></b>	<b><u>PERCENT</u></b>
<b><u>FY 2019</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>CHANGE</u></b>

**WAGES & SALARIES (continued)**

<b>EDUCATION PREMIUM PAY</b>	<b><u>163,119</u></b>	<b><u>165,862</u></b>	<b><u>150,521</u></b>	<b>-7.7%</b>
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**Comment:** Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract. 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.

<b>TOTAL WAGES AND SALARIES</b>	<b><u>\$41,914,121</u></b>	<b><u>\$42,769,681</u></b>	<b><u>\$42,367,168</u></b>	<b>1.1%</b>
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b> <b><u>FY 2019</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2019</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2020</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b>				
<b>OFFICE EXPENSE</b>	<b>\$618,935</b>	<b>\$632,606</b>	<b>\$604,870</b>	<b>-2.3%</b>
<b>Comment:</b> Includes copying, postage, office supplies, paper and other miscellaneous costs associated with program operation. Total office expense costs are reduced \$14,065 in fiscal year 2020. These costs continue to be carefully scrutinized resulting in minor reductions in numerous departments.				
<b>DUES AND TRAVEL</b>	<b>225,306</b>	<b>228,046</b>	<b>274,382</b>	<b>21.8%</b>
<b>Comment:</b> Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense. The increase reflects anticipated costs for sending new Police Officers to the Police Academy and for the Fire Chiefs to attend conferences.				
<b>TRAINING</b>	<b>57,675</b>	<b>55,649</b>	<b>93,190</b>	<b>61.6%</b>
<b>Comment:</b> Used for customer service training programs as well as department specific training. The increase relates primarily to anticipated training required for new fire recruits and promotional opportunities.				
<b>ADVERTISING</b>	<b>61,790</b>	<b>69,562</b>	<b>60,540</b>	<b>-2.0%</b>
<b>Comment:</b> 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.				
<b>PROFESSIONAL SERVICES</b>	<b>558,116</b>	<b>594,781</b>	<b>566,262</b>	<b>1.5%</b>
<b>Comment:</b> This appropriation funds services provided by outside consultants and contractual costs such as internal mail, switchboard and copying services and paramedic communication network operations, provided by North Central Connecticut Emergency Medical Services Council, Inc. The increase results from an increase in the Fire department's appropriation for medical services in order to provide funding for annual firefighter physicals consistent with updated National Fire Protection Association guidance.				

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

	<b><u>ADOPTED</u></b> <b><u>FY 2019</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2019</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2020</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
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**OPERATING EXPENSES** (continued)

<b>CONTRACTUAL SERVICES</b>	<b>3,295,707</b>	<b>3,291,202</b>	<b>3,252,287</b>	<b>-1.3%</b>
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**Comment:** Cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects a net decrease of \$43,420. This reduction results from a modification in the recycling program to biweekly versus weekly collection offset by a new bi-weekly yard waste program. Also included is an increase for water testing (\$50,000) to comply with MS4 requirements and funding (\$60,000) to perform bi-annual channel maintenance for Trout Brook.

<b>SOLID WASTE DISPOSAL</b>	<b>1,501,500</b>	<b>1,474,500</b>	<b>1,512,300</b>	<b>0.7%</b>
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**Comment:** The appropriation for tipping fees reflects an increase of \$10,800 due to a contractual increase in the rate for disposal, offset by anticipated savings due to the new bi-weekly yard waste program.

<b>PRINTING/BINDING SERVICES</b>	<b>13,430</b>	<b>13,398</b>	<b>14,695</b>	<b>9.4%</b>
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**Comment:** Use of the Board of Education Print Shop for large departmental printing jobs such as publications, forms and public communications.

<b>OFFICE &amp; MINOR EQUIPMENT</b>	<b>161,045</b>	<b>159,478</b>	<b>149,895</b>	<b>-6.9%</b>
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**Comment:** Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works departments. The reduction in fiscal year 2020 is the result of a new radio system, which will reduce the need for parts, offset by the purchase of filing cabinets to keep confidential employee data secure.

<b>BOARDS &amp; COMMISSIONS</b>	<b>12,142</b>	<b>12,142</b>	<b>15,142</b>	<b>24.7%</b>
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**Comment:** This appropriation includes \$5,000 for the West Hartford Police Cadets, \$3,000 to support public education and outreach, and \$7,142 for the Substance Abuse Commission, which is funded through a State grant.

<b>MEALS</b>	<b>17,200</b>	<b>17,300</b>	<b>18,700</b>	<b>8.7%</b>
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**Comment:** Meal reimbursement payments are required by collective bargaining agreements or appropriated for individuals serving on oral boards. The appropriation is increased to reflect anticipated recruitment activity.

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

	<b><u>ADOPTED</u> <u>FY 2019</u></b>	<b><u>ESTIMATED</u> <u>FY 2019</u></b>	<b><u>ADOPTED</u> <u>FY 2020</u></b>	<b><u>PERCENT</u> <u>CHANGE</u></b>
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**OPERATING EXPENSES** (continued)

<b>UNIFORMS &amp; LAUNDRY</b>	<b>242,885</b>	<b>251,911</b>	<b>313,898</b>	<b>29.2%</b>
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**Comment:** Pays for uniforms for public safety employees and uniforms and/or laundry for community maintenance departments, per union contracts. The increase relates to anticipated new public safety hires in the coming year.

<b>EDUCATION TUITION REIMBURSEMENT</b>	<b>40,000</b>	<b>35,000</b>	<b>40,000</b>	
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**Comment:** This appropriation pays for certain approved educational courses for public safety employees (\$30,000) and town-wide (\$10,000) through the Human Resources department.

<b>GENERAL CONTRIBUTIONS</b>	<b>921,629</b>	<b>928,600</b>	<b>1,013,695</b>	<b>10.0%</b>
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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 (\$664,541), youth services provided by The Bridge, Inc. (\$194,044), a contractual contribution to the West Hartford Revolver Club (\$1,500), and utility costs at the Noah Webster House (\$16,801), Sarah Whitman Hooker House (\$5,486) and the West Hartford Art League (\$15,395). In addition, the Town Council makes contributions to several non-profit agencies serving West Hartford residents (\$115,928). The increase of \$92,066 relates primarily to the Health District (\$76,382) and a contractual increase to The Bridge.

<b>INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE</b>	<b>917,235</b>	<b>925,088</b>	<b>1,008,994</b>	<b>10.0%</b>
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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. Included in the fiscal year 2020 budget is an increase in the appropriation for Microsoft licenses based upon volume of users. In addition, funding for a new recreation software program, an agenda management program and a fleet maintenance program are included, offset by a reduction in financial systems due to conversion to a new system. Minor increases are seen in various other software maintenance agreements.

<b>MISCELLANEOUS</b>	<b>700</b>	<b>2,810</b>	<b>700</b>	
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**Comment:** This appropriation is for incidental administrative expenditures.



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

	<b><u>ADOPTED FY 2019</u></b>	<b><u>ESTIMATED FY 2019</u></b>	<b><u>ADOPTED FY 2020</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b> (continued)				
<b>UTILITIES</b>	<b>1,394,941</b>	<b>1,394,941</b>	<b>1,073,057</b>	<b>-23.1%</b>
<b>Comment:</b> This appropriation, which is decreasing \$321,884, 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. The reduced contribution for fiscal year 2020 results from the amortization of surplus in the USF, a reduction in the appropriation for streetlights, offset by increased rates for natural gas, electricity, and hydrants.				
<b>MDC</b>	<b>10,608,700</b>	<b>10,608,700</b>	<b>11,467,700</b>	<b>8.1%</b>
<b>Comment:</b> 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 2020 increases \$859,000 or 8.1% from fiscal year 2019.				
<b>TELECOMMUNICATIONS</b>	<b>220,991</b>	<b>229,039</b>	<b>231,855</b>	<b>4.9%</b>
<b>Comment:</b> Maintenance and operating costs for the townwide telephone system, data communications network and radio system. The increase relates to costs associated with the new Public Works fleet system.				
<b>BUILDING MAINTENANCE</b>	<b>234,450</b>	<b>218,012</b>	<b>222,950</b>	<b>-4.9%</b>
<b>Comment:</b> Building repairs, supplies and contractual services are included in this appropriation. The appropriation reflects a decrease based upon experience.				
<b>VEHICLES &amp; EQUIPMENT EXPENSE</b>	<b>842,704</b>	<b>935,264</b>	<b>925,754</b>	<b>9.9%</b>
<b>Comment:</b> Includes vehicle maintenance and fuel costs for all Town departments. The appropriation for fuel is increased \$52,500 based upon rising rates and estimated consumption. The budget for vehicle maintenance increases \$30,550 due to the age of the fleet and the anticipated costs for parts, supplies and tires.				

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

	<b><u>ADOPTED FY 2019</u></b>	<b><u>ESTIMATED FY 2019</u></b>	<b><u>ADOPTED FY 2020</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b> (continued)				
<b>OPERATING EXPENSE – MISCELLANEOUS</b>	<b>40,519</b>	<b>41,375</b>	<b>36,860</b>	<b>-9.0%</b>
<b>Comments:</b> Includes expenditures related to small machines or equipment repairs and maintenance and is reduced based upon anticipated need.				
<b>GROUNDS MAINTENANCE</b>	<b>118,488</b>	<b>145,488</b>	<b>118,425</b>	<b>-0.1%</b>
<b>Comments:</b> Grounds supplies such as fertilizer, seeds, plants and irrigation upgrades are included in this appropriation.				
<b>MAINTENANCE &amp; REPAIRS</b>	<b>378,160</b>	<b>408,543</b>	<b>290,880</b>	<b>-23.1%</b>
<b>Comments:</b> This appropriation pays for equipment repair and maintenance, inclusive of the townwide radio system. The new radio system being installed by the Town includes maintenance, resulting in a significant reduction (\$85,130) in fiscal year 2020.				
<b>SNOW REMOVAL SUPPLIES</b>	<b>360,550</b>	<b>360,550</b>	<b>360,550</b>	
<b>Comment:</b> 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.				
<b>STREET MAINTENANCE SUPPLIES</b>	<b>89,000</b>	<b>105,000</b>	<b>105,000</b>	<b>18.0%</b>
<b>Comment:</b> Street repair supplies such as cement, sand, bituminous materials and catch basins are included in this appropriation. The increase reflects higher asphalt prices and increased pavement preservation and catch basin activities.				
<b>SIDEWALK MAINTENANCE</b>	<b>6,000</b>	<b>9,000</b>	<b>6,000</b>	
<b>Comment:</b> Minor supplies for maintenance and repair of sidewalks.				
<b>STREET LIGHT MAINTENANCE</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	
<b>Comment:</b> Minor supplies for maintenance of street lights based upon actual usage and anticipated operational need.				
<b>SIGNAL &amp; LIGHT MAINTENANCE</b>	<b>31,000</b>	<b>31,000</b>	<b>31,000</b>	
<b>Comment:</b> Minor supplies for signal and light maintenance consistent with experience and expected activity levels.				

# CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

## GENERAL FUND

	<u>ADOPTED</u> <u>FY 2019</u>	<u>ESTIMATED</u> <u>FY 2019</u>	<u>ADOPTED</u> <u>FY 2020</u>	<u>PERCENT</u> <u>CHANGE</u>
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### OPERATING EXPENSES (continued)

MISCELLANEOUS SUPPLIES	173,900	179,200	173,900	
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**Comment:** Public safety supplies including self-contained breathing apparatus and emergency medical supplies for the Fire department and bullet-proof vests for the Police department.

RECREATIONAL SUPPLIES	33,600	34,450	34,300	2.1%
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**Comment:** The cost of supplies relating to the Town's Leisure Services recreational programs.

RECREATIONAL CONTRACTUAL	176,800	171,300	176,500	-0.2%
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**Comment:** The cost of instructors who lead the Town's recreational programs in the Leisure Services & Social Services department, which is offset by user fees for these programs.

SPECIAL EVENTS	2,750	3,230	3,280	19.3%
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**Comment:** Funds special event programming at the West Hartford Senior Center and Elmwood Senior Center. These programs are offset by program registration revenues.

TOWN ASSISTANCE	316,808	306,140	310,500	-2.0%
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**Comment:** 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 Probate Court. This appropriation is decreased due to fewer assumed rides in the Dial-A-Ride program, offset by a small increase for relocation expenses.

ADA EXPENDITURES	250	250	1,250	400.0%
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**Comment:** Miscellaneous costs to administer the Americans with Disabilities Act. The increase is for sign language interpreters for Library programs.

RENTAL/LEASES	168,198	168,198	150,198	-10.7%
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**Comment:** Various land, operating equipment and system leases within the Information Technology, Financial Services, Public Works, and Radio Maintenance departments. The reduction relates to one fewer site for the radio maintenance program.

INFO SYSTEMS RENTAL & MAINTENANCE EXPENSE	37,000	46,000	52,000	40.5%
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**Comment:** Primarily funds costs 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 and emergency network maintenance needs.

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

	<b><u>ADOPTED</u></b> <b><u>FY 2019</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2019</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2020</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
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**OPERATING EXPENSES** (continued)

<b>LIBRARY MATERIALS</b>	<b>398,270</b>	<b>398,270</b>	<b>352,500</b>	<b>-11.5%</b>
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**Comment:** Materials for the public libraries including books, subscriptions, and periodicals. This account is reduced in order to provide more funding to the Electronic Materials account based upon user trends.

<b>ELECTRONIC MATERIALS</b>	<b><u>48,095</u></b>	<b><u>48,095</u></b>	<b><u>92,865</u></b>	<b>93.1%</b>
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**Comment:** This appropriation covers e-book, e-serial and e-audio collections as well as online resources available to West Hartford Library patrons. The increase in this line item results from a reallocation of the library materials budget and will be utilized for an additional downloadable collection of electronic books, audio books, music, movies, television shows, comics and graphic novels that are available for simultaneous use by patrons.

<b>TOTAL OPERATING EXPENSES</b>	<b>\$24,346,469</b>	<b>\$24,554,118</b>	<b>25,176,874</b>	<b>3.4%</b>
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED FY 2019</u></b>	<b><u>ESTIMATED FY 2019</u></b>	<b><u>ADOPTED FY 2020</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				

<b>SOCIAL SECURITY</b>	<b>\$1,646,998</b>	<b>\$1,609,850</b>	<b>\$1,654,950</b>	<b>0.5%</b>
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**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.

<b>PENSION</b>	<b>17,160,222</b>	<b>17,160,222</b>	<b>18,223,101</b>	<b>6.2%</b>
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**Comment:** The fiscal year 2020 contribution to the Pension Fund reflects the actuarially determined employer contribution required to achieve full funding of the pension plan. The total contribution for fiscal year 2020 is \$25,231,000, an increase of \$1,351,000 over the fiscal year 2019 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 an increase of \$1,062,878.

<b>RISK MANAGEMENT EXPENSE</b>	<b>18,141,222</b>	<b>18,141,222</b>	<b>19,575,150</b>	<b>7.9%</b>
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**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 increases \$1,433,928, or 7.9% in fiscal year 2020. Town Health Program expense increases \$1,330,490, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase 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.

<b>CONTINGENCY</b>	<b>1,075,000</b>	<b>1,075,000</b>	<b>1,525,000</b>	<b>41.9%</b>
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**Comment:** The appropriation for fiscal year 2020 reflects potential wage settlements for all collective bargaining agreements except Police, which settled in fiscal year 2019. At the time of budget preparation, the Fire union contract was not ratified.

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

	<b><u>ADOPTED FY 2019</u></b>	<b><u>ESTIMATED FY 2019</u></b>	<b><u>ADOPTED FY 2020</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				
<b>TRANSFERS OUT</b>	<b><u>1,883,989</u></b>	<b><u>1,761,645</u></b>	<b><u>1,837,331</u></b>	<b>-2.5%</b>
<p><b>Comment:</b> The overall Private School Services Fund subsidy decreases \$46,658 to \$1,739,528 for fiscal year 2020. The transfer for the private school transportation program increases \$2,626 due to a contractual rate increase offset by fewer buses. The transfer for the private school health program decreases \$49,284 due to salary, temporary payroll, pension and benefit increases, offset by an increase in anticipated revenues as the Governor's proposed budget transferred responsibility for private school health reimbursement from the State to the private schools. A transfer of \$97,803 from the Public Works department to the Board of Education is included for grounds maintainers' health benefits.</p>				
<b>TOTAL FRINGE BENEFITS, INSURANCE &amp; MISC.</b>	<b>\$39,907,431</b>	<b>\$39,747,939</b>	<b>\$42,815,532</b>	<b>7.3%</b>
<b>TOTAL TOWN GENERAL FUND</b>	<b>\$106,168,021</b>	<b>\$107,071,738</b>	<b>\$110,359,574</b>	<b>3.9%</b>

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

	<b><u>ADOPTED FY 2019</u></b>	<b><u>ESTIMATED FY 2019</u></b>	<b><u>ADOPTED FY 2020</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>CAPITAL FINANCING</u></b>				
<b>DEBT ADMINISTRATION</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	
<b>Comment:</b> The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
<b>TRANSFER FOR DEBT SERVICE</b>	<b>17,472,034</b>	<b>17,472,034</b>	<b>17,243,303</b>	<b>-1.3%</b>
<b>Comment:</b> 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 \$18,028,303 in fiscal year 2020, a decrease of \$443,731 from the prior year. Debt service includes principal payments of \$14,220,000 and interest payments of \$3,808,303, which are made out of the Debt Service Fund. Of this total, \$17,243,303 is funded via transfer from the General Fund, \$350,000 from bond premiums received on prior debt issuances, \$200,000 from Debt Service Fund fund balance, and an anticipated debt service refunding savings of \$235,000 is expected to offset the balance.				
<b>TRANSFER TO CNRE</b>				
<b>Comment:</b> 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. In fiscal year 2020, these projects (\$1,600,000) are to be funded out of CNRE fund balance.				
<b>TOTAL CAPITAL FINANCING</b>	<b>\$17,562,034</b>	<b>\$17,562,034</b>	<b>\$17,333,303</b>	<b>1.3%</b>
<b><u>BOARD OF EDUCATION</u></b>				
<b>DIRECT APPROPRIATION</b>	<b><u>\$164,351,527</u></b>	<b><u>\$163,251,527</u></b>	<b><u>\$168,800,689</u></b>	<b>2.7%</b>
<b>Comment:</b> Annual direct appropriation to the Board of Education for public schools.				
<b>TOTAL BOARD OF EDUCATION</b>	<b>\$164,351,527</b>	<b>\$163,251,527</b>	<b>\$168,800,689</b>	<b>2.7%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$288,081,582</b>	<b>\$287,885,299</b>	<b>\$296,493,566</b>	<b>2.9%</b>

**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.

<b>BUDGET SUMMARY GENERAL GOVERNMENT</b>					
	<b><u>Actual</u> <u>2017-2018</u></b>	<b><u>Adopted</u> <u>2018-2019</u></b>	<b><u>Estimated</u> <u>2018-2019</u></b>	<b><u>Adopted</u> <u>2019-2020</u></b>	<b><u>Percent</u> <u>Change</u></b>
Town Council	\$ 373,388	\$ 383,752	\$ 381,932	\$ 391,936	2.1%
Town Clerk	250,273	259,128	255,753	281,514	8.6%
Town Manager	318,739	384,297	384,422	390,901	1.7%
Corporation Counsel	371,571	441,635	461,540	400,460	-9.3%
Registrar of Voters	217,647	267,712	322,991	243,049	-9.2%
Assessor	<u>748,505</u>	<u>752,172</u>	<u>763,127</u>	<u>746,474</u>	-0.8%
<b>TOTAL</b>	<b>\$2,280,123</b>	<b>\$2,488,696</b>	<b>\$2,569,765</b>	<b>\$2,454,334</b>	<b>-1.4%</b>



## 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 and sub-committee 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 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.

<b>BUDGET SUMMARY TOWN COUNCIL</b>						
<b><u>Revenues:</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Charges for Services	\$	\$	\$	\$	\$ 16,000	
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$ 16,000</b>	
<b><u>Expenditures:</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$ 117,727	\$ 117,914	\$54,481	\$ 117,914	\$ 117,914	
Operating Expense	246,868	257,136	242,916	255,316	265,320	3.2%
Social Security	8,793	8,702	4,037	8,702	8,702	
<b>TOTAL</b>	<b>\$373,388</b>	<b>\$383,752</b>	<b>\$301,434</b>	<b>\$381,932</b>	<b>\$391,936</b>	<b>2.1%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>	<b><u>2018-2019</u></b>	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>
General Fund	1.5	1.5	1.5	1.5	1.5

## BUDGET & PROGRAM HIGHLIGHTS

The Town Council's budget increases \$8,184 or 2.1% in fiscal year 2020. Wages and salaries and social security are consistent with the prior year. Operating expense increases \$8,184, primarily due to implementation of a new software program that manages agendas and documents for Town Council meetings and subcommittee meetings with an annual cost of \$16,000. This expenditure will be fully funded with surcharge funds that qualify for this use. This increase is offset by a reduction attributed to Community Renewal Team and North Central Regional Mental Health contributions being moved to the Department of Leisure Services and Social Services.

### SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Regular Payroll	\$117,727	\$117,914	\$54,481	\$117,914	\$117,914	
Dues	95,340	98,208	96,708	96,708	97,820	-0.4%
Professional Services	42,000	43,000	38,280	42,680	44,000	2.3%
General Contributions	109,528	115,928	107,928	115,928	107,500	-7.3%
Information Technology					16,000	
Social Security	<u>8,793</u>	<u>8,702</u>	<u>4,037</u>	<u>8,702</u>	<u>8,702</u>	
<b>Total Department</b>	<b>\$373,388</b>	<b>\$383,752</b>	<b>\$301,434</b>	<b>\$381,932</b>	<b>\$391,936</b>	<b>2.1%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Town Clerk	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

### 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.

**Dues:** The Town pays dues to organizations as detailed in the chart below. Dues for fiscal year 2020 decrease \$388, as detailed in the chart below.

### Dues to Outside Agencies

<u>Agency</u>	<u>Actual 2018</u>	<u>Adopted 2019</u>	<u>Estimated 2019</u>	<u>Adopted 2020</u>
Capital Region Council of Governments (CRCOG)	\$44,804	\$45,539	\$45,539	\$46,651
Greater Hartford Transit District (GHTD)	9,490	10,123	10,123	10,123
CT Conference of Municipalities (CCM)	41,046	41,046	41,046	41,046
CT Main Street Center		<u>1,500</u>		
<b>TOTAL</b>	<b>\$95,340</b>	<b>\$98,208</b>	<b>\$96,708</b>	<b>\$97,820</b>

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**ANNUAL BUDGET 2019-2020**

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**Professional Services:** This appropriation, which reflects an increase of \$1,000, 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, and in total is consistent with the current year. Two contributions are budgeted, but moved to the Department of Leisure Services and Social Services.

<b>Contributions to Outside Agencies</b>				
<u>Agency</u>	<u>Actual 2018</u>	<u>Adopted 2019</u>	<u>Estimated 2019</u>	<u>Adopted 2020</u>
West Hartford Youth League	\$34,000	\$34,000	\$34,000	\$34,000
Noah Webster Foundation	30,000	30,000	30,000	30,000
West Hartford Community Television	20,100	22,500	22,500	22,500
West Hartford Art League	5,000	5,000	5,000	5,000
Playhouse on Park	5,000	5,000	5,000	5,000
North Central Regional Mental Health	4,428	4,428	4,428	- *
Community Renewal Team	4,000	4,000	4,000	- *
Interval House	3,000	3,000	3,000	3,000
West Hartford Community Theater		4,000	4,000	2,000
West Hartford Women's Chorale				2,000
West Hartford Symphony	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
<b>TOTAL</b>	<b>\$109,528</b>	<b>\$115,928</b>	<b>\$115,928</b>	<b>\$107,500</b>

\* These contributions will be made in the Department of Leisure Services and Social Services beginning in fiscal year 2020.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Calendar Year)</b>					
	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>
Number of Public Hearings	34	19	26	18	17
Number of Town Council Meetings	20	19	21	21	22
Special Services District Meetings	5	5	5	5	5
Legal Notices	n/a	n/a	67	54	60
Justice of the Peace Appointments*	n/a	n/a	n/a	135	4
Board & Commission Appointments	n/a	n/a	48	77	42

\* Justices of the Peace are appointed every four years.

n/a – information not available.

## **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**

- ✓ Lobbied and supported legislation to increase Town Clerk Fees which were signed into law effective July 1, 2018. Resulted in additional \$5,000 revenue to the Town in the first 6 month period (July 1 – Dec. 31, 2018).
- ✓ Wrote and received grant from State Library for \$6,500 that resulted in microfilming Vital Records and maps, providing binders and storage that would otherwise come from Town funds.
- ✓ Introduced new Absentee Ballot process utilizing State Voter System. This provided a more efficient and accurate method for issuing Absentee Ballots and resulted in less staff time for both the Town Clerk's and Registrar of Voters offices.
- ✓ Assisted with introducing Board Docs, an Agenda Management system that will result in a more efficient way of managing agenda and the associated documents, while reducing use of paper, copying, etc.
- ✓ Executed the successful issuing and administration of Absentee Ballots for four elections (August primary, November State, and two special elections).

### **FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Research idea of Customer Service Kiosks for providing information and on line services to residents from our Town Hall lobby and other designated locations. Services would include land records, voter registration, applications for Absentee Ballots, information on accessing marriage licenses, dog licenses, minutes, agendas, etc.
- ❖ Investigate centralizing Freedom of Information and records management function into the Town Clerk's office for oversight and coordination.
- ❖ Plan and provide customer service training for staff.

### TOWN CLERK

#### BUDGET SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Intergovernmental	\$ 5,000	\$ 6,500	\$ 6,500	\$ 6,500	\$	-100.0%
Licenses and Permits	29,993	30,500	14,168	35,500	35,500	16.4%
Charges for Services	<u>1,330,227</u>	<u>1,503,300</u>	<u>741,197</u>	<u>1,443,440</u>	<u>1,443,440</u>	-4.0%
<b>TOTAL</b>	<b>\$1,365,220</b>	<b>\$1,540,300</b>	<b>\$761,865</b>	<b>\$1,485,440</b>	<b>\$1,478,940</b>	<b>-4.0%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$157,006	\$158,719	\$83,257	\$158,719	\$191,934	20.9%
Operating Expense	84,017	90,545	30,489	87,170	76,670	-15.3%
Social Security	<u>9,250</u>	<u>9,864</u>	<u>4,582</u>	<u>9,864</u>	<u>12,910</u>	30.9%
<b>TOTAL</b>	<b>\$250,273</b>	<b>\$259,128</b>	<b>\$118,328</b>	<b>\$255,753</b>	<b>\$281,514</b>	<b>8.6%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>	<b><u>2018-2019</u></b>	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>
General Fund	1.9	1.9	1.9	1.9	2.5

#### BUDGET & PROGRAM HIGHLIGHTS

The Town Clerk's budget increases \$22,386 or 8.6% in fiscal year 2020. A net increase of \$33,215 in wages and salaries reflects the reallocation of 0.6 of the Deputy Town Clerk position from the Registrar of Voters Department to the Town Clerk department based upon job responsibilities in the upcoming year, offset by a reduction in the need for temporary payroll. Operating expense decreases \$13,875 or 15.3% due to a reduction in office expense based upon the use of BoardDocs agenda management system and elimination of a \$6,500 grant for historic document preservation costs which has not yet been awarded for fiscal year 2020.

Revenues in the Town Clerk's office reflect a net decrease of \$61,360. This is attributed to a reduction in land records fees (\$40,000), mortgage electronic registration fees (\$15,000), and copies (\$5,000) based upon volume. In addition, the historical document preservation grant (\$6,500) has not yet been awarded for fiscal year 2020. Minor variances in other revenue line items comprise the balance.

**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Intergovernmental						
Revenue	\$ 5,000	\$ 6,500	\$ 6,500	\$ 6,500	\$	-100.0%
Licenses and Permits	29,993	30,500	14,168	35,500	35,500	16.4%
Conveyance Taxes	898,158	1,030,000	545,219	1,030,000	1,030,000	
Land Records Fee	218,214	240,000	96,235	200,000	200,000	-16.6%
Charges for Services	<u>213,855</u>	<u>233,300</u>	<u>99,743</u>	<u>213,400</u>	<u>213,440</u>	-8.5%
<b>Total Department</b>	<b>\$1,365,220</b>	<b>\$1,540,300</b>	<b>\$761,865</b>	<b>\$1,485,400</b>	<b>\$1,478,940</b>	<b>-4.0%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$119,858	\$120,311	\$57,771	\$120,311	\$160,914	33.7%
Temporary Payroll	36,740	38,000	25,298	38,000	30,000	-21.1%
Education Premium Pay	408	408	187	408	1,020	150.0%
Office Expense	30,716	39,000	8,071	36,000	25,500	-34.6%
Dues and Travel	795	550	675	675	675	22.7%
Advertising	5,968	6,000	2,390	6,000	6,000	
Professional Services	9,958	9,000	3,495	9,000	9,000	
Printing/Binding Services	649	800	262	300	300	-62.5%
Office Equipment	1,195	1,195		1,195	1,195	
Information Technology	34,017	33,000	15,252	33,000	33,000	
Telecommunications	720	1,000	345	1,000	1,000	
Social Security	<u>9,249</u>	<u>9,864</u>	<u>4,582</u>	<u>9,864</u>	<u>12,910</u>	30.9%
<b>Total Department</b>	<b>\$250,273</b>	<b>\$259,128</b>	<b>\$118,328</b>	<b>\$255,753</b>	<b>\$281,514</b>	<b>8.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Deputy Town Clerk	0.4	0.4	0.4	0.4	1.0
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>2.5</b>

## TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Department was restructured in fiscal year 2015 such that a supervisory position was shared with the Registrar of Voters department, and an Assistant Town Clerk position was shared with the Town Council's office. In fiscal year 2020, the Deputy Town Clerk position is returning to the Town Clerk department.

**Temporary Payroll:** The temporary payroll appropriation reflects a decrease of \$8,000 due to the return of a full-time position to the department. In addition to daily responsibilities, the temporary staff covers 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:** The office expense appropriation is reduced \$13,500 or 34.6%. The Town has not yet been notified if it will receive a Historic Document Preservation grant for fiscal year 2019, resulting in a decrease to both revenue and expenditure appropriations of \$6,500. In addition, decreases in office supplies, printing and copying result from the implementation of agenda management software.

**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 used for publishing meeting dates, agendas, ordinances and elections as required under FOI rules and is consistent with the prior year.

**Professional Services:** This appropriation is used for court reporters, which are required for many public hearings regarding zoning issues, as well as land record auditing services.

**Printing/Binding Services:** Costs for printing of Town Council agendas, absentee ballots for elections, or costs for printing of larger volume printing projects. The department is utilizing the Board of Education print shop when it is deemed cost beneficial, but expects the cost to decrease with the elimination of paper agendas.

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

**Information Technology:** This appropriation finances the cost of annual software maintenance contracts for the land records system, General Code and Clerk Index, 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. The increase is consistent with the variance in payroll.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Calendar Year)</b>				
	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>
Absentee Ballots Processed	2,032	1,036	6,306	874	4,133
Annual Births	596	569	587	554	597
Annual Deaths	698	786	736	753	749
Burial/Cremation permits	584	772	645	721	721
Certified Copies Vital Statistics	4,041	4,183	4,529	4,835	4,432
Copies of Land Records	37,798	44,415	41,841	41,967	38,888
Dog Licenses	3,100	2,840	2,927	2,955	2,884
E Search Subscriptions	26	31	28	34	34
Land Records Processed	8,856	9,295	9,031	8,897	8,335
Liquor permits	122	129	137	156	155
Maps	450	289	216	194	116
Marriage Certificates	550	486	491	486	488
Military Discharges Filed	141	396	27	28	31
Notary Commission	144	137	118	144	152
Notary Fees	385	412	402	483	653
Trade Names	150	153	168	151	138



## **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 Town 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 Town 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 is assigned to the Town Manager's Office and functions as the Town's Public Information Officer responsible for communications and supporting special events.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Worked with Town Council and staff to develop a long-term fiscal stability plan to: promote sustainability; to critically assess expenditures and make adjustments to promote efficiency and effectiveness; and to adequately fund programs, services, and other Council priorities while carefully managing the tax burden.
- ✓ Collaborated with Human Resources to recruit a Fire Chief and to fill other mission-critical vacancies. Negotiated successor collective bargaining agreements with the West Hartford Police Officers Association and International Association of Firefighters.
- ✓ Initiated an efficiency and effectiveness study to assess Fire Department operations, including paramedic services and fire prevention.
- ✓ Presented a proposal to conduct comprehensive trial of road diet on North Main Street; included funding for trial in proposed fiscal year 2020 capital improvement program.
- ✓ Conducted first annual leadership retreat with Town's directors.
- ✓ Launched new municipal Facebook site as an additional way to reach constituents. The page has developed a following with posts averaging 1,000 views and garnering as much as 12,000 views. The Town's Twitter account has more than 3,060 followers and its email notification system has 6,900 subscribers.
- ✓ Organized various special events including Dr. Martin Luther King Jr. celebration, Japan Summer Festival, Center Streets, Park Road Parade, Pink Party, Halloween Stroll, Holiday Stroll, Chanukah Celebration, and charity walks and road races including Stand Up to Cancer, Hartford Marathon Foundation's Half Marathon, and Mitten Run. Notably, beginning in 2018 the Public Relations Division assumed responsibility for coordinating the Memorial Day Parade, in collaboration with the Veterans Commission.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Assist Town Council with review of zoning application expected to be filed by Ideanomics for the redevelopment of the former UCONN campus.
- ❖ Complete efficiency and effectiveness study of Fire Department operations; begin to implement report recommendations.
- ❖ Assist Town Council with assessing impact of MDC sewer user charge study; prepare feedback to MDC as appropriate.
- ❖ Assist Town Council with its continued review of residential waste disposal options and identify a preferred solution.
- ❖ Develop solutions to close deficit in Blueback Square Fund and Leisure Services Fund.
- ❖ Advocate for construction of rail station and continue to promote opportunities for transit-oriented development (ToD) within New Park corridor and opportunity zone.
- ❖ Complete work to produce new Town logo, incorporating input from the community; phase in new logo as material is depleted.

### TOWN MANAGER

#### BUDGET SUMMARY

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$288,210	\$352,979	\$166,460	\$349,604	\$351,757	-0.3%
Operating Expense	12,085	8,900	5,565	12,400	16,350	83.7%
Social Security	18,444	22,418	8,936	22,418	22,794	1.7%
<b>TOTAL</b>	<b>\$318,739</b>	<b>\$384,297</b>	<b>\$180,961</b>	<b>\$384,422</b>	<b>\$390,901</b>	<b>1.7%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2018-2019</u></b>	<b><u>Adopted</u> <u>2019-2020</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>	<b><u>2018-2019</u></b>		
General Fund	2	2	3	3	3

#### BUDGET & PROGRAM HIGHLIGHTS

The budget for the Town Manager's office for fiscal year 2020 reflects an increase of \$6,604 or 1.7%. Wages and social security reflect minor variances from the prior year based upon benefit elections and merit increases for eligible employees. Operating expense increases \$7,450, primarily due to increases in the appropriation for training (\$2,000) and professional services (\$3,000).

**Fund: General Fund**  
**Department: Town Manager**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$286,977	\$352,179	\$166,284	\$348,804	\$350,957	-0.4%
Education Premium Pay	1,233	800	177	800	800	
Office Expense	5,291	2,850	891	3,350	3,900	36.8%
Dues and Travel	3,504	5,100	1,964	5,600	6,500	27.5%
Training	1,400				2,000	
Professional Services	1,550		2,500	2,500	3,000	
Printing/Binding Services		150		150	150	
Office/Minor Equipment		300		300	300	
Telecommunications	340	500	210	500	500	
Social Security	18,444	22,418	8,935	22,418	22,794	1.7%
<b>Total Department</b>	<b>\$318,739</b>	<b>\$384,297</b>	<b>\$180,961</b>	<b>\$384,422</b>	<b>\$390,901</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Public Relations Specialist*	—	—	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

\* In fiscal year 2019 the Town's Public Relations Specialist position was transferred from Community Development.

**TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This department is staffed with three full-time employees, consistent with the prior year.

**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).

**Training:** This appropriation will fund professional development and leadership training costs.

**Professional Services:** An appropriation of \$3,000 will fund expenditures to launch the Town's new logo and a brochure for residents.

**Printing/Binding Services:** This appropriation covers printing jobs sent to the BOE print shop.

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

**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.

**CORPORATION COUNSEL****MISSION**

The Office of Corporation Counsel exists to advise the elected, appointed and employed officials of the Town of West Hartford in all legal matters which might implicate the Town's interests. Additionally, the Corporation Counsel represents the Town and its officials in all litigation, either directly through employed attorneys or through outside counsel.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Provided legal guidance in connection with the University of Connecticut site.
- ✓ Won Walgreen Eastern v. Town before the Connecticut Supreme Court.
- ✓ Provided memoranda and informal guidance on a wide array of legal topics including federal tax law amendments, Freedom of Information Act compliance, conflicts of interest and MDC ad valorem tax issues.
- ✓ Identified legislative changes that required input and provided guidance on those changes.
- ✓ Assisted in drafting various ordinance amendments.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ To provide initial responses to inquiries from Town officials within 24 hours or by the next business day.
- ❖ To provide complete follow-up responses within one week or to report back regarding any delays beyond that time frame.

### CORPORATION COUNSEL

BUDGET SUMMARY						
<b><u>Revenues:</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Charges for Services	\$ 659	\$	\$ 475	\$ 750	\$ 500	
<b>TOTAL</b>	<b>\$ 659</b>	<b>\$</b>	<b>\$ 475</b>	<b>\$ 750</b>	<b>\$ 500</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$287,310	\$290,625	\$131,259	\$311,530	\$301,410	3.7%
Operating Expense	65,000	130,260	37,000	130,260	78,300	-39.9%
Social Security	<u>19,261</u>	<u>20,750</u>	<u>9,124</u>	<u>19,750</u>	<u>20,750</u>	
<b>TOTAL</b>	<b>\$371,571</b>	<b>\$441,635</b>	<b>\$177,383</b>	<b>\$461,540</b>	<b>\$400,460</b>	<b>-9.3%</b>

Authorized Positions				Revised	Adopted
<b><u>Full-Time Positions:</u></b>	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>	<b><u>2018-2019</u></b>	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>
General Fund	3	2	2	2	2

### BUDGET & PROGRAM HIGHLIGHTS

Overall, the Corporation Counsel's budget is reduced \$41,175 or 9.3% in fiscal year 2020. Wages and salaries reflect anticipated merit increases and benefit elections. Operating expense decreases \$51,960 due to a one-time appropriation for legal services in fiscal year 2019 that is not required in the upcoming fiscal year. Social security is consistent with the prior year.

**Fund: General Fund**

**Department: Corporation Counsel**

**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Copies	\$ 659	\$	\$ 475	\$ 750	\$ 500	
<b>Total Department</b>	<b>\$ 659</b>	<b>\$</b>	<b>\$ 475</b>	<b>\$ 750</b>	<b>\$ 500</b>	

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$253,755	\$261,625	\$117,698	\$282,530	\$272,410	4.1%
Temporary Payroll	33,555	29,000	13,561	29,000	29,000	
Office Expense	12,546	18,100	5,631	18,100	18,100	
Dues and Travel	1,052	1,600	230	1,600	1,600	
Professional Services	8,431	67,000	10,427	67,000	15,000	-77.6%
Contractual Services	42,497	42,500	20,431	42,500	42,500	
Printing/Binding Services	55	60	70	60	100	66.7%
Telecommunications	420	1,000	210	1,000	1,000	
Social Security	19,260	20,750	9,125	19,750	20,750	
<b>Total Department</b>	<b>\$371,571</b>	<b>\$441,635</b>	<b>\$177,383</b>	<b>\$461,540</b>	<b>\$400,460</b>	<b>-9.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Deputy Corporation Counsel	1	1	1		
Assistant Corporation Counsel	1	1	1	2	2
Legal Administrative Assistant	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## **CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The department is staffed with two full-time positions. Estimated merit increases are included for eligible personnel.

**Temporary Payroll:** This appropriation funds a part-time Legal Administrative Assistant and is consistent with the prior year.

**Office Expense:** This appropriation funds office supplies, printing and postage costs of the department, as well as subscriptions to legal publications and updates for the department.

**Dues and Travel:** This appropriation is used to fund the Town's membership in the Connecticut Association of Municipal Attorneys, annual filings required for attorneys by the State of Connecticut, and payment for seminars as required.

**Professional Services:** This appropriation is for outside legal services and is reduced due to a one-time appropriation in fiscal year 2019 that is not required in the upcoming year. The proposed appropriation of \$15,000 is an increase of \$7,000 over the historical appropriation for this line item to allow the use of outside counsel as needed.

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

**Printing/Binding Services:** This budget is for the printing of large volume projects through the Board of Education's print shop.

**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.

**REGISTRAR OF VOTERS****MISSION**

The mission of the Registrar of Voters 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. Additionally, the Registrar is 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**

- ✓ Revised the supervised voting process resulting in decreased staffing needs.
- ✓ Streamlined Election Day Registration process thereby decreasing wait times and ensuring no potential elector was turned away due to lack of staffing or training.
- ✓ Executed a successful gubernatorial election with historically high voter registration and turnout. West Hartford's voter turnout of 74.94% in the November 2018 election earned the Town the State of Connecticut Democracy Cup in the "city" category, with the highest turnout among municipalities with more than 50,000 residents.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Create video training for poll workers to improve job performance.
- ❖ Research electronic poll books to determine if they might improve efficiency and decrease costs.
- ❖ Analyze current paper filing system to determine what we can store digitally, thus minimizing storage requirements.
- ❖ Evaluate current poll locations to ensure voting process is as convenient and accessible as possible for all electors.

## REGISTRAR OF VOTERS

### BUDGET SUMMARY

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$182,549	\$221,483	\$151,133	\$260,583	\$191,375	-13.6%
Operating Expense	26,122	34,745	37,227	50,924	41,420	19.2%
Social Security	8,976	11,484	4,602	11,484	10,254	-10.7%
<b>TOTAL</b>	<b>\$217,647</b>	<b>\$267,712</b>	<b>\$192,962</b>	<b>\$322,991</b>	<b>\$243,049</b>	<b>-9.2%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2018-2019</u></b>	<b><u>Adopted</u> <u>2019-2020</u></b>
	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>	<b><u>2018-2019</u></b>		
General Fund	0.6	0.6	0.6	0.6	

### BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' budget decreases \$24,663 or 9.2% in fiscal year 2020. Wages and salaries reflect a net reduction of \$30,108 as the Deputy Town Clerk position that is 60% allocated to this department will be transferred back to the Town Clerk department for the upcoming fiscal year. Offsetting this reduction will be an increase of \$26,575 in temporary payroll to cover office hours and provide administrative support. Operating expense increases \$6,675 due to State mandated education classes for election moderators and anticipated costs to fund two elections, including a presidential preference primary. Social security is consistent with payroll modifications.

**Fund: General Fund**

**Department: Registrar of Voters**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$55,566	\$56,071	\$27,060	\$56,071	\$	-100.0%
Temporary Payroll	126,371	164,800	123,792	203,900	191,375	16.1%
Education Premium Pay	612	612	281	612		-100.0%
Office Expense	14,080	17,300	22,517	32,800	20,000	15.6%
Dues and Travel	2,907	5,425	2,168	5,430	6,610	21.8%
Advertising		100	173	173	200	100.0%
Professional Services	425	780	240	780	3,270	319.2%
Printing/Binding Services	276	400	1,238	500	600	50.0%
Telecommunications	760	740	390	740	740	
Operating Expense – Miscellaneous	7,674	10,000	10,501	10,501	10,000	
Social Security	<u>8,976</u>	<u>11,484</u>	<u>4,602</u>	<u>11,484</u>	<u>10,254</u>	-10.7%
<b>Total Department</b>	<b>\$217,647</b>	<b>\$267,712</b>	<b>\$192,962</b>	<b>\$322,991</b>	<b>\$243,049</b>	<b>-9.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Deputy Town Clerk	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	—
<b>TOTAL</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Calendar Year)**

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>
Percent Voting:					
Gubernatorial	61%				75%
Municipal		29%		32%	
Presidential			78%		
Number of Registered Voters	39,517	38,266	43,248	38,855	40,568
Connecticut Voter Registration System:					
Additions			7,515	2,255	4,673
Changes			4,941	7,165	4,924

**REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** A supervisory position responsible for administrative oversight that is shared with the Town Clerk's department will be fully allocated to the Town Clerk in fiscal year 2020.

**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. The increase in office staff is to provide administrative support and office coverage.

	<b>Actual 2018</b>	<b>Adopted 2019</b>	<b>Estimated 2019</b>	<b>Adopted 2020</b>
Registrars/Deputy Registrars	\$91,000	\$91,000	\$91,000	\$91,000
Office Staff	6,306	8,000	8,000	39,000
Election Workers	29,065	65,800	104,900	61,375
Total Temporary Payroll	\$126,371	\$164,800	\$203,900	\$191,375

**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. This budget is reduced for fiscal year 2020, consistent with regular payroll changes.

**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. An increase of \$2,700 reflects anticipated supplies, ballots and postage costs for two elections, including a presidential preference primary.

**Dues and Travel:** This appropriation funds the cost of membership in the Registrar of Voters Association of Connecticut, as well as costs for semi-annual conferences, meals for poll workers, and mileage reimbursement. The increase is due to State mandated training for election moderators.

**Advertising:** This appropriation funds election notices required by State law.

**Professional Services:** This appropriation will fund training for all of the moderators, as well as other training for staff and poll workers, as deemed necessary. In addition, the cost for coding memory cards for two elections is reflected in this line item.

**Printing/Binding Services:** The department utilizes the Board of Education print shop for large printing jobs.

**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 moving the machines to polling places and performing annual maintenance on each 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 provide assessment-related information to the public and governmental agencies in a timely, responsive and courteous manner.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Completed audits on 33 business personal property accounts with an aggregate increase of \$3,635,680 encompassing three Grand List years (2015, 2016 & 2017) recapturing \$147,297 in escaped tax dollars.
- ✓ Settled 20 tax appeals resulting from the 2016 revaluation with a median settlement of 8%.
- ✓ Conducted an Elderly tax relief benefits & Veterans benefits workshop at the Elmwood Community Senior Center.
- ✓ Honored as Assessor of the Year by the Connecticut Association of Assessing Officers.
- ✓ Completed the October 1, 2018 Grand List by the statutory deadline, January 31, 2019.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Continuing development of office procedures manual in fiscal year 2020.

### ASSESSOR'S OFFICE

#### BUDGET SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Charges for Services	\$1,632	\$1,500	\$ 913	\$1,500	\$1,500	
<b>TOTAL</b>	<b>\$1,632</b>	<b>\$1,500</b>	<b>\$ 913</b>	<b>\$1,500</b>	<b>\$1,500</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$647,645	\$646,674	\$304,504	\$655,582	\$638,281	-1.3%
Operating Expense	52,733	57,795	30,372	59,095	61,170	5.8%
Social Security	48,127	47,703	22,253	48,450	47,023	-1.4%
<b>TOTAL</b>	<b>\$748,505</b>	<b>\$752,172</b>	<b>\$357,129</b>	<b>\$763,127</b>	<b>\$746,474</b>	<b>-0.8%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2018-2019</u>	<u>2019-2020</u>
General Fund	7	7	7	7	7

#### BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2020 budget for the Assessor's Office decreases \$5,698, or 0.8%, from the prior year budget. Wages and salaries reflect anticipated merit increases and deferred compensation matching for full-time employees, offset by the refill of a vacant position lower in the range than the incumbent. Operating expense reflects a net increase of \$3,375, with minor budget refinements on multiple lines. Social security increases reflect changes to wages and salaries.

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**ANNUAL BUDGET 2019-2020**

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**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Copies	\$1,632	\$1,500	\$ 913	\$1,500	\$1,500	
<b>TOTAL</b>	<b>\$1,632</b>	<b>\$1,500</b>	<b>\$ 913</b>	<b>\$1,500</b>	<b>\$1,500</b>	

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$619,723	\$620,009	\$293,924	\$629,937	\$612,636	-1.2%
Temporary Payroll	24,008	22,500	9,825	22,500	22,500	
Overtime	2,512	2,125	288	2,125	2,125	
Education Premium Pay	1,403	2,040	468	1,020	1,020	-50.0%
Office Expense	14,803	18,755	6,653	18,755	19,535	4.2%
Dues and Travel	3,423	3,537	400	3,687	3,637	2.8%
Training	2,934	3,515	356	3,515	3,515	
Advertising		200		200	200	
Printing/Binding Services	390	1,020	261	1,020	2,665	161.3%
Information Technology	28,160	27,914	20,145	27,914	27,730	-0.7%
Telecommunications	1,403	1,700	819	1,700	2,384	40.2%
Vehicles & Equipment Expense	1,619	1,154	1,738	2,304	1,504	30.3%
Social Security	48,127	47,703	22,252	48,450	47,023	-1.4%
<b>Total Department</b>	<b>\$748,505</b>	<b>\$752,172</b>	<b>\$357,129</b>	<b>\$763,127</b>	<b>\$746,474</b>	<b>-0.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>



## ASSESSOR'S OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Assessment is staffed with seven full-time positions. Regular payroll reflects anticipated merit increases, changes to benefit elections, and the refill of a vacant position lower in the range than the incumbent.

**Temporary Payroll:** An appropriation for a part-time employee to perform personal property audits and ensure all personal property is discovered and listed is consistent with the prior year.

**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 budget is increased \$780 based upon experience and anticipated need.

**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. The increase reflects slight increases in annual dues.

**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.

**Printing & Binding Services:** This appropriation, which funds the cost associated with printing and binding of the Grand List, the use of the Board of Education's print shop, and various forms, is increased based upon anticipated needs.

**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.

**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. In addition, the budget for fiscal year 2020 funds service for GPS equipment on three vehicles.

**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)				
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b><u>(GL 2012)</u></b>	<b><u>(GL 2013)</u></b>	<b><u>(GL 2014)</u></b>	<b><u>(GL 2015)</u></b>	<b><u>(GL 2016)</u></b>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,650	2,740	2,737	2,808	2,759
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,492	2,916	2,351	2,702	2,376
Real property transfers	2,238	2,148	2,295	2,324	1,692
Elderly, veterans, blind and disability applications	1,022	1,172	1,391	1,191	1,025

DEPARTMENT: GENERAL GOVERNMENT

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
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
<u>TOWN CLERK</u>					
Deputy Town Clerk	0.4	0.4	0.4	0.4	1.0
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.9	1.9	1.9	1.9	2.5
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Public Relations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	3	3	3
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1	1	1		
Assistant Corporation Counsel	1	1	1	2	2
Legal Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	2	2	2	2
<u>REGISTRAR OF VOTERS</u>					
Deputy Town Clerk	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	
TOTAL	0.6	0.6	0.6	0.6	
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	16	15	16	16	16

## **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 from the Police station to the data center, ensuring connectivity in the event of a fiber break.
- ✓ Completed the installation of over 500 IP security cameras for all Public Schools, Public Works, Municipal Parking and the Police Department.
- ✓ Implemented Ecollect for paperless new student enrollment, online form submission and electronic signature for PowerSchool Parent Portal.
- ✓ Maintained 99.99% uptime availability of the entire communications infrastructure for the past 12 months.
- ✓ Implemented School Messenger to replace BlackBoard Connect, providing better integration with PowerSchool and an annual savings of \$10,000.
- ✓ Deployed over 1,300 new devices as part of the annual technology refresh process.
- ✓ Closed over 11,710 work orders, an increase of 1.37% over the prior year; average time to completion was 5 days.

### **FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ 75% 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 website will be migrated to the same website vendor the public schools use in an effort to streamline systems and reduce hosting costs.
- ❖ 100% of the Town's network will have a failover internet service provider (ISP) to maintain connectivity in the event of a provider outage.
- ❖ 75% of municipal buildings will have an enterprise class wireless system installed for secure staff access and guest access for public use.
- ❖ Assess the Town's code enforcement permitting process and present software solutions and other recommendations to promote efficiency and effectiveness, and to enhance the customer experience.
- ❖ Implement TechGuard to empower the workforce to recognize and respond to sophisticated cyber threats leveraging this cutting-edge and comprehensive training solution.

**DEPARTMENT OF INFORMATION TECHNOLOGY**

<b>BUDGET SUMMARY</b>						
<b><u>Expenditures:</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$466,062	\$438,200	\$207,634	\$438,914	\$463,655	5.8%
Operating Expense	441,034	444,500	163,370	472,325	516,111	16.1%
Social Security	32,658	31,022	14,573	31,222	32,834	5.8%
<b>TOTAL</b>	<b>\$939,754</b>	<b>\$913,722</b>	<b>\$385,577</b>	<b>\$942,461</b>	<b>\$1,012,600</b>	<b>10.8%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>	<b><u>2018-2019</u></b>	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>
General Fund	4	4	4	4	4

**BUDGET & PROGRAM HIGHLIGHTS**

In total, the fiscal year 2020 budget for the Department of Information Technology increases \$98,878 or 10.8%. Wages and salaries increase \$25,455, or 5.8%, due to the upgrade of an Information Technology Analyst position to an Information Technology Specialist based upon duties performed. Operating expense increases \$71,611 or 16.1%. This is predominantly attributed to increases in software maintenance costs (\$40,611), telecommunications (\$13,000), and network maintenance (\$15,000). The social security adjustment reflects estimated cost based upon wages and withholdings.

**COST CENTER: INFORMATION TECHNOLOGY**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$465,236	\$430,333	\$206,159	\$433,333	\$456,155	6.0%
Temporary Payroll	826	7,867	1,335	5,442	7,500	-4.7%
Overtime			139	139		
Office Expense	616	500	1,733	2,400	500	
Dues and Travel	591	1,000	454	1,000	1,000	
Training	2,550	5,000	2,563	5,000	5,000	
Professional Services	30,977	31,000	31,268	31,500	31,000	
Contractual Services			2,425	2,425		
Information Technology	249,289	288,000	44,495	288,000	328,611	14.1%
Telecommunications	28,596	47,000	34,372	61,000	60,000	27.7%
Rental & Leases	35,427	37,000	13,269	37,000	40,000	8.1%
Information Systems	92,988	35,000	32,791	44,000	50,000	42.9%
Social Security	<u>32,658</u>	<u>31,022</u>	<u>14,574</u>	<u>31,222</u>	<u>32,834</u>	5.8%
<b>TOTAL</b>	<b>\$939,754</b>	<b>\$913,722</b>	<b>\$385,577</b>	<b>\$942,461</b>	<b>\$1,012,600</b>	<b>10.8%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	2	2	1	1	2
Information Technology Analyst			1	1	
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

\* The Director position and one Network Engineer position are shared with the Board of Education.

**INFORMATION TECHNOLOGY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Information Technology is staffed with five full-time employees, two of whom are shared equally with the Board of Education. The appropriation reflects anticipated merit increases and benefit elections, the filling of a vacant position higher in the range than anticipated, and the upgrade of an Information Technology Analyst position to an Information Technology Specialist.

**Temporary Payroll:** This appropriation is for a permanent part-time employee, the cost of which is split with the Board of Education, to supplement existing staff work in the field.

**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 (\$40,611) reflects increased cost for Microsoft licensing based upon volume of users.

**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 increases due to additional devices in the field and implementation and maintenance of an Informacast emergency notification system, which will serve as a public address system.

**Rental & Leases:** This appropriation for internet bandwidth services is increased \$3,000 based upon anticipated costs.

**Information Systems:** Funds costs 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, and applicable social security base wage rates and employee withholdings.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<u><b>Actual FY 2015</b></u>	<u><b>Actual FY 2016</b></u>	<u><b>Actual FY 2017</b></u>	<u><b>Actual FY 2018</b></u>	<u><b>Estimated FY 2019</b></u>
Number of Municipal/School Sites on Town Owned Fiber	27	42	44	44	45
Number of Physical Servers Consolidated to Virtual Servers	86	112	112	112	112
Number of Sites with Building-wide Wireless	23	23	25	27	29
<b><u>IT Helpdesk:</u></b>					
Number of Town Work Orders Received	1,837	2,264	2,673	2,577	3,365
Number of BOE Work Orders Received	7,177	7,736	9,221	9,140	11,932
Percentage Completed	100%	100%	99.9%	99.9%	90.0%
Average Number of Days to Complete	4.1	3.98	4.56	5.25	6.50
<b><u>Website Statistics:</u></b>					
Site Visits to www.westhartfordct.gov	336,000	513,857	687,391	700,602	720,838
Site Visits to West Hartford's GIS Site	16,260	19,692	10,932	12,756	13,000
Use of West Hartford's Online Parking Omit System	n/a	13,259	23,234	20,463	20,860

**n/a – not available**



# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

## TECHNOLOGY INVESTMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Charges for Services	\$ 11,433	\$ 11,750	\$ 11,750	\$ 10,000
Interest on Investments			40	
Total Revenues & Other Resources	\$ 11,433	\$ 11,750	\$ 11,790	\$ 10,000

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Technology Investments	\$	\$ 1,792	\$ 1,792	\$ 10,000
Total Expenditures & Other Uses	\$	\$ 1,792	\$ 1,792	\$ 10,000

CHANGE IN FUND BALANCE	\$ 11,433	\$ 9,958	\$ 9,998	\$
BEGINNING BALANCE	(\$ 9,641)	\$ 1,792	\$ 1,792	\$ 11,790
ENDING BALANCE	\$ 1,792	\$ 11,750	\$ 11,790	\$ 11,790

**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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Charges for Services	\$25,000	\$20,000	\$16,000	\$10,000	\$12,000
<b>TOTAL REVENUES</b>	<b>\$25,000</b>	<b>\$20,000</b>	<b>\$16,000</b>	<b>\$10,000</b>	<b>\$12,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$20,000	\$47,000	\$35,000	\$21,000	\$
<b>TOTAL EXPENDITURES</b>	<b>\$20,000</b>	<b>\$47,000</b>	<b>\$35,000</b>	<b>\$21,000</b>	<b>\$</b>
<b>OPERATING RESULTS</b>	\$5,000	(\$27,000)	(\$19,000)	(\$11,000)	\$12,000
<b>FUND BALANCE</b>	<b>\$ 47,000</b>	<b>\$ 20,000</b>	<b>\$ 1,000</b>	<b>(\$ 10,000)</b>	<b>\$ 2,000</b>

**FISCAL YEAR 2019 OPERATING RESULTS**

The Fund is projected to earn revenue in the amount of \$11,790 with expenditures of \$1,792 for the fiscal year. Accordingly, fund balance will increase to approximately \$11,790 by year-end.

**FISCAL YEAR 2020 BUDGET**

The budget for fiscal year 2020 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 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	2.0	2.0	1.0	1.0	2.0
Information Technology Analyst			1.0	1.0	
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	4.0	4.0	4.0	4.0	4.0

\* The Director position and one Network Engineer position are shared with the Board of Education.

## **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**

- ✓ Received the Government Finance Officers Association's Certificate for Excellence in Financial Reporting.
- ✓ Received the Government Finance Officers Association's Distinguished Budget Presentation Award.
- ✓ On schedule for migration from Dynamics AX to MUNIS financial software.
- ✓ Successfully executed a general obligation bond sale of \$10 million and retained the Town's AAA/Aaa bond rating from Standard & Poor's and Moody's.
- ✓ Was successful in removing the negative outlook on the Town's credit rating from Moody's.
- ✓ Achieved a collection rate of 99.4% for property taxes.
- ✓ Updated and redrafted the Town's Purchasing Manual.
- ✓ Continued to address the Town's funded pension status by recommending a further reduction in the pension discount rate as well as proposing further discount rate reductions that will have a positive effect on decreasing long term unfunded pension liabilities.

### **FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Explore increasing the number of vendors who will accept ACH payments as well as increase department credit card limits. The expected outcome will be the processing of fewer checks/payments and receipt of larger rebates from the State through the State P-Card program.
- ❖ Decrease the number of payments that are processed manually in the Tax Office by working with banks and leasing companies by providing electronic billing files and receipt of electronic payment files.
- ❖ Continue with the implementation of MUNIS financial software.

## DEPARTMENT OF FINANCIAL SERVICES

BUDGET SUMMARY						
<b><u>Revenues:</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Charges for Services	\$ 391	\$ 200	\$ 99	\$ 210	\$ 200	
Fines & Forfeitures	1,020	750	127	500	500	-33.3%
Transfers from Other Funds	<u>67,500</u>	<u>72,000</u>		<u>72,000</u>	<u>72,000</u>	
<b>TOTAL</b>	<b>\$68,911</b>	<b>\$72,950</b>	<b>\$ 226</b>	<b>\$72,710</b>	<b>\$72,700</b>	<b>-0.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,657,861	\$1,634,625	\$762,805	\$1,656,199	\$1,711,233	4.7%
Operating Expense	539,886	612,832	244,407	589,710	575,061	-6.2%
Social Security	<u>115,917</u>	<u>119,074</u>	<u>52,489</u>	<u>120,403</u>	<u>125,177</u>	5.1%
<b>TOTAL</b>	<b>\$2,313,664</b>	<b>\$2,366,531</b>	<b>\$1,059,701</b>	<b>\$2,366,312</b>	<b>\$2,411,471</b>	<b>1.9%</b>

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2018-2019</u>	<u>2019-2020</u>
General Fund	17	17	17	17	17

## BUDGET &amp; PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$44,940 or 1.9% from the current fiscal year. Wages and salaries increase \$76,608, or 4.7%, and reflect anticipated merit increases and the funding of an existing full-time Financial Systems Analyst position, offset by a reduction in temporary payroll that had been budgeted to backfill this vacant position. Operating expense is reduced \$37,771, primarily attributable to software maintenance contracts (\$26,145) and bank services (\$15,000). Social Security reflects wage and salary changes.

**COST CENTER: FINANCIAL OPERATIONS**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
NSF Check Fees	\$ 1,020	\$ 750	\$ 127	\$ 500	\$ 500	-33.3%
Transfer In	<u>67,000</u>	<u>72,000</u>	<u>—</u>	<u>72,000</u>	<u>72,000</u>	
<b>TOTAL</b>	<b>\$68,020</b>	<b>\$72,750</b>	<b>\$ 127</b>	<b>\$72,500</b>	<b>\$72,500</b>	<b>-0.3%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$747,415	\$715,926	\$328,579	\$705,926	\$721,656	0.8%
Temporary Payroll	29,918	29,500	11,402	30,000	31,500	6.8%
Overtime	2,364	2,225	178	1,000	1,000	-55.1%
Education Premium Pay	1,020	720	580	1,305	1,740	141.7%
Office Expense	11,701	14,600	3,435	13,125	13,125	-10.1%
Dues and Travel	2,170	2,750	1,185	2,950	3,000	9.1%
Professional Services	775	775	2,036	2,050	2,000	158.1%
Contractual Services	1,964	20,000		10,000	5,000	-75.0%
Printing/Binding Services	1,138	1,200	206	1,200	1,200	
Telecommunications	960	960	480	960	960	
Social Security	<u>52,409</u>	<u>53,125</u>	<u>21,946</u>	<u>52,360</u>	<u>54,075</u>	1.8%
<b>TOTAL</b>	<b>\$851,834</b>	<b>\$841,781</b>	<b>\$370,027</b>	<b>\$820,876</b>	<b>\$835,256</b>	<b>-0.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Supervisor of Payroll & Accounting	1	1	1		
Accounting Manager				1	1
Financial Analyst	1	1	1		
Principal Financial Analyst				1	1
Accountant I	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Payroll Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Financial Operations is staffed with seven full-time positions. The budget reflects estimated merit increases for eligible employees as well as the upgrade of a position based upon responsibilities.

**Temporary Payroll:** Temporary payroll is budgeted for a Senior Staff Assistant who provides staffing for weekly office functions, supports the accounts payable process, and produces annual budget and capital improvement program documents.

**Overtime:** The overtime appropriation is used for the processing of payroll during holiday weeks and peak reporting periods (quarterly and year end) and is reduced due to a change in the day of the week employees are paid from Thursday to Friday, resulting in the need for less overtime.

**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. Office expense is reduced as the department moves toward more electronic services.

**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 beginning in fiscal year 2020 also funds the application fee for 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. The appropriation is reduced due to an increase in the earnings interest credit rate.

**Printing & Binding:** This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs include annual reports that are produced and forms that are used.

**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)**

	<b><u>Actual</u> <u>2014</u></b>	<b><u>Actual</u> <u>2015</u></b>	<b><u>Actual</u> <u>2016</u></b>	<b><u>Actual</u> <u>2017</u></b>	<b><u>Actual</u> <u>2018</u></b>
<b>Financial Reporting:</b>					
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
<b>Financial Operations:</b>					
% of FT Employees on Direct Deposit	97%	99%	98%	98%	100%
% of FT Electronic Direct Deposit Stmtts	93%	99%	99%	99%	100%
% of Electronic Payments					
Town & BOE Combined	26%	27%	30%	26%	
Town					37.2%
Board of Education (BOE)					23.5%
Fund Balance as a % of General Fund Expenditures	8.1%	8.2%	8.1%	8.1%	9.0%
<b>Investment Strategy:</b>					
Short-Term Investment Fund Return	0.14%	0.15%	0.37%	0.58%	1.38%
Other Investment Vehicle Return	0.38%	0.39%	0.39%	0.42%	0.91%
<b>Capital Financing:</b>					
Debt Service as a % of General Fund Expenditures (excluding BBS)	5.5%	5.5%	6.1%	6.1%	6.2%
Debt per Capita	\$2,303	\$2,435	\$2,445	\$2,471	\$2,415
Long Term Bonded Debt to Net Assessed Value	2.5%	2.6%	2.6%	2.6%	2.5%
WH General Obligation Bond Rate	2.49%	2.53%	2.03%	2.62%	2.58%
Benchmark GO Bond Rate	3.04%	2.35%	2.08%	2.66%	2.36%



**COST CENTER: PURCHASING**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 143	\$ _____	\$ 10	\$ 10	\$ _____	
<b>TOTAL</b>	<b>\$ 143</b>	<b>\$ _____</b>	<b>\$ 10</b>	<b>\$ 10</b>	<b>\$ _____</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$366,549	\$368,365	\$174,604	\$368,375	\$368,365	
Temporary Payroll	23,128	24,000	10,121	24,000	24,000	
Office Expense	1,727	2,205	434	1,600	1,600	-27.4%
Dues and Travel	3,149	1,720	1,204	2,979	3,004	74.7%
Training		300		300	300	
Advertising	2,496	4,000	926	4,000	4,000	
Printing/Binding Services	20	400		400	400	
Telecommunications	240	240	120	240	240	
Vehicles & Equipment Expense	1,013	500	50	500	500	
Social Security	28,980	29,615	13,738	29,615	29,615	
<b>TOTAL</b>	<b>\$427,302</b>	<b>\$431,345</b>	<b>\$201,197</b>	<b>\$432,009</b>	<b>\$432,024</b>	<b>0.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Accounting Manager	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Accounting Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## **PURCHASING - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The purchasing activity is staffed with four (4) full-time positions.

**Temporary Payroll:** This appropriation includes funding for 900 hours of part-time Accounting Assistant staffing.

**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. The reduction in fiscal year 2020 reflects actual experience.

**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 in Connecticut and is increased based upon anticipated need and past experience.

**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.

**Printing & Binding:** This appropriation funds the costs associated with printing, binding and the use of the BOE's print shop.

**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.

**COST CENTER: REVENUE COLLECTION**

<b>SUMMARY OF REVENUES</b>						
	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Copies	\$ 248	\$ 200	\$ 89	\$ 200	\$ 200	
Miscellaneous Revenue	500	—	—	—	—	
<b>TOTAL</b>	<b>\$ 748</b>	<b>\$ 200</b>	<b>\$ 89</b>	<b>\$ 200</b>	<b>\$ 200</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$307,914	\$308,847	\$147,283	\$308,804	\$308,954	
Temporary Payroll	33,897	38,542	16,191	38,542	38,542	
Overtime	1,657	2,500	390	2,500	2,500	
Education Premium Pay	720	720	330	720	720	
Office Expense	78,888	88,500	12,839	82,400	90,660	2.4%
Dues and Travel	310	1,250	38	1,155	1,355	8.4%
Training		350		350	350	
Advertising	842	800	230	536	550	-31.3%
Professional Services	16,335	20,000	7,468	18,000	20,000	
Contractual Services	25,007	27,760	12,649	25,260	29,720	7.1%
Printing/Binding Services	518	750	62	500	550	-26.7%
Information Technology	15,700	16,000	15,700	16,000	16,855	5.3%
Telecommunications	420	750	210	420	420	-44.0%
Maintenance & Repairs	735	1,100	23	363	350	-68.2%
Social Security	<u>23,872</u>	<u>25,549</u>	<u>11,353</u>	<u>25,549</u>	<u>25,549</u>	
<b>TOTAL</b>	<b>\$506,815</b>	<b>\$533,418</b>	<b>\$224,766</b>	<b>\$521,099</b>	<b>\$537,075</b>	<b>0.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>
	<u><b>2016-17</b></u>	<u><b>2017-18</b></u>	<u><b>2018-19</b></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>
<b>TOTAL</b>	4	4	4	4	4

## REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The revenue collection office is staffed with four (4) full-time positions.

**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 increases slightly from the prior year and 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, 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 ComPlus 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 which is increasing based upon the cost of insurance required by the Town.

**Printing & Binding:** This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop and is reduced based upon experience.

**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 and is reduced based upon actual usage.

**Maintenance & Repairs:** This appropriation finances the costs associated with the currency counters. Prior to fiscal year 2020 it also included the security cameras and recording system used by the division, but new cameras have been installed and integrated with the town system.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>
<b>Revenue Collection:</b>					
Current Year Tax Collection Rate	99.2%	99.2%	99.3%	99.2%	99.4%
% of Parking Tickets Collected	76.7%	75.7%	78.2%	68.8%	86.0%
% Ordinance Violations Collected	66.1%	56.8%	62.8%	66.7%	38.0%*

\* 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 on-line bill payment and presentment system and the on-line tax information lookup system are strong. About 25% of all tax bills (excluding escrowed real estate accounts) are being paid online, up from about 18% the previous year. The Town realized more than \$23 million of payments online; about \$19.8 million through e-check and \$3.2 million via credit card. 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 on-line tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. Continued improvements to the integration of the on-line lookup system with the bill payment and presentment system has resulted in a more user friendly customer experience.

**COST CENTER: FINANCIAL SYSTEMS**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$116,147	\$116,780	\$54,788	\$143,527	\$212,256	81.8%
Temporary Payroll	27,132	26,500	18,361	31,500		-100.0%
Office Expense	2,858	8,000	72	5,500	6,500	-18.8%
Dues and Travel	800	1,000		1,000	1,000	
Professional Services	2,969	3,000		3,000	3,000	
Information Technology	265,944	291,422	132,711	291,422	264,422	-9.3%
Information Systems	1,293	2,000	691	2,000	2,000	
Social Security	<u>10,656</u>	<u>10,785</u>	<u>5,449</u>	<u>12,879</u>	<u>15,938</u>	47.8%
<b>TOTAL</b>	<b>\$427,799</b>	<b>\$459,487</b>	<b>\$212,072</b>	<b>\$490,828</b>	<b>\$505,116</b>	<b>9.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\* Position was unfunded in fiscal year 2019.

## FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The division is staffed with two (2) full-time positions. The Financial Systems Analyst I position, which was unfunded for fiscal year 2019, is fully funded for fiscal year 2020.

**Temporary Payroll:** This appropriation funded part-time financial management system assistance necessitated by the full-time vacancy, but is eliminated with funding of the full-time position.

**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 2020, these contracts include: Superion Payroll Maintenance (\$43,000), OnPay Solutions (\$6,000), GHG Corporation (\$7,000), MUNIS support (\$165,000), Tyler support (\$40,000) and Micro-Tel (\$3,000).

**Information Systems:** This appropriation reflects the costs associated with printer maintenance and operations and is consistent with the prior year.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and is increased in tandem with the funding of a full-time position.

**COST CENTER: MAIL & DELIVERY SERVICES**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,711	\$ 1,500	\$ 1,320	\$ 1,320	\$ 1,500	
Professional Services	98,023	99,000	50,124	99,985	100,500	1.5%
Office/Minor Equipment	<u>180</u>	<u>      </u>	<u>195</u>	<u>195</u>	<u>      </u>	
<b>TOTAL</b>	<b>\$99,914</b>	<b>\$100,500</b>	<b>\$51,639</b>	<b>\$101,500</b>	<b>\$102,000</b>	<b>1.5%</b>

**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. The increase (\$1,500) reflects actual experience with special mailing and courier requirements.



DEPARTMENT: FINANCIAL SERVICES

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<b><u>GENERAL FUND</u></b>					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	1	1	2	2
Supervisor of Payroll & Accounting	1	1	1		
Financial Analyst	1	1	1		
Principal Financial Analyst				1	1
Accountant I	1	1	1	1	1
Accounting Specialist	2	2	2	2	2
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 I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FINANCIAL SERVICES	17	17	17	17	17

\* Position was unfunded in fiscal year 2019.

## **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 and services to more than 750 full and part-time 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 in a responsive and cost-effective manner.

The Department of Human Resources is committed to providing leadership and expertise in the development and implementation of sound human resource policy, systems, and programs that support employees of the Town of West Hartford in meeting 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 Town Manager to recruit and hire a new Fire Chief.
- ✓ Successfully worked with Department Directors on 11 recruitments and 8 promotions. On-boarded 25 new hires and processed 688 applications.
- ✓ Successfully concluded the West Hartford Police Officer's Association negotiations and implemented changes to health care, pension, and operational issues.
- ✓ Initiated IAFF, Local 1241 negotiations for successor Fire Union contract and engaged in CSEA Local 2001 negotiations for non-public safety bargaining units.
- ✓ Completed request for qualifications for self insured retention legal panel and labor counsel.
- ✓ Worked collaboratively with the Police Department to review and improve police officer recruitment process.
- ✓ Worked collaboratively with the Information Technology Department to convert the use of Personnel Action forms to an electronic format.
- ✓ Worked collaboratively with the Information Technology Department to implement a voice over IP notification system as part of the Town of West Hartford's Emergency Response Plan.
- ✓ Successfully negotiated a flat renewal for the Town's Insured Program. Successfully negotiated a 2.5% decrease for fiscal year 2020 for Property Insurance.
- ✓ FM Global (property carrier) inspected \$571,400,000 in property values. Risk Mark Score increased from 85 to 86 (94% of potential) versus an average score of 48.

### **FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Complete union negotiations for CSEA Local 2001 and AFSCME units that address health care reform, pension reform, wage reform and operational issues as identified by Department Directors.
- ❖ Lead recruitment process for key recruitments.
- ❖ Continue to implement recommendations from the Police Task Force on Police Officer recruitment and retention initiatives.

- ❖ Increase ethnic diversity of applicants.
- ❖ Ensure our performance management processes are designed and executed to maximize staff performance and align with Town goals.
- ❖ Continue implementation of an Emergency Response Plan for Town Hall, Elmwood Community Center and Veterans Memorial Skating Rink.
- ❖ Coordinate and host Town of West Hartford's 1<sup>st</sup> Health and Safety Employee Fair.
- ❖ Develop a request for proposals for Third Party Administrator Services (WC/SIR Programs for June, 2020).
- ❖ Revise and update Town and Schools Blood Borne Pathogens Program for OSHA compliance.
- ❖ Assess the current on-boarding experience for new employees. Make recommendations for program enhancement including automating new hire and benefit enrollment paperwork and providing a more global orientation to the organization, its culture, policies and procedures.

## DEPARTMENT OF HUMAN RESOURCES

## BUDGET SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Miscellaneous Revenue	\$40,000	\$40,000	\$	\$40,000	\$40,000	
<b>TOTAL</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$</b>	<b>\$40,000</b>	<b>\$40,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$349,823	\$350,028	\$162,700	\$353,668	\$368,148	5.2%
Operating Expense	60,140	68,950	47,441	107,790	114,750	66.4%
Social Security	<u>25,391</u>	<u>25,260</u>	<u>11,553</u>	<u>25,046</u>	<u>26,371</u>	4.4%
<b>TOTAL</b>	<b>\$435,354</b>	<b>\$444,238</b>	<b>\$221,694</b>	<b>\$486,504</b>	<b>\$509,269</b>	<b>14.6%</b>

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
<b><u>Full-Time Positions:</u></b>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
General Fund	3.2	3.2	3.2	3.2	3.2
Risk Management Fund	4.7	4.7	4.7	4.7	3.7
Pension Fund	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
<b>TOTAL</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>8.5</b>

## BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects an increase of \$65,031, or 14.6%, from the prior year. Wages and salaries increase \$18,120 primarily due to funding (\$14,000) for a part-time position to focus on staff training and development. Operating expense increases \$45,800. This reflects an increase of \$30,000 in legal services for collective bargaining and other labor issues where outside counsel is required, \$5,000 in the training budget, \$5,100 to upgrade the Wonderlic assessment system and \$4,000 for file cabinets to ensure confidentiality of employee data. Social security is estimated based upon employee withholdings and the social security base wage rate.

**ANNUAL BUDGET 2019-2020**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Transfers In	\$ 40,000	\$ 40,000	\$	\$ 40,000	\$ 40,000	
<b>TOTAL</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$349,023	\$349,228	\$162,223	\$351,628	\$353,128	1.1%
Temporary Payroll					14,000	
Education Premium Pay	800	800	477	2,040	1,020	27.5%
Office Expense	5,828	8,350	2,071	8,250	8,250	-1.2%
Dues and Travel	1,459	1,500	1,531	2,550	1,500	
Training	4,540	10,000	1,856	8,000	15,000	50.0%
Advertising	10,308	10,000	9,890	20,000	10,000	
Professional Services	18,898	11,200	17,133	46,200	41,500	270.5%
Contractual Services	4,224	3,900	2,808	3,890	9,000	130.8%
Printing/Binding Services	734	1,500	391	1,500	1,500	
Office/Minor Equipment					4,000	
Meals	1,721	3,500	1,228	3,600	5,000	42.9%
Education Tuition						
Reimbursement	3,000	10,000	3,000	5,000	10,000	
Information Technology	8,768	8,000	7,203	8,000	8,250	3.1%
Telecommunications	660	1,000	330	800	750	-25.0%
Social Security	<u>25,391</u>	<u>25,260</u>	<u>11,553</u>	<u>25,046</u>	<u>26,371</u>	4.4%
<b>Total Department</b>	<b>\$435,354</b>	<b>\$444,238</b>	<b>\$221,694</b>	<b>\$486,504</b>	<b>\$509,269</b>	<b>14.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</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	1.0	1.0	1.0	1.0	1.0
Office Operations Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
<b>TOTAL</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>

\* Position is shared between the Board of Education (0.5), Town (0.4), and the Pension Operating 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.

**Temporary Payroll:** Funding is included for a part-time position to focus on staff training and professional development.

**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 printing, as well as subscriptions to the Connecticut Conference of Municipalities Municipal Labor Relations Data Service, Lexis Nexus Updates on Labor Agreements, 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) and Connecticut Personnel Labor Relations Association (PELRA). In addition, funds for attendance at various professional workshops, seminars and training sessions have been included in the budget.

**Training:** The appropriation reflects an increase of \$5,000 for town-wide staff training to accommodate leadership development, supervisory training, legally mandated training and CPR courses.

**Advertising:** This appropriation funds advertising for recruitments.

**Professional Services:** This appropriation is for legal counsel on complex employment or labor issues and other professional consultants as required. It increases \$30,000 to reflect the use of outside counsel in the collective bargaining process.

**Contractual Services:** This appropriation licenses the Town to issue Wonderlic testing and assessment products, in both on-line and paper testing processes. An increase of \$5,100 is included to upgrade to the Wonderlic Wonscore Platform for the assessment of public safety candidates.

**Printing/Binding Services:** This request funds the costs associated with printing and binding labor contracts, employment forms and materials.

**Office Equipment:** A request of \$4,000 is included for the purchase of filing cabinets to ensure the confidentiality of employee records.

**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, and the Human Resource Information System (ABRA) for software support and new releases of the software.

**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>2014</u>	Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>	Actual <u>2018</u>
<b><u>Applications Processed</u></b>					
Police Officer	146	54	152	149	121
Open Competitive	626	805	1,019	538	481
Promotional	<u>85</u>	<u>53</u>	<u>137</u>	<u>46</u>	<u>86</u>
Total Applications Processed	857	912	1,308	733	688
<b><u>New Hires</u></b>					
Public Safety	8	21	18	15	11
Non-Public Safety	<u>15</u>	<u>10</u>	<u>17</u>	<u>15</u>	<u>14</u>
Total New Hires	23	31	35	30	25
<b><u>Terminations</u></b>					
Public Safety	10	10	13	14	23
Non-Public Safety	<u>11</u>	<u>13</u>	<u>19</u>	<u>10</u>	<u>17</u>
Total Terminations	21	23	32	24	40
<b><u>Reason for Separation (All Personnel)</u></b>					
Retirement	17	16	19	10	27
Resignation	3	7	11	13	10
Dismissal	1	0	2	1	1
Layoff	0	0	0	0	0
Death	0	0	0	0	2

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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**TOWN PROGRAM**

Employee Benefit Contributions	\$ 948,329	\$ 925,000	\$ 925,000	\$ 943,975
Interest on Investment	331,994	132,000	132,000	132,000
Amortization		815,000		
Subrogation/Recoveries	15,897	25,000	25,000	25,000
Transfer In	<u>21,155,987</u>	<u>21,863,859</u>	<u>21,863,859</u>	<u>23,521,406</u>
Total Revenues & Other Resources	\$ 22,452,207	\$23,760,859	\$22,945,859	\$24,622,381

EXPENSES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Administration-Human Resources	\$ 275,588	\$ 276,380	\$ 177,545	\$ 226,764
Town Program Expense	<u>24,154,656</u>	<u>23,484,479</u>	<u>23,195,748</u>	<u>24,395,617</u>
Total Expenses & Other Uses	\$ 24,430,244	\$23,760,859	\$23,373,293	\$24,622,381



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**ANNUAL BUDGET 2019-2020**

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**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**

	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 391,656	\$ 387,201	\$ 297,308	\$ 348,778	-9.9%
Operating Expense	23,962,817	23,294,313	23,003,971	24,199,161	3.9%
Fringe Benefits	<u>75,771</u>	<u>79,345</u>	<u>72,014</u>	<u>74,442</u>	-6.2%
<b>TOTAL</b>	<b>\$24,430,244</b>	<b>\$23,760,859</b>	<b>\$23,373,293</b>	<b>\$24,622,381</b>	<b>3.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
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
Safety Analyst	1	1	1	1	
Senior Staff Assistant	1	1	1	1	
Risk Management Coordinator					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>
<b>TOTAL</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>3.7</b>

**SUMMARY OF EXPENSES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Risk Management					
Administration	\$ 275,588	\$ 276,380	\$ 177,545	\$ 226,764	-18.0%
Workers' Compensation	2,628,878	2,644,141	2,686,368	2,773,264	4.9%
Health Program	18,738,533	18,448,488	18,136,809	19,124,230	3.7%
Heart and Hypertension	324,206	135,311	134,261	145,000	7.2%
Self-Insured Program	1,293,019	982,239	948,239	993,125	1.1%
Insured Program	<u>1,170,020</u>	<u>1,274,300</u>	<u>1,290,071</u>	<u>1,359,998</u>	6.7%
<b>TOTAL</b>	<b>\$24,430,244</b>	<b>\$23,760,859</b>	<b>\$23,373,293</b>	<b>\$24,622,381</b>	<b>3.6%</b>

**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. The Safety Analyst position previously funded by this division has been eliminated in fiscal year 2020. 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, 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.

<b>SUMMARY OF EXPENSES</b> <b>RISK MANAGEMENT ADMINISTRATION</b>					
<b><u>Expenses</u></b>	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$244,033	\$240,845	\$152,091	\$173,598	-27.9%
Temporary Payroll				24,315	
Office Expense	4,809	3,600	1,900	2,750	-23.6%
Dues and Travel	1,102	2,450	1,600	2,800	14.3%
Printing/Binding Services	8	300	100	200	-33.3%
Telecommunications	180	500	500	250	-50.0%
Social Security	15,417	18,646	11,315	12,812	-31.3%
Transfers Out	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
<b>TOTAL</b>	<b>\$275,588</b>	<b>\$276,380</b>	<b>\$177,545</b>	<b>\$226,764</b>	<b>-18.0%</b>

**Fund: Risk Management**  
**Department: Human Resources**

**Workers' Compensation Program**

The workers' compensation program requires a contribution from other funds of \$2,807,970 in fiscal year 2020, a reduction of \$100,723 from the current year. An increase in projected claims and excess insurance is offset by elimination of the need to amortize a program deficit.

<b>WORKERS' COMPENSATION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
<b><u>Revenues</u></b>					
Interest on Investments	\$110,642	\$ 50,000	\$ 50,000	\$ 50,000	
Subrogation	<u>15,897</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	
<b>Total Revenues</b>	<b>\$126,539</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	
<b><u>Expenses</u></b>					
Professional Services	\$ 6,258	\$ 9,000	\$ 8,000	\$ 30,000	233.3%
Claims Administration	119,245	124,500	124,500	124,500	
Insurance Services	34,006	15,000	15,000	17,000	13.3%
Excess Insurance	218,839	208,000	251,227	258,764	24.4%
WC Assessments-State	108,600	115,000	115,000	118,000	2.6%
Workers' Compensation Claims	<u>2,141,930</u>	<u>2,172,641</u>	<u>2,172,641</u>	<u>2,225,000</u>	2.4%
<b>Total Expenses</b>	<b>\$2,628,878</b>	<b>\$2,644,141</b>	<b>\$2,686,368</b>	<b>\$2,773,264</b>	<b>4.9%</b>
<b><u>Other</u></b>					
Allocation of Administration					
Expense	\$110,235	\$114,552	\$71,020	\$109,706	-4.2%
Program Amortization		225,000			-100.0%
Operating Income/(Loss)	<u>307,575</u>	<u>          </u>	<u>226,305</u>	<u>          </u>	
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$2,920,149</b>	<b>\$2,908,693</b>	<b>\$2,908,693</b>	<b>\$2,807,970</b>	<b>-3.5%</b>

**Fund: Risk Management**  
**Department: Human Resources**

**Health Benefits Program**

Health Claims Cost

The net contribution to this program from other funds totals \$18,155,255, an increase of \$1,331,767 or 7.9%. This increase results from several factors. The contribution to the retiree health care reserve for fiscal year 2020 is \$9,272,000, an increase of \$400,000 from the current fiscal year. The appropriation for claims expense increases \$241,761 or 3.1% based upon experience. There is no amortization of accumulated surplus available for fiscal year 2020.

<b>HEALTH BENEFITS PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
<b><u>Revenues</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Interest on Investments	\$ 31,806	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	<u>948,329</u>	<u>925,000</u>	<u>925,000</u>	<u>943,975</u>	2.1%
<b>Total Revenues</b>	<b>\$980,135</b>	<b>\$950,000</b>	<b>\$950,000</b>	<b>\$968,975</b>	<b>2.0%</b>
<b><u>Expenses</u></b>					
Regular Payroll	\$147,123	\$145,856	\$143,777	\$150,145	2.9%
Education Premium	500	500	1,440	720	44.0%
Office Expense	2,167	2,050	2,400	2,800	36.6%
Dues and Travel	293	500	325	500	
Active Employee Claims	8,375,730	7,730,370	7,470,227	7,972,131	3.1%
Normal Retirement Cost	8,472,000	8,872,000	8,872,000	9,272,000	4.5%
Life/Long-term Disability	247,125	253,144	261,172	267,482	5.7%
Program Expense	1,257,162	1,192,000	1,133,400	1,192,000	
Stop Loss Insurance	186,118	201,408	201,408	214,861	6.7%
Social Security	10,315	10,660	10,660	11,591	8.7%
Transfer Out	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
<b>Total Expenses</b>	<b>\$18,738,533</b>	<b>\$18,448,488</b>	<b>\$18,136,809</b>	<b>\$19,124,230</b>	<b>3.7%</b>
<b><u>Other</u></b>					
Program Amortization		(\$675,000)			-100.0%
Operating Income/(Loss)	<u>(1,734,573)</u>		<u>(363,321)</u>		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$16,023,825</b>	<b>\$16,823,488</b>	<b>\$16,823,488</b>	<b>\$18,155,255</b>	<b>7.9%</b>

**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, 2017, is \$169,415,000. 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 2020 resulting in a Town contribution of \$9,272,000.

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 annual employer determined (ADEC) contribution 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 \$147,426 from other funds is required to support this program in fiscal year 2020, an increase of \$83,477. This increase results from a projected increase in claims expense and elimination of amortization of accumulated surplus.

<b>HEART AND HYPERTENSION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
<b><u>Revenues</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Interest on Investments	\$34,237	\$25,000	\$25,000	\$25,000	
<b>Total Revenues</b>	<b>\$34,237</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	
<b><u>Expenses</u></b>					
Medical Exams	\$1,300	\$5,000	\$4,000	\$5,000	
Insurance Services	5,555	4,550	4,500	5,500	20.9%
Claims Administration	1,000	1,000	1,000	1,000	
Claims Expense	316,351	124,761	124,761	133,500	7.0%
<b>Total Expenses</b>	<b>\$324,206</b>	<b>\$135,311</b>	<b>\$134,261</b>	<b>\$145,000</b>	<b>7.2%</b>
<b><u>Other</u></b>					
Allocation of Administration					
Expense	\$27,559	\$28,638	\$17,755	\$27,426	-4.2%
Program Amortization		(75,000)			-100.0%
Operating Income/(Loss)	(200,559)		(63,067)		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$116,969</b>	<b>\$63,949</b>	<b>\$63,949</b>	<b>\$147,426</b>	<b>130.5%</b>

**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 2020 is \$1,023,331, an increase of \$168,540 from the prior year. This increase of 19.7% results from the elimination of amortization of accrued surplus due to the program's balance. 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 \$1,500,000.

<b>SELF-INSURED PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Interest on Investments	\$155,309	\$ 32,000	\$ 32,000	\$ 32,000	
<b>Total Revenues</b>	<b>\$155,309</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	
<b><u>Expenses</u></b>					
Professional Services	\$ 15,041	\$ 52,500	\$ 38,500	\$ 47,500	-9.5%
Claims Administration Expense	153,974	157,625	157,625	159,125	1.0%
Claims Expense	1,124,004	772,114	752,114	786,500	1.9%
<b>Total Expenses</b>	<b>\$1,293,019</b>	<b>\$982,239</b>	<b>\$948,239</b>	<b>\$993,125</b>	<b>1.1%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$110,235	\$104,552	\$71,020	\$62,206	-40.5%
Program Amortization		(200,000)			-100.0%
Operating Income/(Loss)	(299,117)		(132,468)		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$948,828</b>	<b>\$854,791</b>	<b>\$854,791</b>	<b>\$1,023,331</b>	<b>19.7%</b>

**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, sports accidents, surety bonds, and property. An interfund transfer of \$1,387,424 will be required in fiscal year 2020 to meet the costs of the insured program, an increase of \$174,486 or 14.4%. This variance is due to the estimated cost of property insurance as well as the elimination of amortization of accumulated surplus for this program, which is \$90,000 in the current year.

<b>INSURED PROGRAM</b>					
<b><u>Expenses</u></b>	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Purchased Insurance	\$1,170,020	\$1,274,300	\$1,290,071	\$1,359,998	6.7%
<b>Total Expenses</b>	<b>\$1,170,020</b>	<b>\$1,274,300</b>	<b>\$1,290,071</b>	<b>\$1,359,998</b>	<b>6.7%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$27,559	\$28,638	\$17,755	\$27,426	-4.2%
Program Amortization		(90,000)			-100.0%
Operating Income/(Loss)	(51,364)		(94,888)		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$1,146,215</b>	<b>\$1,212,938</b>	<b>\$1,212,938</b>	<b>\$1,387,424</b>	<b>14.4%</b>



# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

# BUDGET IN BRIEF

## PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Employee Contributions	\$ 3,165,883	\$ 3,150,000	\$ 3,200,000	\$ 3,150,000
Interest Income	47,586		100,000	
Pension Buyback	219			
Trust Fund Contribution	5,723,932	4,559,286	6,043,341	6,461,453
Transfer In	<u>21,615,393</u>	<u>23,880,000</u>	<u>23,880,000</u>	<u>25,231,000</u>
Total Revenues & Other Resources	\$30,553,013	\$31,589,286	\$33,223,341	\$34,842,453

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Human Resources –				
Administration	\$ 655,716	\$ 596,286	\$ 589,341	\$ 617,453
Regular Payments	28,530,195	29,768,000	31,459,000	33,000,000
Survivor Payments	1,173,034	1,200,000	1,150,000	1,200,000
Pension Refunds	<u>174,068</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$30,533,013	\$31,589,286	\$33,223,341	\$34,842,453

**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 union contracts 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. An actuarial valuation is performed on an annual basis to ensure the Fund has adequate assets to meet the current and future needs of the Pension Plan.

**BUDGET SUMMARY  
DEPARTMENT OF HUMAN RESOURCES**

	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 143,024	\$ 128,438	\$ 60,937	\$ 127,314	\$ 144,382	12.4%
Operating Expense	413,598	336,800	98,611	331,155	336,200	-0.2%
Fringe Benefits	<u>29,996,391</u>	<u>31,124,048</u>	<u>16,810,354</u>	<u>32,764,872</u>	<u>34,361,871</u>	10.4%
<b>TOTAL</b>	<b>\$30,553,013</b>	<b>\$31,589,286</b>	<b>\$16,969,902</b>	<b>\$33,223,341</b>	<b>\$34,842,453</b>	<b>10.3%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
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	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2020 Pension Fund budget increases \$3,253,167, or 10.3%, over the prior year. Of this increase, \$3,232,000 results from anticipated benefit payments to retired employees under the terms of the Town's Pension Plan. The budget reflects estimated merit and cost-of-living adjustments for full-time employees offset by a reduction in professional services.

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

**SUMMARY OF REVENUES**

<b><u>Revenues:</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Employee Contributions	\$3,165,883	\$3,150,000	\$1,701,558	\$3,200,000	\$3,150,000	
Interest Income	47,586		71,138	100,000		
Pension Buyback	219					
Trust Fund Contribution	5,723,932	4,559,286		6,043,341	6,461,453	41.7%
Transfer In	<u>21,615,393</u>	<u>23,880,000</u>	<u>23,880,000</u>	<u>23,880,000</u>	<u>25,231,000</u>	5.7%
<b>Total Department</b>	<b>\$30,553,013</b>	<b>\$31,589,286</b>	<b>\$25,652,696</b>	<b>\$33,223,341</b>	<b>\$34,842,453</b>	<b>10.3%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$ 126,905	\$ 127,638	\$ 60,460	\$ 125,274	\$ 143,362	12.3%
Temporary Payroll	15,319					
Education Premium Pay	800	800	477	2,040	1,020	27.5%
Office Expense	3,130	3,450	716	3,050	3,450	
Dues and Travel	438	850	285	550	850	
Professional Services	407,636	330,000	95,793	325,500	325,500	-1.4%
Printing Services		300	2	125	300	
Office/Minor Equipment	549				4,000	
Meals		50			50	
Information Technology	1,785	2,000	1,785	1,800	1,900	-5.0%
Telecommunications	60	150	30	130	150	
Social Security	10,573	11,208	4,545	11,032	10,488	-6.4%
Pension Payments	29,877,297	30,993,000	16,736,644	32,634,000	34,225,000	10.4%
Pension Expense	47,107	55,521	55,521	55,521	61,286	10.4%
Risk Management						
Expense	24,383	27,288	13,644	27,288	28,066	2.9%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	<b>\$30,553,013</b>	<b>\$31,589,286</b>	<b>\$16,969,902</b>	<b>\$33,223,341</b>	<b>\$34,842,453</b>	<b>10.3%</b>

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

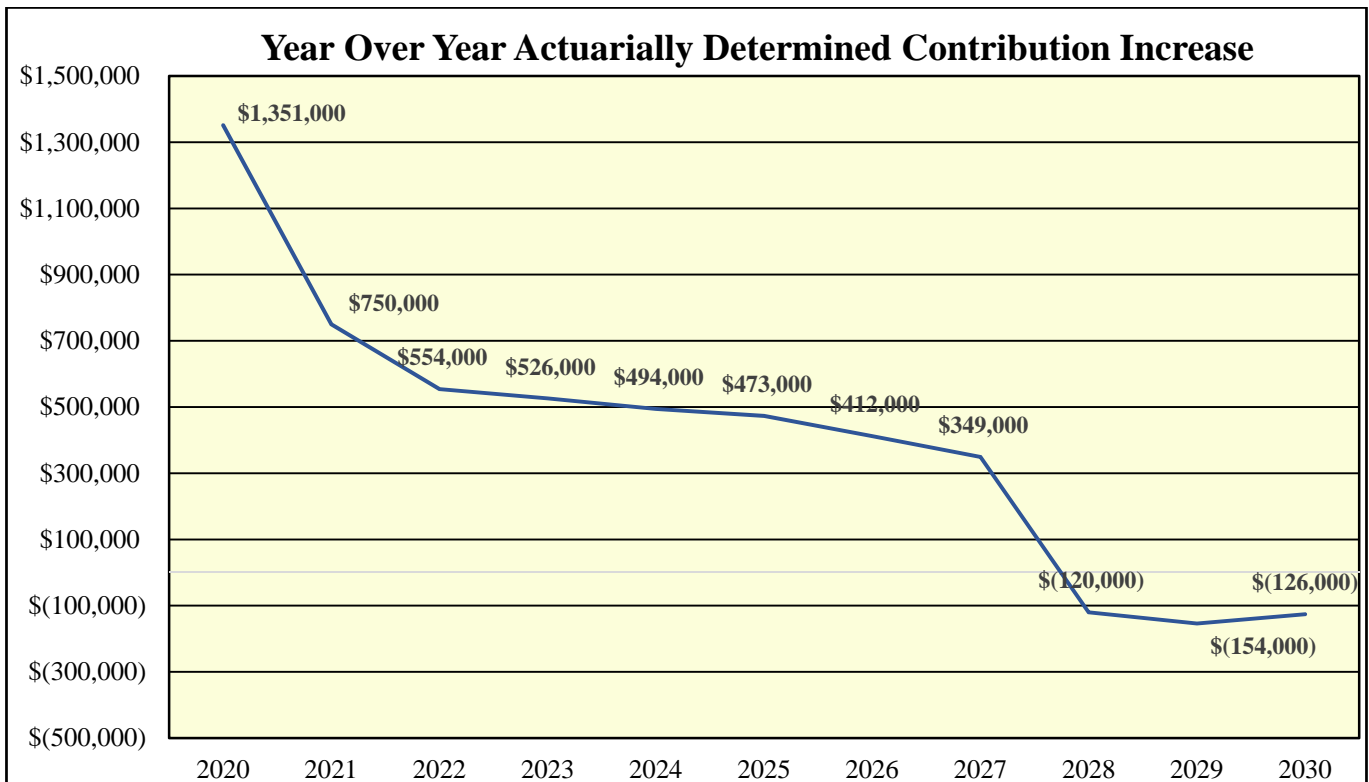
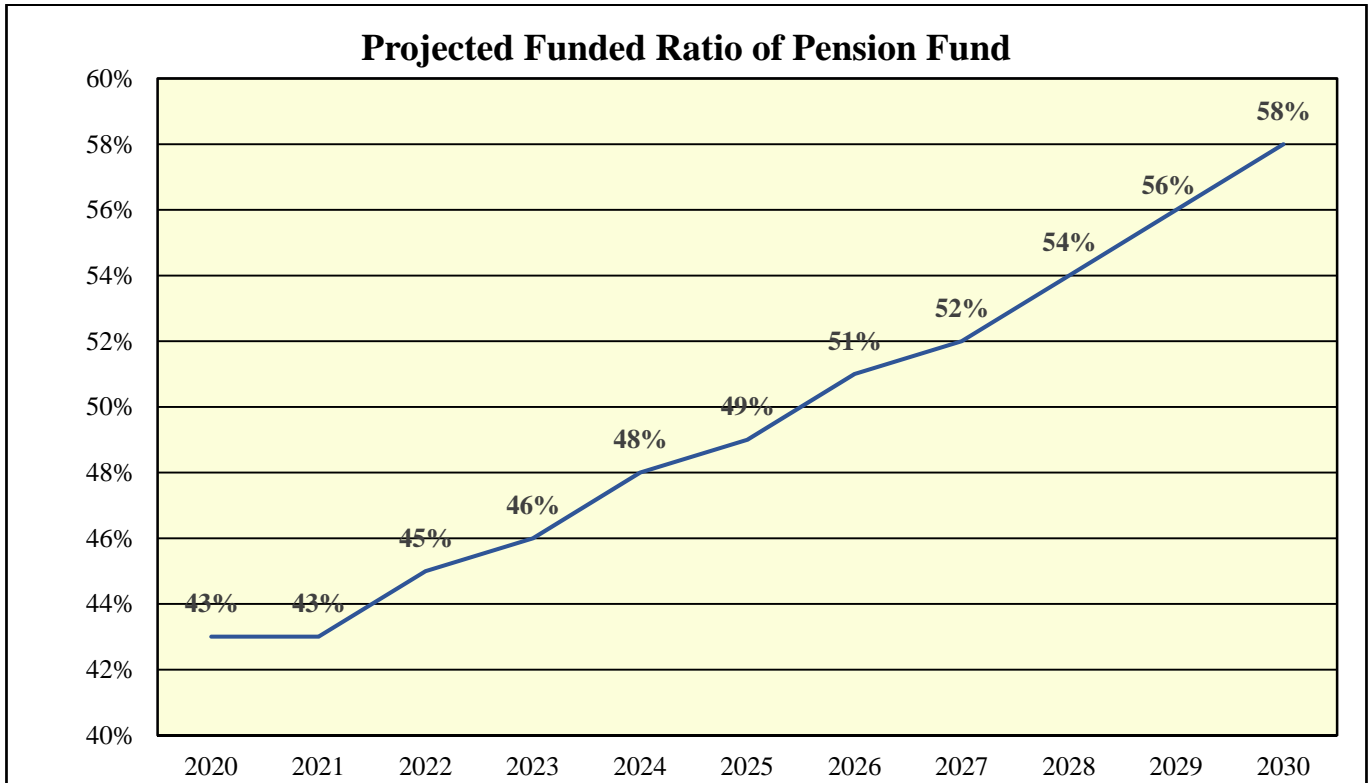
The ultimate cost, or liability, of a pension plan is directly correlated with the level of benefits promised by the plan. The benefits and expenses paid by the plan are offset by employee contributions and investment earnings to determine the net cost to the Town. The actuarial valuation measures this 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.

The ADEC for fiscal year 2020 is \$25,231,540, a year over year increase of \$1,351,527. As indicated in the July 1, 2018 valuation, the unfunded accrued liability increased by \$5,546,787 from July 1, 2017 to July 1, 2018. The Plan's market value increased \$13,102,395 from July 1, 2017 to July 1, 2018, while the actuarial value of assets increased by \$10,501,709. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for the July 1, 2018 valuation was reduced from 7.25% to 7.125% and a new mortality table based on public sector employees was utilized as well. Primarily as a result of these changes, the funded status of the plan increased from 41.9% to 42.7%.

The actuaries also updated a 10 year projection of the plan, based on the most recent data, aimed at gradually increasing the plan's funded ratio while mitigating year to year ADEC increases and reducing annual normal cost. Normal cost is the payment made to the Pension Fund by the Town to fund benefits earned by current employees each year. Reducing future normal cost is significant in stabilizing and reducing future Plan liabilities.

The following charts indicate projected funded ratios as well as projected incremental increases in ADEC levels.

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



DEPARTMENT: HUMAN RESOURCES

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<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	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
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	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
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	1	1	1	1	
Senior Staff Assistant	1	1	1	1	
Risk Management Coordinator					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 RISK MANAGEMENT FUND	4.7	4.7	4.7	4.7	3.7
TOTAL HUMAN RESOURCES	9.5	9.5	9.5	9.5	8.5

\* Position is shared between the Board of Education (0.5), Town (0.4), and the Pension Operating Fund (0.1).

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## **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**

- ✓ Responded to 9,653 calls for service, the highest volume to date.
- ✓ Began Paramedic precepting in-house using West Hartford Fire Department staff.
- ✓ Continued development of Advance Life Support (ALS) services delivery.
- ✓ Trained all members in new Self Contained Breathing Apparatus (SCBA) which was procured by FEMA grant funding and deployed the SCBA to Fire Department vehicles.
- ✓ Hired and trained six new Firefighter Paramedics through a regional collaboration with the Hartford Fire Department and their Academy staff.

### **FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Increase the number of statutorily required inspections, especially residential occupancies.
- ❖ Ratify collective bargaining agreement and implement changes to accommodate some major proposed scheduling changes.
- ❖ Implement ESO data software and create performance metrics for major programs.
- ❖ Implement Department Rules and Regulations and a new Department Operations Manual and structure for sending out departmental guidance.
- ❖ Review organizational structures in both Fire Department Administration and the Community Risk Reduction office.



## FIRE DEPARTMENT

## BUDGET SUMMARY

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Intergovernmental	\$ 17,640	\$ 8,000	\$	\$ 8,500	\$	-100.0%
Licenses & Permits	315,051	360,000	231,430	390,000	390,000	8.3%
Charges for Services	898,234	600,000	344,381	650,000	700,000	16.7%
Miscellaneous Revenue	368					
<b>TOTAL</b>	<b>\$1,231,293</b>	<b>\$968,000</b>	<b>\$575,811</b>	<b>\$1,048,500</b>	<b>\$1,090,000</b>	<b>12.6%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$10,591,238	\$10,333,038	\$5,302,545	\$11,375,757	\$10,370,878	0.4%
Operating Expense	987,593	1,105,520	645,966	1,156,241	1,272,315	15.1%
Social Security	159,094	174,810	80,898	182,798	163,152	-6.7%
<b>TOTAL</b>	<b>\$11,737,925</b>	<b>\$11,613,368</b>	<b>\$6,029,409</b>	<b>\$12,714,796</b>	<b>\$11,806,345</b>	<b>1.7%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
General Fund	92	93	92	92	93
<b>TOTAL</b>	<b>92</b>	<b>93</b>	<b>92</b>	<b>92</b>	<b>93</b>

## BUDGET &amp; PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$192,977 or 1.7% in fiscal year 2020. Wages and salaries increase \$37,840 and reflect merit increases, when applicable, offset by the refill of new hires at the start of the range. Personal Services also includes the addition of a Lieutenant of Support Services. Wages and salaries does not include cost of living adjustments. At the time this document was prepared, the Fire Union contract had not yet been ratified and all other contracts are in negotiation. Operating expense reflects an increase of \$166,795, primarily in training (\$26,265), medical services (\$32,500), turnout gear (\$47,023), uniforms (\$15,820), utilities (\$18,286), and vehicle and equipment expense (\$31,000). In fiscal year 2020 the Town expects a large recruitment for firefighters, increasing the costs related to onboarding the new employees. Social security is reflective of budgeted wages and employee withholdings.

**COST CENTER: MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Contributions	\$ 368	\$ _____	\$ _____	\$ _____	\$ _____	
<b>TOTAL</b>	<b>\$ 368</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$333,964	\$308,207	\$188,251	\$315,650	\$299,957	-2.7%
Temporary Payroll	35,587		16,068	16,068		
Overtime	399		116	116		
Education Premium Pay			340	1,020	1,020	
Office Expense	12,709	9,500	6,814	12,000	9,500	
Dues and Travel	1,679	950	100	550	5,050	431.6%
Professional Services	18,776	24,500	11,688	24,500	59,500	142.9%
Printing/Binding Services	150		125	125		
Uniforms & Laundry	40	1,000	1,327	1,000	1,000	
Information Technology	8,192	16,322		19,487	19,487	19.4%
Telecommunications	25,987	26,000	15,320	26,000	22,500	-13.5%
Social Security	7,627	8,656	6,571	13,524	7,987	-7.7%
<b>TOTAL</b>	<b>\$445,110</b>	<b>\$395,135</b>	<b>\$246,720</b>	<b>\$430,040</b>	<b>\$426,001</b>	<b>7.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Fire Chief	0.8	0.8	0.8	0.8	0.8
Assistant Fire Chief	1	1	1	1	1
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	2.8	2.8	2.8	2.8	2.8

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds 80% of the Fire Chief, an Assistant Fire Chief and an Executive Assistant. The reduction reflects the refill of positions lower in the salary range than incumbents.

**Temporary Payroll:** Funding expended in fiscal year 2018 and 2019 to facilitate staffing transitions.

**Overtime:** Funding for overtime for the department's Executive Assistant, as needed.

**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. In addition, this appropriation funds the purchase of International Building Code (IBC) and National Fire Protection Association (NFPA) publications for all five fire station locations and headquarters.

**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. The current year increase will fund national training for Chiefs.

**Professional Services:** This budget is for required entry and promotional physicals, OSHA required physicals, hazardous material team physicals, annual respiratory exams and DOT required exams. The budget is increased to meet guidance by the NFPA that all firefighters receive annual physical examinations. Funding also finances information technology costs required for the department's records management system.

**Printing/Binding Services:** This line funds costs associated with printing, binding and the use of the BOE's print shop.

**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 Fire Reporting software to be provided by ESO Solutions and Priority Dispatch software.

**Telecommunications:** This appropriation funds costs associated with the desktop telephone services for maintenance and circuits, cell phone costs, and call back notification systems. The budget is reduced commensurate with anticipated new savings for public safety cellular service.

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

**COST CENTER: EMERGENCY MANAGEMENT**

**SUMMARY OF REVENUES**

	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Intergovernmental	\$ 17,640	\$ 8,000	\$	\$ 8,500	\$	-100.0%
<b>TOTAL</b>	<b>\$ 17,640</b>	<b>\$ 8,000</b>	<b>\$</b>	<b>\$ 8,500</b>	<b>\$</b>	<b>-100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Regular Payroll	\$31,275	\$31,309	\$32,025	\$49,255	\$28,110	-10.2%
Temporary Payroll					14,000	
Office Expense	417	700	140	700	700	
Professional Services		2,000				-100.0%
Printing/Binding Services		300		300	300	
Office Equipment		500	145	500	500	
Information Technology	20,503	18,000	19,003	19,003	18,000	
Miscellaneous						
Administrative Expense	633	500	896	900	500	
Telecommunications	1,138	1,200	162	1,200	1,200	
Social Security	<u>455</u>	<u>422</u>	<u>527</u>	<u>422</u>	<u>1,408</u>	233.6%
<b>TOTAL</b>	<b>\$54,421</b>	<b>\$54,931</b>	<b>\$52,898</b>	<b>\$72,280</b>	<b>\$64,718</b>	<b>17.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Fire Chief	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>
<b>TOTAL</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>

## EMERGENCY MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Reflects 20% of the Fire Chief's position as the Emergency Management Director for the Town.

**Temporary Payroll:** Funding is included for emergency management preparedness planning. 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. These costs have been consolidated into the Management Division.

**Professional Services:** Funds previously budgeted here have been consolidated under the Training Division.

**Printing/Binding Services:** This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs include large volume training documents and forms.

**Office Equipment:** Maintains funding at \$500 for minor office equipment requirements for the Community Emergency Response Team (CERT) and the emergency operations center.

**Information Technology:** The appropriation is for the maintenance of the West Hartford Citizen Advisory Notification System, used for citizen and employee notifications.

**Miscellaneous Administrative Expense:** This appropriation covers unanticipated costs in emergency management.

**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.

**COST CENTER: FIREFIGHTING**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$7,308,492	\$7,381,558	\$3,426,305	\$7,471,436	\$7,322,253	-0.8%
Overtime	1,732,440	1,439,577	1,326,055	2,380,689	1,439,577	
Holiday	451,268	479,005	4,066	434,005	475,701	-0.7%
Education Premium Pay	38,082	38,000	12,979	38,000	26,500	-30.3%
Office Expense	1,392	2,000	119	2,000	2,000	
Minor Equipment	7,489	31,500	18,689	31,500	31,500	
Uniforms & Laundry	75,920	89,977	81,638	99,000	152,820	69.8%
Education Tuition Reimbursement	6,929	10,000	4,021	10,000	10,000	
Utilities	144,816	142,758	71,379	142,758	176,979	24.0%
Building Maintenance	386					
Operating Expense-Misc.	5,840	4,110	1,879	4,110	4,110	
Maintenance & Repairs	16,569	14,500	1,052	14,500	14,500	
Miscellaneous Supplies	8,452	5,200	10,430	10,500	5,200	
Social Security	<u>134,500</u>	<u>142,839</u>	<u>66,032</u>	<u>145,959</u>	<u>134,560</u>	-5.8%
<b>TOTAL</b>	<b>\$9,932,575</b>	<b>\$9,781,024</b>	<b>\$5,024,644</b>	<b>\$10,784,457</b>	<b>\$9,795,700</b>	<b>0.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
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	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
<b>TOTAL</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>

## **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.

**Overtime:** This appropriation covers overtime costs due to the minimum staffing provision of 21 personnel per shift per the collective bargaining agreement. Funding assumes on average 8.5 personnel a day are on overtime status.

**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 (\$4,000), rescue equipment (\$10,000), hose and hand line supply equipment (\$12,500), and miscellaneous equipment (\$5,000) as needed.

**Uniforms & Laundry:** This appropriation funds the cost of small safety items such as gloves, flash hoods, and safety goggles (\$15,000), the cost of replacement bunker coats, bunker pants and helmets (\$96,000), contractually required shoes (\$6,000) and officer and firefighter uniform repair and maintenance costs (\$35,820). This funding is increased commensurate with the anticipation of a large firefighter recruitment.

**Education Tuition Reimbursement:** Represents contractual funding to cover 75% of approved tuition costs per union member up to a cap of \$1,000 per employee and \$10,000 in total.

**Utilities:** This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission (MDC). This cost is increased \$34,221 in fiscal year 2020 based upon actual cost and amortization of deficit in the Utilities Services Fund. The MDC increased its rates 25% in its most recent budget.

**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 and annual maintenance and service fees on the Department's mobile data terminals, including the Capitol Region of Council Governments' CAPTAIN Fire Mobile Data Terminal.

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

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

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>
<b><u>Fire Call Volume</u></b>					
Number of Fire Related Calls	184	228	205	179	184
Number of Emergency Medical/ Rescue Calls	1,742	5,646*	5,820*	6,781*	6,360*
Number of False Alarms	650	720	791	895	909
Mutual Aid	13	27	28	26	15
Number of Hazardous Material Calls	157	157	162	150	420
Number of Other Hazardous Calls	236	280	299	297	147
Number of Other Calls for Service	<u>915</u>	<u>1,175</u>	<u>1,096</u>	<u>1,149</u>	<u>1,618</u>
<b>Total Calls</b>	<b>3,897</b>	<b>8,233</b>	<b>8,401</b>	<b>9,477</b>	<b>9,653</b>
<b><u>Fire Effectiveness Measures</u></b>					
Extent of Flame Damage Confined to Room of Origin	98%	98%	98%	98%	90%
Percentage of Fires Handled by 20 or Fewer Firefighters	100%	100%	100%	100%	100%

\* Effective January 1, 2015 the Fire Department began traveling to all medical calls.



**COST CENTER: EMERGENCY MEDICAL SERVICES**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$898,234	\$600,000	\$344,380	\$650,000	\$700,000	16.7%
<b>TOTAL</b>	<b>\$898,234</b>	<b>\$600,000</b>	<b>\$344,380</b>	<b>\$650,000</b>	<b>\$700,000</b>	<b>16.7%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$17,767	\$31,703	\$10,843	\$31,703	\$133,665	321.6%
Overtime	66,924	40,900		40,900	40,900	
Holiday					6,213	
Office Expense	150	1,000		1,000	1,000	
Dues and Travel	8,430	5,940	1,700	5,940	5,940	
Training	260				6,500	
Professional Services	91,757	108,130	63,316	108,130	96,130	-11.1%
Information Technology	5,928	18,256	2,652	18,256	21,867	19.8%
Telecommunications	1,233	6,612	160	1,500	5,000	-24.4%
Maintenance & Repairs	458	16,000	135	16,000	16,000	
Miscellaneous Supplies	133,448	121,000	75,451	121,000	121,000	
Social Security	—	7,179	—	7,179	2,632	-63.3%
<b>TOTAL</b>	<b>\$326,355</b>	<b>\$356,720</b>	<b>\$154,257</b>	<b>\$351,608</b>	<b>\$456,847</b>	<b>28.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Assistant Fire Chief		1			
Fire Lieutenant - Support Services	—	—	—	—	<u>1</u>
<b>TOTAL</b>		1			1

**EMERGENCY MEDICAL SERVICES DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds paramedic stipends based upon the anticipated number of paramedics and the appropriate step payment, per the collective bargaining agreement. The fiscal year 2020 budget provides funding for a Lieutenant of Support Services.

**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 will fund a full year of patient care monitoring to provide access to patient care reports.

**Dues and Travel:** This appropriation funds the recertification costs for paramedics.

**Training:** These funds will be utilized to provide additional training on site, with greater flexibility in scheduling and to participate in regional collaborative training.

**Professional Services:** This line funds the costs (\$46,000) of billing services based on anticipated revenue, as well as maintenance contracts for equipment specific to the paramedic program (\$8,130). In addition, a contract has been executed with a consultant (\$42,000) who will provide quality assurance and improvements to the Town's paramedic services program. This contract is reduced \$15,000 based upon the volume of calls that will be reviewed in fiscal year 2020.

**Information Technology:** Funds Priority Dispatch software (\$8,220), Operative IQ software (\$1,800) and patient care reporting software (\$11,847).

**Telecommunications:** This appropriation funds the mobile internet service cost for tablets and is reduced based upon experience.

**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.

**COST CENTER: PREVENTION**

**SUMMARY OF REVENUES**

	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Fire Occupancy/Use Permits	\$102,439	\$100,000	\$61,391	\$110,000	\$100,000	
Fire Plan Review Fees	<u>212,612</u>	<u>260,000</u>	<u>170,039</u>	<u>280,000</u>	<u>290,000</u>	11.5%
<b>TOTAL</b>	<b>\$315,051</b>	<b>\$360,000</b>	<b>\$231,430</b>	<b>\$390,000</b>	<b>\$390,000</b>	<b>8.3%</b>

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$316,360	\$328,584	\$174,665	\$342,523	\$329,228	0.2%
Temporary Payroll	23,202	23,929	10,849	23,929	23,929	
Overtime	2,835	7,600	1,215	7,600	7,600	
Education Premium Pay	2,515	2,500	1,146	2,500	2,500	
Office Expense	4,478	8,200	1,199	7,450	8,200	
Dues and Travel	2,449	610		610	610	
Printing/Binding Services	325	200	502	502	200	
Office Equipment	605	1,000		1,000	1,000	
Uniforms & Laundry	466	800	254	800	800	
Miscellaneous Supplies	2,190	13,000	1,444	13,000	13,000	
Social Security	<u>12,814</u>	<u>12,871</u>	<u>5,991</u>	<u>12,871</u>	<u>13,379</u>	4.0%
<b>TOTAL</b>	<b>\$368,239</b>	<b>\$399,294</b>	<b>\$197,265</b>	<b>\$412,785</b>	<b>\$400,446</b>	<b>0.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>
	<u><b>2016-17</b></u>	<u><b>2017-18</b></u>	<u><b>2018-19</b></u>		
Assistant Fire Chief	1	1	1	1	1
Fire Lieutenant - Prevention					1
Fire Inspector	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Reflects salaries and benefit elections for an Assistant Chief, one Fire Inspector position, and the upgrade of one Fire Inspector to Fire Prevention Lieutenant. The additional pay is offset by a saving in public education payroll.

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

**Overtime:** This appropriation funds fire investigations 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.

**Dues and Travel:** This appropriation is for dues for fire prevention professional organizations.

**Printing/Binding Services:** This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs include large volume training documents and fire prevention forms.

**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, tools, and batteries is also included.

**Uniforms & Laundry:** This appropriation covers fire inspector uniform repair and maintenance costs.

**Miscellaneous Supplies:** This line funds the purchase of NFPA, Insurance Industry, 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****(Calendar Year)**

	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
Percent of Applicable Properties with Completed or Updated Pre-Plans	95%	96%	97%	97%	97%
Percent of Inspections Completed	29%	19%	18%	17%	5.7%
Percent of Annual Residential Inspections Completed	12%	11%	5%	12%	2%
Percent of Tri-annual Inspections Completed	14%	12%	9%	7%	6%
Percent of Licensing Inspections Completed	100%	100%	100%	100%	100%

**COST CENTER: STATION OPERATIONS & MAINTENANCE**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Utilities	\$92,712	\$112,607	\$56,304	\$112,607	\$96,672	-14.2%
Telecommunications	587	800	2,842	5,000	5,000	525.0%
Building Maintenance	43,821	47,000	18,907	47,000	44,500	-5.3%
Grounds Maintenance	<u>5,303</u>	<u>4,688</u>	<u>94</u>	<u>4,688</u>	<u>4,625</u>	-1.3%
<b>TOTAL</b>	<b>\$142,423</b>	<b>\$165,095</b>	<b>\$78,147</b>	<b>\$169,295</b>	<b>\$150,797</b>	<b>-8.7%</b>

**STATION OPERATIONS & MAINTENANCE – BUDGET AND PROGRAM HIGHLIGHTS**

**Utilities:**     **Electricity** – The contribution to the Utilities Services Fund for the cost of electrical service to each of the five fire stations (\$52,139) is revised based upon consumption and rates.

**Natural Gas** – This appropriation (\$30,448) 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 (\$14,085).

**Telecommunications:** Covers the cost of telephone service to fire stations and is increased consistent with experience.

**Building 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.).

**Grounds Maintenance:** Funds the cost of maintaining the grounds around each of the fire stations.

**COST CENTER: EQUIPMENT OPERATIONS & MAINTENANCE**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$76,428	\$90,173	\$42,975	\$90,173	\$89,732	-0.5%
Overtime	4,570	14,522	2,713	14,522	14,522	
Minor Equipment		5,000		5,000	5,000	
Vehicles & Equipment Expense	211,254	195,000	143,596	226,000	226,000	15.9%
Social Security	<u>1,144</u>	<u>1,308</u>	<u>655</u>	<u>1,308</u>	<u>1,512</u>	15.6%
<b>TOTAL</b>	<b>\$293,396</b>	<b>\$306,003</b>	<b>\$189,939</b>	<b>\$337,003</b>	<b>\$336,766</b>	<b>10.1%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**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.

**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 (\$150,000) for all department vehicles. The appropriation reflects an increase in fuel costs (\$16,000) due to rising prices and in the cost to maintain and repair vehicles (\$15,000).

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

**COST CENTER: TRAINING**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$145,022	\$109,347	\$50,700	\$109,347	\$109,347	
Overtime	2,098	4,124	318	4,321	4,124	
Education Premium Pay	2,012	2,000	917	2,000	2,000	
Office Expense	2,642	1,350	1,318	1,350	1,350	
Dues and Travel			1,965	1,965		
Training	13,783	18,110	16,851	18,110	37,875	109.1%
Professional Services	7,000	5,000		5,000	5,000	
Printing/Binding Services		200		200	200	
Office Equipment	299	1,500	668	1,500	1,500	
Information Technology		12,000	11,682	12,000	12,000	
Social Security	<u>2,549</u>	<u>1,535</u>	<u>1,120</u>	<u>1,535</u>	<u>1,674</u>	9.1%
<b>TOTAL</b>	<b>\$175,405</b>	<b>\$155,166</b>	<b>\$85,539</b>	<b>\$157,328</b>	<b>\$175,070</b>	<b>12.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Fire Captain – Training	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects the salary for the Captain of Fire Training.

**Overtime:** Covers the cost of overtime for required night or weekend training programs and alarm activity.

**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 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 appropriation is increased consistent with anticipated training required for new recruits and promotional opportunities.

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

**Printing/Binding Services:** This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs include large volume training documents and forms.

**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 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	3	2	2	2
Executive Assistant	1	1	1	1	1
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
Fire Lieutenant - Support Services					1
Fire Lieutenant - Prevention					1
Fire Inspector	2	2	2	2	1
Fire Captain - 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	92	93	92	92	93

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**POLICE DEPARTMENT****MISSION**

The West Hartford Police Department, in active cooperation with our community, will enforce all laws and work to improve the quality of life. We will treat every individual with fairness and respect. We will accomplish this mission by providing professional, high quality police services.

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**

- ✓ Successfully recruited and transitioned a new Police Chief.
- ✓ Evaluated the department's needs and proposed a reorganization of divisions, including the creation of a Professional Standards Unit and Community Support Unit, to better execute the department's mission.
- ✓ Awarded over \$120,000 in grant funding for DUI, distracted driving, underage drinking prevention and seatbelt enforcement.
- ✓ Installed a new prescription drop off box in the department's lobby.
- ✓ Emergency Response Center (ERC) renovated and new consoles were installed improving ERC operations.
- ✓ Purchased and installed PowerDMS, a police management software program.
- ✓ Implemented new program for detective case tracking.
- ✓ Met with faith based organization to address security concerns.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Attract qualified certified police officers and qualified civilians meeting the requirements set forth by the Town.
- ❖ Seek strategies to increase the recruitment of diverse candidates equal to the diversity of our community.
- ❖ Foster succession planning within the department, including the development of specialized skill sets, i.e. polygraph, DNA, etc.
- ❖ Develop and finalize a strategic plan for the department.
- ❖ In conjunction with Facilities Services, perform a Police Station building assessment.

**POLICE DEPARTMENT**

<b>BUDGET SUMMARY</b>						
<b><u>Revenues:</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Intergovernmental						
Revenues	\$362,212	\$215,888	\$152,466	\$225,076	\$141,000	-34.7%
Licenses & Permits	15,993	15,900	6,126	15,950	15,900	
Charges for Services	54,838	46,500	32,653	66,307	65,500	40.9%
Fines & Forfeitures	218,915	211,200	125,196	211,200	236,200	11.8%
Miscellaneous Revenue	<u>368</u>	<u>125,000</u>	<u>        </u>	<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$652,326</b>	<b>\$614,488</b>	<b>\$316,441</b>	<b>\$643,533</b>	<b>\$583,600</b>	<b>-5.0%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$13,727,642	\$15,177,416	\$7,057,428	\$15,176,656	\$15,368,274	1.3%
Operating Expense	780,243	898,543	445,861	919,409	970,841	8.1%
Social Security	<u>290,645</u>	<u>326,574</u>	<u>197,593</u>	<u>306,868</u>	<u>325,828</u>	-0.2%
<b>TOTAL</b>	<b>\$14,798,530</b>	<b>\$16,402,533</b>	<b>\$7,700,882</b>	<b>\$16,402,933</b>	<b>\$16,664,943</b>	<b>1.6%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
General Fund	152*	152*	152*	152*	153
Parking Lot Fund	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
<b>TOTAL</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>
* One Police Officer position is unfunded.					

**BUDGET & PROGRAM HIGHLIGHTS**

The Police Department's fiscal year 2020 budget is increased \$262,410, or 1.6%. A \$262,410 increase to wages and salaries reflects cost-of-living adjustments for Police employees, merits where applicable, and the transfer of funding for one Police Officer from the Parking Lot Fund to the General Fund consistent with duties, offset by a \$150,000 hiring lag. The budget also assumes savings from employees electing for time off in lieu of payment for holidays (\$150,000). Though headcount in total is unchanged, this budget reflects a new Public Safety Dispatch Supervisor, offset by the elimination of an authorized but unfunded Police Officer position, which existed solely to provide flexibility in hiring. Also included in fiscal year 2020 is the upgrade of one Police Officer to Sergeant and the restructuring of staffing between divisions to better support operations. In addition, this budget includes a \$76,064 reduction to overtime attributed to non-recurring grants received in fiscal year 2019. Operating expenditures increase \$72,298 primarily due to increases in registrations (\$37,500) and gasoline (\$10,000). The social security appropriation reflects budgeted wages.

**COST CENTER: POLICE MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$14,773	\$15,800	\$6,076	\$15,800	15,800	
Alarm Fees	15,855	15,000	12,651	30,000	30,000	100.0%
Contributions	368					
<b>TOTAL</b>	<b>\$30,996</b>	<b>\$30,800</b>	<b>\$18,727</b>	<b>\$45,800</b>	<b>\$45,800</b>	<b>48.7%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$647,733	\$654,688	\$314,044	\$654,688	\$659,257	0.7%
Overtime			32	100		
Education Premium Pay	1,026	1,020	468	1,020	1,020	
Office Expense	9,399	11,200	4,283	11,200	11,200	
Dues and Training	16,362	38,509	29,816	38,509	38,509	
Boards & Commissions	402	5,000		5,000	8,000	60.0%
Education Tuition						
Reimbursement	19,621	20,000	2,936	20,000	20,000	
Maintenance & Repairs		6,700		6,700	6,700	
Social Security	20,746	22,918	14,347	22,918	23,115	0.9%
<b>TOTAL</b>	<b>\$715,289</b>	<b>\$760,035</b>	<b>\$365,926</b>	<b>\$760,135</b>	<b>\$767,801</b>	<b>1.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Information Technology Specialist	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	6	6	6	6	6

## **POLICE MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The mission of this division is to manage the Police Department, which consists of 154 full-time and 4 part-time employees. This division also manages 41 crossing guards working for the Board of Education.

**Regular Payroll:** This portion of the budget accounts for the salary of the Police Chief, an Administrative Assistant to the Chief, two Assistant Chiefs, a Senior Staff Assistant to the Assistant Chiefs, and an Information Technology Specialist. Estimated merit increases are included, where applicable.

**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. Beginning in fiscal year 2018 this account also funds an enhanced recruitment, retention and promotion diversity program, consistent with Public Act 15-4, 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. This appropriation is increased to support citizen's academy offerings and an internal employee assistance program.

**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**

(Fiscal Year)

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>
Reported Town Ordinance Violations	1,372	1,487	1,340	1,571	1,311
Medical Calls	4,687	5,250	4,687	5,250	5,256
Motor Vehicle Accidents	2,286	2,422	2,460	2,498	2,866
Number of Motor Vehicle Stops	7,187	8,533	8,672	6,216	6,053
Total Calls for Service	66,835	66,888	65,483	45,374	45,287
Number of Criminal Arrests	1,848	1,881	1,719	1,237	1,174
Number of Motor Vehicle Arrests	5,423	6,203	5,313	5,036	4,728
Number of DUI Arrests	215	199	157	93	73



**COST CENTER: PROFESSIONAL STANDARDS (PREVIOUSLY SPECIAL INVESTIGATIONS)**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$454,272	\$507,645	\$229,553	\$507,645	\$420,073	-17.3%
Overtime	35,982	22,704	3,633	22,704	22,712	
Holiday	18,842	23,111	16,611	23,111	19,084	-17.4%
Education Premium Pay	9,892	10,000	4,583	10,000	8,000	-20.0%
Office Expense	2,344	4,500	2,083	4,500	4,500	
Professional Services	5,400	4,000	3,600	6,700	6,700	67.5%
Uniforms	5,150	5,250	5,250	5,250	4,280	-18.5%
Social Security	<u>9,592</u>	<u>10,061</u>	<u>7,577</u>	<u>10,061</u>	<u>9,000</u>	-10.5%
<b>TOTAL</b>	<b>\$541,474</b>	<b>\$587,271</b>	<b>\$272,890</b>	<b>\$589,971</b>	<b>\$494,349</b>	<b>-15.8%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Police Lieutenant	1	1	1	1	1
Police Detective	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>

**PROFESSIONAL STANDARDS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** This division investigates allegations of misconduct made against employees of the West Hartford Police Department, ensure proper procedures and policies are followed, and conduct background investigations when necessary.

**Regular Payroll:** This budget accounts for the salary of a 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.

**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 and is increased consistent with the number of applicants expected.

**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" budgeted at \$1,070 per officer for fiscal year 2020—a \$20 increase per officer compared to fiscal year 2019.

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

**COST CENTER: ANIMAL CONTROL**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$ 715	\$1,200	\$ 695	\$1,200	\$1,200	
<b>TOTAL</b>	<b>\$ 715</b>	<b>\$1,200</b>	<b>\$ 695</b>	<b>\$1,200</b>	<b>\$1,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$126,600	\$171,195	\$116,912	\$196,855	\$161,939	-5.4%
Temporary Payroll	29,967	32,090	14,934	32,090	32,090	
Overtime	9,925	16,976	5,133	16,976	16,978	
Holiday	6,881	7,756	3,749	5,500	7,362	-5.1%
Education Premium Pay	3,690	4,000	1,500	4,000	4,000	
Office Expense	12,060	10,000	1,160	10,000	10,000	
Dues and Travel	75					
Advertising	440	650	133	650	650	
Printing/Binding Services		200	297	400	200	
Office Equipment		2,000		2,000	2,000	
Social Security	<u>2,241</u>	<u>4,125</u>	<u>2,614</u>	<u>3,400</u>	<u>3,440</u>	-16.6%
<b>TOTAL</b>	<b>\$191,879</b>	<b>\$248,992</b>	<b>\$146,432</b>	<b>\$271,871</b>	<b>\$238,659</b>	<b>-4.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## 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. It is reduced to reflect the refill of a vacant officer lower in the range than the incumbent.

**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.

**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.

**Printing and Binding Services:** This budget appropriation is used to cover printing costs for required forms, publications and notices.

**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.

**COST CENTER: RECORDS CONTROL**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$1,220	\$ 100	\$ 50	\$ 150	\$ 100	
Charges for Services	38,591	31,000	18,954	35,000	35,000	12.9%
Fines & Forfeitures	<u>785</u>	<u>1,000</u>	<u>170</u>	<u>1,000</u>	<u>1,000</u>	
<b>TOTAL</b>	<b>\$40,596</b>	<b>\$32,100</b>	<b>\$19,174</b>	<b>\$36,150</b>	<b>\$36,100</b>	<b>12.5%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$318,778	\$319,557	\$121,779	\$251,715	\$291,119	-8.9%
Temporary Payroll	20,606	30,000	17,514	45,000	30,000	
Overtime	1,128	1,000	973	1,501	1,000	
Office Expense	16,183	37,000	6,755	37,000	37,000	
Printing/Binding Services	1,174	500	410	700	500	
Maintenance & Repairs	83,346	78,660	29,156	78,660	78,660	
Social Security	<u>25,048</u>	<u>26,350</u>	<u>9,539</u>	<u>21,600</u>	<u>23,733</u>	-9.9%
<b>TOTAL</b>	<b>\$466,263</b>	<b>\$493,067</b>	<b>\$186,126</b>	<b>\$436,176</b>	<b>\$462,012</b>	<b>-6.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</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>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Records Divisions 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 and the refill of vacancies at the start of the range.

**Temporary Payroll:** This appropriation accounts for the salary of two part-time staff assistants. The staff assistants give the department the ability to keep the office open throughout the work day and to maintain full service levels during incidence of illness, vacation, training or other leave time.

**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.

**Printing and Binding:** This appropriation is 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.

**COST CENTER: EQUIPMENT OPERATIONS**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Telecommunications	\$	\$	\$	\$	\$ 5,472	
Vehicles & Equipment Expense	<u>222,553</u>	<u>225,000</u>	<u>126,004</u>	<u>239,740</u>	<u>235,000</u>	4.4%
<b>TOTAL</b>	<b>\$222,553</b>	<b>\$225,000</b>	<b>\$126,004</b>	<b>\$239,740</b>	<b>\$240,472</b>	<b>6.9%</b>

**EQUIPMENT OPERATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** This cost center 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 new 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. The \$10,000 increase is attributed to gasoline costs.

**COST CENTER: UNIFORMED PATROL**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$9,570	\$	\$9,188	\$9,188	\$	
Miscellaneous Revenue	—	—	808	807	—	
<b>TOTAL</b>	<b>\$9,570</b>	<b>\$</b>	<b>\$9,996</b>	<b>\$9,995</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$5,988,722	\$7,331,769	\$3,194,672	\$6,783,694	\$7,110,885	-3.0%
Overtime	1,301,944	1,021,943	745,560	1,521,943	1,023,223	0.1%
Holiday	275,273	344,306	183,428	344,306	182,512	-47.0%
Education Premium Pay	56,985	53,000	24,521	53,000	46,000	-13.2%
Office Expense	23,947	29,900	11,410	29,900	29,900	
Office Equipment		12,800		12,800	15,100	18.0%
Uniforms	73,241	80,123	48,792	80,123	80,123	
General Contributions	500	500	1,500	1,500	1,500	200.0%
Maintenance & Repairs	3,003	4,000		4,000	4,000	
Miscellaneous Supplies	24,454	23,200	13,459	23,200	23,200	
Social Security	<u>118,103</u>	<u>143,094</u>	<u>94,422</u>	<u>128,094</u>	<u>130,041</u>	-9.1%
<b>TOTAL</b>	<b>\$7,866,172</b>	<b>\$9,044,635</b>	<b>\$4,317,764</b>	<b>\$8,982,560</b>	<b>\$8,646,484</b>	<b>-4.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	3	3	3
Police Sergeant	10	10	10	10	9
Police Officer*	<u>76**</u>	<u>76**</u>	<u>76**</u>	<u>76**</u>	<u>70**</u>
<b>TOTAL</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>83</b>

\* In fiscal year 2017 through fiscal year 2019, one Police Officer position was authorized but unfunded to allow the department flexibility in filling vacancies.

\*\* Two Police Officer positions were funded in the Parking Lot Fund from fiscal year 2017 through fiscal year 2019. Starting in fiscal year 2020 one Police Officer is funded by the Parking Lot Fund.



## 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 emergency response to the community.

**Regular Payroll:** This budget accounts for the salaries of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, and 70 Officers. Included in the 70 Officers is one Police Officer funded by the Parking Lot Fund. During the summer months, two officers are reassigned from the Patrol Division to staff Police Bicycle Patrols and the department has two K-9 Officers. The fiscal year 2020 budget assumes contractual cost of living and merit increases, offset by a hiring lag of \$150,000 based upon anticipated vacant positions.

**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.” A \$150,000 reduction in fiscal year 2020 is due to additional officers electing for time off in lieu of payment for holidays.

**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. The increase reflects officers on staff eligible for this payment. 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. The increase in fiscal year 2020 will be used to replace air tanks for the Crest Dive Team.

**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 (\$1,200), Scuba Team (\$2,000), and a contractual contribution of \$20,000 for bullet proof vests.

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

**COST CENTER: POLICE COMMUNICATIONS**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$140,104	\$141,000	\$104,309	\$141,000	\$141,000	
<b>TOTAL</b>	<b>\$140,104</b>	<b>\$141,000</b>	<b>\$104,309</b>	<b>\$141,000</b>	<b>\$141,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$668,267	\$733,440	\$322,324	\$733,440	\$826,128	12.6%
Overtime	114,670	38,400	38,890	68,400	38,400	
Holiday	33,829	36,099	25,676	36,099	40,631	12.6%
Office Expense	1,626	1,000	86	1,086	1,000	
Professional Services	54,258	56,306	56,306	56,306	56,512	0.4%
Office Equipment	3,740	2,500		2,500	2,500	
Telecommunications	56,924	55,000	20,267	55,000	51,500	-6.4%
Social Security	<u>59,853</u>	<u>64,119</u>	<u>28,526</u>	<u>64,119</u>	<u>71,451</u>	11.4%
<b>TOTAL</b>	<b>\$993,167</b>	<b>\$986,864</b>	<b>\$492,075</b>	<b>\$1,016,950</b>	<b>\$1,088,122</b>	<b>10.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Public Safety Dispatch Supervisor					1
Public Safety Dispatchers	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>

## **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. These dispatchers have received specialized training in the handling of emergency calls.

**Regular Payroll:** This budget accounts for the salaries of twelve Public Safety Dispatchers (PSD) and a new Public Safety Dispatch Supervisor. 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.” The budget variance is consistent with regular payroll.

**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. The assessment, which is based upon a rate per capita, increases from the prior year.

**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, which will experience a savings in fiscal year 2020 due to more favorable public safety pricing.

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

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**ANNUAL BUDGET 2019-2020**

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**COST CENTER: DETECTIVE BUREAU**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 392	\$ 500	\$ 240	\$ 500	\$ 500	
<b>TOTAL</b>	<b>\$ 392</b>	<b>\$ 500</b>	<b>\$ 240</b>	<b>\$ 500</b>	<b>\$ 500</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,164,844	\$1,309,875	\$512,337	\$1,336,027	\$2,050,985	56.6%
Overtime	221,384	135,037	95,614	195,037	135,058	
Holiday	52,030	59,535	17,289	59,535	93,436	56.9%
Education Premium Pay	14,070	13,750	5,042	13,750	25,500	85.5%
Office Expense	9,417	23,000	9,611	23,000	23,000	
Dues & Travel		835		835	835	
Office Equipment		500		500	500	
Uniforms	13,819	13,650	11,550	13,650	19,030	39.4%
Maintenance & Repairs	6,367	10,570	6,799	10,570	10,570	
Miscellaneous Supplies	9,997	5,000		5,000	5,000	
Social Security	22,395	22,496	16,299	23,265	34,122	51.7%
<b>TOTAL</b>	<b>\$1,514,323</b>	<b>\$1,594,248</b>	<b>\$674,541</b>	<b>\$1,681,169</b>	<b>\$2,398,036</b>	<b>50.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Police Captain	1	1	1	1	1
Police Lieutenant					1
Police Sergeant	2	2	2	2	3
Police Detective	10	10	10	10	13
Police Officer					<u>2</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>20</b>

**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. 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, one Lieutenant, three Sergeants, thirteen Detectives and two Officers. The Detective Bureau is available from Monday through Friday and work both day and evening shifts. The division includes the newly created Community Support Unit which is comprised of sworn officers previously funded in other divisions.

**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” budgeted at \$1,070 per officer for fiscal year 2020—a \$20 increase per officer compared to the prior year.

**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 any photography requests as well as an allocated amount of \$2,000 for the Bomb Squad.

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

**COST CENTER: POLICE COMMUNITY RELATIONS**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$623,843	\$748,638	\$292,618	\$698,638	\$627,212	-16.2%
Overtime	53,904	37,538	22,481	47,538	37,549	
Holiday	28,557	34,191	19,314	34,191	28,665	-16.2%
Education Premium Pay	12,529	13,000	4,917	13,000	9,000	-30.8%
Office Expense	1,258	3,000	104	3,000	9,800	226.7%
Office Equipment		500		500	500	
Uniforms	4,034	3,090	2,713	3,090		-100.0%
Maintenance & Repairs	999	1,500		1,500	1,500	
Social Security	<u>10,396</u>	<u>12,576</u>	<u>7,319</u>	<u>12,576</u>	<u>10,176</u>	-19.1%
<b>TOTAL</b>	<b>\$735,520</b>	<b>\$854,033</b>	<b>\$349,466</b>	<b>\$814,033</b>	<b>\$724,402</b>	<b>-15.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Police Lieutenant	1	1	1	1	
Police Sergeant					1
Police Detective	2	2	2	2	
Police Officer	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>7</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

**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, and 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 a Sergeant, two Officers, two School Resource Officers, and three Community Relations Officers.

**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 fund is used to cover the purchase of handouts and other items to be used during presentations to students and residents and is increased based on additional community outreach planned for fiscal year 2020.

**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.

**COST CENTER: POLICE TRAINING**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$251,108	\$290,643	\$140,000	\$290,643	\$298,696	2.8%
Overtime	7,242	11,403	5,702	11,403	11,409	0.1%
Holiday	12,440	13,248	5,957	13,248	13,561	2.4%
Education Premium Pay	1,053	1,000	458	1,000	1,000	
Office Expense	65,321	75,000	30,951	76,940	75,000	
Dues and Training	26,576	34,000	18,163	34,000	75,000	120.6%
Printing/Binding Services	806	500		500	500	
Office Equipment		8,000	1,291	8,000	8,000	
Uniforms & Laundry	514					
Social Security	<u>4,515</u>	<u>4,874</u>	<u>3,806</u>	<u>4,874</u>	<u>4,750</u>	-2.5%
<b>TOTAL</b>	<b>\$369,575</b>	<b>\$438,668</b>	<b>\$206,328</b>	<b>\$440,608</b>	<b>\$487,916</b>	<b>11.2%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</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>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**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 400 officers from 14 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.



**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. This budget is increased consistent with the expectation of additional recruitments and specialized training (i.e. polygraph seminars) in fiscal year 2020.

**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.

**COST CENTER: TRAFFIC CONTROL**

**SUMMARY OF REVENUES**

	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Miscellaneous Federal Revenue	\$ 62,063	\$ 20,267	\$ 16,444	\$ 20,267	\$	-100.0%
DUI Enforcement	150,476	54,621	22,525	54,621		-100.0%
Moving Vehicle Violations	46,325	45,000	27,873	45,000	45,000	
Ordinance Violations	13,266	14,000	4,429	14,000	14,000	
Parking Violations	157,823	150,000	92,029	150,000	175,000	16.7%
Transfer In		<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$429,953</b>	<b>\$408,888</b>	<b>\$163,300</b>	<b>\$408,888</b>	<b>\$359,000</b>	<b>-12.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Regular Payroll	\$866,116	\$937,815	\$428,687	\$937,815	\$959,788	2.3%
Overtime	95,187	103,035	56,380	103,035	81,604	-20.8%
Overtime – DUI Enforcement	150,476	54,621	36,963	54,621		-100.0%
Holiday	39,288	42,888	23,371	42,888	43,898	2.4%
Education Premium Pay	8,561	10,500	3,813	10,500	8,500	-19.1%
Office Expense	1,954	2,200	437	2,200	2,200	
Contractual Services	1,324	1,700	540	1,700	1,700	
Office Equipment	1,654	1,000		1,000	3,000	200.0%
Social Security	<u>17,755</u>	<u>15,961</u>	<u>13,141</u>	<u>15,961</u>	<u>16,000</u>	0.2%
<b>TOTAL</b>	<b>\$1,182,315</b>	<b>\$1,169,720</b>	<b>\$563,332</b>	<b>\$1,169,720</b>	<b>\$1,116,690</b>	<b>0.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised 2018-19</u>	<u>Adopted 2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Police Captain	1	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Officer	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
<b>TOTAL</b>	10	10	10	10	10

## 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 also responds to calls for service to assist the Patrol Division.

**Regular Payroll:** This appropriation funds the salary of one Traffic Captain, one Traffic Lieutenant and eight 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. The reduction is attributed to a one time grant received in fiscal year 2019.

**Overtime – DUI Enforcement:** Overtime incurred under eligible State traffic grants are accounted for in this line item. If grants are received in fiscal 2020, 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. In the fiscal year 2020, the department plans to replace a malfunctioning laser unit.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Charges for Services	<u>\$2,007,184</u>	<u>\$1,900,000</u>	<u>\$1,900,000</u>	<u>\$1,900,000</u>
Total Revenues & Other Resources	\$2,007,184	\$1,900,000	\$1,900,000	\$1,900,000

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Private Duty Pay	\$1,466,170	\$1,200,000	\$1,200,000	\$1,200,000
Operating Expense	117,642	17,500	17,500	17,500
Pension Expense	528,635	511,545	511,545	536,383
Transfer Out	<u>          </u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$2,112,447	\$1,854,045	\$1,854,045	\$1,878,883

CHANGE IN FUND BALANCE	(\$105,263)	\$ 45,955	\$ 45,955	\$ 21,117
BEGINNING BALANCE	\$ 117,025	\$ 11,762	\$ 11,762	\$ 57,717
ENDING BALANCE	\$ 11,762	\$ 57,717	\$ 57,717	\$ 78,834

**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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Charges for Services	\$2,048,000	\$1,793,000	\$1,693,000	\$1,988,000	\$2,007,000
<b>TOTAL REVENUES</b>	<b>\$2,048,000</b>	<b>\$1,793,000</b>	<b>\$1,693,000</b>	<b>\$1,988,000</b>	<b>\$2,007,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$1,955,000	\$1,848,000	\$1,786,000	\$2,000,000	\$2,112,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,955,000</b>	<b>\$1,848,000</b>	<b>\$1,786,000</b>	<b>\$2,000,000</b>	<b>\$2,112,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$75,000)</b>	<b>(\$125,000)</b>	<b>(\$225,000)</b>	<b>(\$125,000)</b>	
<b>OPERATING RESULTS</b>	<b>\$18,000</b>	<b>(\$180,000)</b>	<b>(\$318,000)</b>	<b>(\$137,000)</b>	<b>(\$105,000)</b>
<b>FUND BALANCE</b>	<b>\$752,000</b>	<b>\$572,000</b>	<b>\$254,000</b>	<b>\$117,000</b>	<b>\$12,000</b>

**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 \$11,762 as of June 30, 2018.

**FISCAL YEAR 2019 OPERATING RESULTS**

Operating revenues are projected to total \$1,900,000 with anticipated expenditures for the current fiscal year of \$1,854,045, inclusive of a \$511,545 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs.

**FISCAL YEAR 2020 BUDGET**

The fiscal year 2020 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 \$536,383 transferred to the Pension Fund and \$125,000 transferred to the General Fund. Fund balance is estimated to total approximately \$78,834 at June 30, 2020.

DEPARTMENT: POLICE

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<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	12	12	12	12	13
Police Detective	16	16	16	16	16
Police Officer *	89	89	89	89	88
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
Public Safety Dispatch Supervisor					1
Public Safety Dispatcher	12	12	12	12	12
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
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	152	152	152	152	153
 <u>PARKING LOT FUND</u>					
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
TOTAL PARKING LOT FUND	2	2	2	2	1
 TOTAL POLICE – ALL FUNDS	154	154	154	154	154

\* One Police Officer position is authorized but unfunded to allow the department flexibility in filling vacancies from fiscal year 2017 through fiscal year 2019.

## **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, land-use planning and economic development.

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 preserve and enhance the Town's economic resources.
- 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 multi-year Park Road at Interstate 84 Interchange Improvements Project was initiated and the new exit ramp was opened in December 2018. The project will be completed in early fiscal year 2020.
- ✓ Grant awards were received for significant infrastructure projects including the New Park Avenue Complete Streets Improvements, the Fern Street Bridge Replacement, and the implementation of bicycle route network from the Community Connectivity Program. These grants totaled more than \$6.6 million.
- ✓ The updating of the Town's Plan of Conservation and Development was initiated and will be completed in fiscal year 2019.

### **FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Implementation of online Engineering permitting and licensing.
- ❖ Improve customer service by implementing credit card acceptance at department counters.
- ❖ Review opportunities to implement a new software platform for building permits that is more customer service focused.
- ❖ Implement BoardDocs for land use boards and commissions as a means of saving administrative time and costs currently associated with the use of hard copies.



## DEPARTMENT OF COMMUNITY DEVELOPMENT

BUDGET SUMMARY						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Licenses & Permits	\$1,593,550	\$1,484,500	\$829,542	\$1,484,808	\$1,684,500	13.5%
Charges for Services	42,217	30,150	17,682	129,350	120,100	298.3%
Miscellaneous Revenue	103,529	52,000	33,849	85,000	50,000	-3.9%
<b>TOTAL</b>	<b>\$1,739,296</b>	<b>\$1,566,650</b>	<b>\$881,073</b>	<b>\$1,699,158</b>	<b>\$1,854,600</b>	<b>18.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,133,561	\$2,129,334	\$974,737	\$2,100,334	\$2,172,119	2.0%
Operating Expense	135,971	197,825	91,426	194,231	249,283	26.0%
Social Security	154,407	157,187	69,432	155,187	157,835	0.4%
<b>TOTAL</b>	<b>\$2,423,939</b>	<b>\$2,484,346</b>	<b>\$1,135,595</b>	<b>\$2,449,752</b>	<b>\$2,579,237</b>	<b>3.8%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2018-2019</u>	<u>2019-2020</u>
General Fund	25.25	25	24	24	24
CDBG Fund	1	1	1	1	—
<b>TOTAL</b>	<b>26.25</b>	<b>26</b>	<b>25</b>	<b>25</b>	<b>24</b>

## BUDGET &amp; PROGRAM HIGHLIGHTS

The Community Development Department budget reflects an increase of \$94,891 or 3.8% from the prior fiscal year. Wages and salaries increase \$42,785 or 2.0% and reflect merit increases for eligible employees, the upgrade of one Civil Engineer II position to an Assistant Town Engineer, and an increase in temporary payroll to support the Building Inspection Division. Operating expenditures increase \$51,458 or 26.0% due primarily to an increase of \$50,000 in the appropriation for water testing in order to comply with MS4 regulations. The change in social security is consistent with wages and withholdings.

**COST CENTER: MANAGEMENT DIVISION**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$305,659	\$228,509	\$103,106	\$228,509	\$233,759	2.3%
Office Expense	1,991	3,000	599	3,000	3,000	
Dues and Travel	608	850	501	950	1,050	23.5%
Training		1,000	195	750	2,500	150.0%
Printing/Binding Services	11	250		250	250	
Telecommunications	2,082	1,525	398	1,475	1,475	-3.3%
Vehicles & Equipment Expense	8,704	10,000	5,957	8,500	8,500	-15.0%
Social Security	<u>21,610</u>	<u>15,266</u>	<u>6,940</u>	<u>15,266</u>	<u>15,675</u>	2.7%
<b>TOTAL</b>	<b>\$340,665</b>	<b>\$260,400</b>	<b>\$117,696</b>	<b>\$258,700</b>	<b>\$266,209</b>	<b>2.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Director of Community Development	1	1	1	1	1
Economic Development Specialist	1	1	1	1	1
Public Relations Specialist**	1	1			
Administrative Assistant*	<u>0.25</u>	—	—	—	—
<b>TOTAL</b>	<b>3.25</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

\* Position shared with Facilities Services through fiscal year 2017.

\*\* Position moved to Town Manager's office in fiscal year 2019.

## 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. The Management Division also includes an Economic Development Specialist who provides business services throughout town.

**Regular Payroll:** The Management Division budget reflects two full-time employees for fiscal year 2020 and reflects estimated merit increases, where applicable.

**Office Expense:** This appropriation is used for postage, printing and copying, and general office supplies for the department.

**Dues & Travel:** This budget reflects dues for the CT Economic Development Association, professional association events and mileage reimbursement.

**Training:** This appropriation is increased to fund additional economic development training opportunities.

**Printing/Binding Services:** The department utilizes the Board of Education print shop for large printing jobs.

**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 slightly based upon anticipated usage.

**Vehicle & Equipment Expense:** This appropriation is for gasoline and maintenance of vehicles assigned to the department. The appropriation for maintenance has been reduced based upon an upgraded vehicle fleet.

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

**COST CENTER: ENGINEERING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$ 91,550	\$ 54,500	\$ 30,900	\$ 54,500	\$ 54,500	
Copies	98	50	64	50	50	
Transfer In	<u>53,529</u>	<u>2,000</u>	<u>33,849</u>	<u>35,000</u>		-100.0%
<b>TOTAL</b>	<b>\$145,177</b>	<b>\$ 56,550</b>	<b>\$ 64,813</b>	<b>\$ 89,550</b>	<b>\$ 54,550</b>	<b>-3.5%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$898,406	\$914,792	\$434,254	\$914,792	\$935,066	2.2%
Office Expense	4,692	5,600	1,093	4,600	4,600	-17.9%
Dues and Travel	1,898	2,000	1,710	2,000	2,000	
Training	180	500	99	500	500	
Contractual Services	34,000	70,000	27,501	70,000	120,000	71.4%
Printing/Binding Services	146		47	21		
Uniforms & Laundry	432	500	500	500	750	50.0%
Telecommunications	6,497	7,000	1,746	5,000	5,000	-28.6%
Vehicles & Equipment Expense	78					
Field Operations	2,540	2,500	465	2,500	2,500	
Social Security	<u>65,964</u>	<u>68,118</u>	<u>31,468</u>	<u>68,118</u>	<u>69,911</u>	2.6%
<b>TOTAL</b>	<b>\$1,014,833</b>	<b>\$1,071,010</b>	<b>\$498,883</b>	<b>\$1,068,031</b>	<b>\$1,140,327</b>	<b>6.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Town Engineer	1	1	1	1	1
Assistant Town Engineer					1
Civil Engineer II	4	4	4	4	3
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	2	1	1	1	1
Engineering Technician I	1	2	2	2	2
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	10	10	10	10	10

## 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, 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 traffic accidents 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, athletic fields, and other town-owned property improvements. Staff also reviews plans for private development. Additionally, all town infrastructure construction is managed by staff from the Engineering Division.

**Regular Payroll:** The Engineering Division is staffed with 10 full-time employees. The chart on the following page depicts the reduction in the Engineering Division from 29 positions in 1980 to 10 positions in 2015 through the fiscal year 2020 budget. The budget includes estimated merit increases for eligible employees and the upgrade of a Civil Engineer II position to an Assistant Town Engineer.

**Office Expense:** This appropriation is used for postage, printing, copying and general office supplies. The reduction in this line item reflects anticipated need.

**Dues & Travel:** The budget provides funding for all engineering and surveying licenses required for the division.

**Training:** This appropriation funds training opportunities for staff.

**Contractual Services:** This appropriation has been increased \$50,000 to fund water sampling and testing in compliance with Municipal Separate Storm Sewer Systems (MS4) requirements.

**Uniforms & Laundry:** Provides for the replacement of safety shoes for the division.

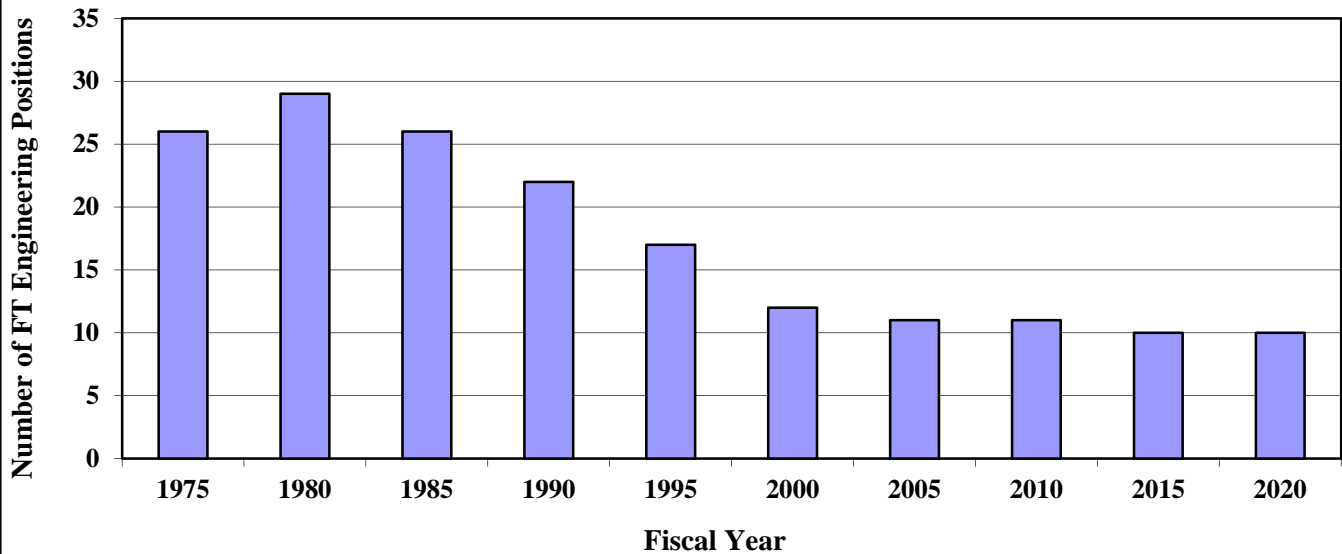
**Telecommunications:** This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones, and wireless devices that interface with the Town's work order system and is reduced due to fewer devices.

**Vehicles & Equipment Expense:** This expense is for gasoline and maintenance of vehicles utilized by the department and has been centralized.

**Field Operations:** This account funds survey field equipment and supplies.

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

**Engineering Division  
Full Time Position History**



**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Calendar Year)

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Estimated 2019</u>
Street Excavation and Driveway Permits Issued	1,731	1,700	1,468	1,440	1,400
Linear Miles of Street Resurfaced	9.65 miles	6.80 miles	7.41 miles	6.94 miles	6.21 miles
Lane Miles of Street Resurfaced	21.52 miles	14.46 miles	7.41 miles	13.2 miles	6.21 miles
Number of Properties Impacted	1,015	680	770	715	640
Linear Miles of Street Reconstructed	0.98 miles	2.24 miles	2.80 miles	1.35 miles	1.26 miles
Lane Miles of Street Reconstructed	2.41 miles	4.48 miles	2.80 miles	1.35 miles	1.26 miles
Number of Properties Impacted	102	262	290	150	140
Total Linear Miles	10.63 miles	9.04 miles	10.21 miles	8.29 miles	7.47 miles
Total Lane Miles	23.93 miles	18.94 miles	10.21 miles	14.55 miles	7.47 miles
Sidewalk Repairs – Number of Properties Impacted	330	400	882	800	800
Private Development Plan Reviews	55	55	60	70	60

**COST CENTER: BUILDING INSPECTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Building Permits	\$1,468,866	\$1,400,000	\$785,746	\$1,400,000	\$1,600,000	14.3%
Copies	1,417	1,000	401	1,000	1,000	
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$1,520,283</b>	<b>\$1,451,000</b>	<b>\$786,147</b>	<b>\$1,451,000</b>	<b>\$1,651,000</b>	<b>13.8%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$541,426	\$548,510	\$252,966	\$548,510	\$551,203	0.5%
Temporary Payroll	20,586	30,000	15,533	30,000	40,000	33.3%
Overtime	889	1,000	27	1,000	1,000	
Education Premium Pay	298		368			
Office Expense	3,876	8,500	3,864	8,400	8,900	4.7%
Dues and Travel	1,756	1,650	685	1,650	1,650	
Training	300	2,000		2,000	2,000	
Printing/Binding Services	151	500	15	500	500	
Uniforms & Laundry		1,000	1,000	1,000	1,600	60.0%
Information Technology	33,255	35,200	34,585	34,585	36,608	4.0%
Telecommunications	4,144	5,000	1,103	4,000	4,500	-10.0%
Emergency Supplies		5,000		5,000	5,000	
Social Security	<u>40,640</u>	<u>42,930</u>	<u>19,112</u>	<u>42,930</u>	<u>41,514</u>	-3.3%
<b>TOTAL</b>	<b>\$647,321</b>	<b>\$681,290</b>	<b>\$329,258</b>	<b>\$679,575</b>	<b>\$694,475</b>	<b>1.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**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 four full-time Building Inspectors, one Supervisor of Inspectors who serves as the Building Official, and two Staff Assistants. The appropriation includes anticipated merit increases for eligible employees.

**Temporary Payroll:** The temporary payroll appropriation increases from the prior year to assist with increased activity anticipated in fiscal year 2020.

**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, and subscriptions and reflects an increase based upon need.

**Dues & Travel:** This appropriation is for 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.

**Printing/Binding Services:** The department utilizes the Board of Education Print Shop for large printing jobs.

**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 finances the cost of the annual software maintenance contract and license for the building inspection and permitting system. The software automates the issuance and management of building permits and provides remote connectivity to inspectors in the field. The maintenance contract provides technical support, as well as annual updates and new releases of the software. The budget includes the anticipated increase in the costs associated with this software.

**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. This appropriation is reduced based upon experience.

**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)

	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>6 Months Actual 2019</u></b>
<b><u>Building Permits &amp; Inspections</u></b>						
Number of total permits	6,091	5,574	6,223	5,852	6,321	3,201
Value of Permits (in 000's)	\$71,572	\$151,336*	\$104,751	\$72,729	\$88,272	\$44,938
Inspections made	8,812	10,474	10,486	11,311	11,122	5,948
Average turnaround time on inspection requests	6-9 days	6-9 days	6-9 days	6-9 days	7-10 days	6-9 days
Frequency of re-inspections to total inspections	26%	27%	16%	15%	17%	19%
Inspections made per Inspector	2,074	2,094	2,621	2,514	2,472	2,644
Average value per permit	\$23,841	\$27,150	\$16,832	\$12,428	\$13,966	\$14,309
Average value of construction per Inspector (in 000's)	\$15,905	\$27,515	\$26,187	\$16,162	\$19,616	\$19,972

\* In fiscal year 2015, Total Building Permits includes approximately \$40 million in value not subject to Building Permit fees.

**COST CENTER: PLANNING & ZONING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Zoning Permits	\$33,134	\$30,000	\$12,896	\$30,308	\$30,000	
TPZ Applications	20,019	17,500	7,540	26,500	17,500	
Zoning Petitions	19,746	10,000	9,051	100,000	100,000	900.0%
Other Charges for Services	<u>938</u>	<u>1,600</u>	<u>626</u>	<u>1,800</u>	<u>1,550</u>	-3.1%
<b>TOTAL</b>	<b>\$73,837</b>	<b>\$59,100</b>	<b>\$30,113</b>	<b>\$158,608</b>	<b>\$149,050</b>	<b>152.4%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$366,297	\$406,523	\$168,482	\$377,523	\$411,091	1.1%
Office Expense	11,359	13,000	1,928	10,000	9,000	-30.8%
Dues and Travel	187	1,000	217	900	1,000	
Training	197	1,750	600	1,750	2,000	14.3%
Advertising	9,922	11,000	3,962	10,000	10,000	-9.1%
Contractual Services	6,104	6,500	2,360	13,500	13,500	107.7%
Printing/Binding Services	452	500	132	500	500	
Telecommunications	409	500	165	400	400	-20.0%
Social Security	<u>26,193</u>	<u>30,873</u>	<u>11,912</u>	<u>28,873</u>	<u>30,735</u>	-0.4%
<b>TOTAL</b>	<b>\$421,120</b>	<b>\$471,646</b>	<b>\$189,758</b>	<b>\$443,446</b>	<b>\$478,226</b>	<b>1.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</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 Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## 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's various land use boards and commissions; and land use planning.

**Regular Payroll:** The Planning and Zoning Division is staffed with five full-time employees. Estimated merit increases are included for eligible employees.

**Office Expense:** Office expenses are comprised of office supplies, postage, printing and copying costs for the division. This appropriation is reduced as the department plans to implement BoardDocs software resulting in lower printing and postage costs.

**Dues & Travel:** This appropriation provides for one APA and one CAZEO professional membership, as well as mileage reimbursement for staff.

**Training:** This account is used for staff development and training, and is increased to fund training and certification for the Assistant Zoning Enforcement Officer and Planning Technician positions.

**Advertising:** This division is required to publish legal and public notices associated with land use applications for the TPZ/IWWA and ZBA. The appropriation is decreased \$1,000 as non-recurring costs related to the update of the Plan of Conservation and Development were budgeted in fiscal year 2019.

**Contractual Services:** Reflects the cost for transcription of hearings and anticipated consulting services for a large project.

**Printing/Binding Services:** This account funds larger printing jobs prepared by the Board of Education Print Shop.

**Telecommunications:** This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits. The appropriation is decreased consistent with usage.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Calendar Year)**

**Planning & Zoning Applications**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Site Plan	8	12	8	8	8
Special Use Permit	21	16	19	23	15
Inland Wetland and Watercourse	55	38	36	40	32
Lot Line Revision	5	7	8	10	6
Lot Split	6	4	2	4	3
Special Development District	24	22	10	19	14
Subdivision	5	1	1	0	0
Zoning Board of Appeals	36	30	38	17	23
Zoning Permits	<u>231</u>	<u>260</u>	<u>247</u>	<u>284</u>	<u>268</u>
Total	391	390	369	405	369

**Board/Commission Meeting Information**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Town Planning & Zoning Commission					
Number of Meetings	15	13	12	14	18
Number of Hours	64	30.4	20.1	32.5	32.5
Zoning Board of Appeals					
Number of Meetings	11	11	10	9	10
Number of Hours	6.5	6.7	8.9	4.6	7
Design Review Advisory Board					
Number of Meetings	21	19	11	8	13
Number of Hours	<u>32.5</u>	<u>24</u>	<u>15</u>	<u>15</u>	<u>14</u>
Total Number of Meetings	47	43	33	31	41
Total Number of Hours	103	61.1	44	52.1	53.5

n/a – not available

DEPARTMENT: COMMUNITY DEVELOPMENT

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
Director of Community Development	1	1	1	1	1
Economic Development Specialist	1	1	1	1	1
Public Relations Specialist*	1	1			
Town Engineer	1	1	1	1	1
Assistant Town Engineer					1
Civil Engineer II	4	4	4	4	3
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	2	1	1	1	1
Engineering Technician I	1	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	3	3
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**	1.25	1	1	1	1
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL GENERAL FUND	25.25	25	24	24	24
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Construction Coordinator***	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	—
TOTAL CDBG FUND	1	1	1	1	
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	26.25	26	25	25	24

\* Position transferred to Town Manager in fiscal year 2019.

\*\* Position shared with Facilities Services through fiscal year 2017.

\*\*\* Position transferred to Leisure Services & Social Services in fiscal year 2020.

**DEPARTMENT OF PUBLIC WORKS****MISSION**

Our vision is that the quality of our services will be so great that the Department of Public Works (DPW) will be the highest rated department in West Hartford and one of the reasons people and businesses locate here.

Our mission is to make West Hartford the safest and most attractive community in Connecticut. The Department of Public Works is a highly trained, flexible and responsive organization dedicated to responding effectively to the challenges of changing conditions including weather, governmental regulations, customer demands and uncontrollable economic conditions. The Department is responsible for the maintenance and repair of Town roads, storm water systems, grounds, athletic fields and playgrounds, trees, sidewalks, parking lots, vehicles and equipment, signs and signals, municipal parking, bus shelters, street lights, and Trout Brook channel, as well as snow and ice control of roads. The Department administers the following contracted services: refuse/recycling collection and disposal, leaf collection, and yard waste composting.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ DPW was awarded a second Diesel Emissions Reduction Act (DERA) grant in the amount of \$63,237 toward the purchase of a new diesel dump truck to replace a 1995 Ford dump truck with new clean technology. The grant supports DEEP/EPA's program to reduce diesel emissions.
- ✓ DPW completed the environmental site assessment, hazardous building materials assessment and bid specifications for the abatement and demolition of the former incinerator building and stack at the Yard Waste and Recycling Center. Building demolition and site clearing is planned for the spring of 2019.
- ✓ DPW completed the deployment of 14 Big Belly solid waste enclosures for both trash and recycling to support CGS Sec 22a-241k (2) (b) which calls for common gathering venues which provide for trash collection to also provide recycling receptacles. An additional 20 solid waste corrals for both trash and recyclables are also being installed in town parks.
- ✓ Gravesite layout has been completed for the unused area in the northwest corner of the Old North Cemetery. Gravesites will be available for purchase this spring.
- ✓ The installation of new parking kiosks in the Brace Road lot is in process and is expected to be complete by spring 2019.
- ✓ DPW partnered with the Board of Education to expand food waste separation in Town schools. Sorting stations were set up with clearly labeled signage to help with waste separation. A consistent theme of 3-2-1 & Done and posters for separating liquids, recyclables, food scraps and trash were provided to each school. Custodial and support staff were provided training to implement the program.
- ✓ DPW completed 8,058 work orders in 2018 and received 318 requests through the citizen request portal.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ DPW is planning to redesign the Yard Waste and Recycling Center to better serve the public, improve operational efficiency and to support waste reduction and separation activities.
- ❖ DPW is planning to purchase a plotter for the Sign Shop to enable in-house sign production and equip the department to be more responsive to sign requests and needed sign improvements.
- ❖ DPW will refocus its efforts to improve community appearance by repairing curbing issues, catch basin defects and drainage issues, and by increasing road sweeping efforts.
- ❖ DPW plans to increase 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 main roads and four business areas to mitigate the effects of heavy pollutant loads on the storm sewer system. DPW will also increase efforts to clean and inspect catch basins in accordance with the requirements of the permit.

## DEPARTMENT OF PUBLIC WORKS

## BUDGET SUMMARY

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b>Revenues:</b>						
Intergovernmental	\$685,503	\$685,503	\$343,185	\$685,503	\$686,369	0.1%
Licenses & Permits	112,112	100,000	62,078	100,050	100,000	
Charges for Services	144,557	135,720	47,095	141,820	137,820	1.5%
Miscellaneous Revenue	<u>29,011</u>	<u>19,575</u>	<u>4,574</u>	<u>10,425</u>		-100.0%
<b>TOTAL</b>	<b>\$971,183</b>	<b>\$940,798</b>	<b>\$456,932</b>	<b>\$937,798</b>	<b>\$924,189</b>	<b>-1.8%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$3,799,064	\$4,209,440	\$1,739,378	\$4,097,111	\$4,237,239	0.7%
Operating Expense	5,904,723	6,112,071	2,352,424	6,173,996	6,122,446	0.2%
Fringe Benefits	<u>320,772</u>	<u>410,548</u>	<u>118,247</u>	<u>401,051</u>	<u>416,076</u>	1.3%
<b>TOTAL</b>	<b>\$10,024,559</b>	<b>\$10,732,059</b>	<b>\$4,210,049</b>	<b>\$10,672,158</b>	<b>\$10,775,761</b>	<b>0.4%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b>Full-Time Positions:</b>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
General Fund	49	49	49	49	49
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>
<b>TOTAL</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

## BUDGET &amp; PROGRAM HIGHLIGHTS

Overall, the Department of Public Works' budget is increased \$43,702 or 0.4% for fiscal year 2020. Wages and salaries increase \$27,799, or 0.7%, due to merit/step adjustments for eligible employees and an increase in temporary payroll to fund a Recycling Coordinator position, offset by a hiring lag (\$50,000) for refilling vacant positions. Operating expense increases \$10,375 or 0.2% primarily due to savings in contractual services from a modification in the recycling program from weekly to bi-weekly collection of \$410,000, offset by a new bi-weekly yard waste program (\$153,000), \$54,000 in increased costs for solid waste disposal, \$22,000 for rising gasoline prices, and \$21,000 for vehicle maintenance. The social security variance is consistent with the changes in wages and salaries.



**COST CENTER: PUBLIC WORKS MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Highway Town Aid Grant	\$685,503	\$685,503	\$343,185	\$685,503	\$686,369	0.1%
<b>TOTAL</b>	<b>\$685,503</b>	<b>\$685,503</b>	<b>\$343,185</b>	<b>\$685,503</b>	<b>\$686,369</b>	<b>0.1%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual 2017-18</u>	<u>Adopted 2018-19</u>	<u>Actual 6 Months</u>	<u>Estimated 2018-19</u>	<u>Adopted 2019-20</u>	<u>Percent Change</u>
Regular Payroll	\$327,272	\$328,017	\$164,924	\$328,017	\$333,664	1.7%
Temporary Payroll	26,765	32,000	13,978	32,000	33,000	3.1%
Overtime	1,390	2,000	937	2,000	2,000	
Education Premium Pay	1,020	1,020	468	1,020	1,020	
Office Expense	5,753	8,100	4,570	8,100	8,100	
Dues and Travel	1,966	400	346	501	400	
Training	4,323	10,000	5,080	9,899	10,000	
Professional Services	6,213	7,500	2,257	7,500	7,500	
Contractual Services	80	500		500	500	
Printing/Binding	616	500	148	500	500	
Meals	7,200	7,500	7,050	7,500	7,500	
Uniforms & Laundry	34,019	36,500	19,475	36,500	40,500	11.0%
Information Technology	25,496	26,000	24,054	26,000	26,000	
Telecommunications	15,268	17,500	8,640	18,000	18,000	2.9%
Land Lease	32,200	32,200		32,200	32,200	
Social Security	<u>24,450</u>	<u>26,123</u>	<u>11,767</u>	<u>25,835</u>	<u>26,620</u>	1.9%
<b>TOTAL</b>	<b>\$514,031</b>	<b>\$535,860</b>	<b>\$263,694</b>	<b>\$536,072</b>	<b>\$547,504</b>	<b>2.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</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>
<b>TOTAL</b>	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:** This appropriation provides clerical staffing for the front office and other divisions as needed, as well as data input and management for the DPW vehicle management software.

**Overtime:** The appropriation is for telephone coverage during snow-fighting operations and additional hours required for processing 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.

**Office Expense:** This appropriation funds paper, postage, copying and office supplies for the department and is reduced 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 reflects participation in the CDL-drivers drug and alcohol testing program through the Connecticut Conference of Municipalities.

**Contractual Services:** This appropriation funds testing services for the department.

**Printing/Binding:** This appropriation reflects the printing costs for forms, information materials and reprints of the DPW's Recycling Guidelines and is reduced based upon experience.

**Meals:** This appropriation funds the contractual meal allowance paid to eligible full-time employees in the AFSCME Union.

**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. The increase reflects the purchase of jackets, per the contract.

**Information Technology:** This appropriation funds the cost of the department's work order system (Cartegraph), Weatherworks and Easy Clocking Time Clock.

**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.

**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.

**COST CENTER: CONTRACTUAL SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Bulky Waste/Recycling Permits	\$105,412	\$95,000	\$61,653	\$95,000	\$95,000	
Metal Recycling	3,966	2,400	3,618	4,500	4,500	87.5%
Recycling Rebate	47,364	35,000	13,792	35,000	35,000	
Miscellaneous Revenue	25,425	19,575	4,575	10,425		-100.0%
Refuse Hauling Licenses	6,600	5,000	375	5,000	5,000	
Additional Refuse Barrel	<u>49,228</u>	<u>55,000</u>		<u>55,000</u>	<u>55,000</u>	
<b>TOTAL</b>	<b>\$237,995</b>	<b>\$211,975</b>	<b>\$84,013</b>	<b>\$204,925</b>	<b>\$194,500</b>	<b>-8.2%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$54,055	\$150,354	\$65,149	\$150,348	\$26,368	-82.5%
Temporary Payroll	16,855	17,000	7,161	17,000	37,425	120.1%
Overtime	4,615	12,240	6,755	12,247		-100.0%
Office Expense	2,259	1,000		1,000	1,000	
Advertising	7,681	3,940	1,279	3,940	3,940	
Professional Services	28,425	37,575	4,130	33,000	33,000	-12.2%
Contractual Services	2,657,963	2,523,300	1,025,093	2,523,300	2,355,740	-6.6%
Solid Waste Disposal	1,323,588	1,439,000	621,982	1,439,000	1,449,800	0.8%
Rental/Leases	22,361	30,000		30,000	30,000	
Social Security	<u>4,437</u>	<u>12,686</u>	<u>5,421</u>	<u>12,685</u>	<u>7,556</u>	-40.4%
<b>TOTAL</b>	<b>\$4,122,239</b>	<b>\$4,227,095</b>	<b>\$1,736,970</b>	<b>\$4,222,520</b>	<b>\$3,944,829</b>	<b>-6.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Public Works Manager	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.25</u>
<b>TOTAL</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.25</b>

**CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Environmental Services program is staffed with one-quarter of a full-time Public Works Manager position in fiscal year 2020, with the balance transferred to the Streets division. The reduction reflects the coding of salaries for the time spent on the Yard Waste Disposal and Collection program in the Streets division in fiscal year 2020.

**Temporary Payroll:** The appropriation funds part-time hours to enforce the Town's refuse and recycling regulations. In addition, in fiscal year 2020 a part-time Recycling Coordinator position is funded.

**Overtime:** Overtime for the bagged leaf collection program is included in the Streets division in fiscal year 2020.

**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.

**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.

**Professional Services:** This budget reflects the costs for quarterly well testing at the Albany Avenue leaf site and annual storm water testing at the Recycling Center. These tests and copies of the results are required by the State Department Energy and Environmental Protection.

**Contractual Services:** The appropriation reflects a planned modification in the recycling collection schedule from weekly to bi-weekly, coupled with a new bi-weekly yard waste collection service.

**Solid Waste Disposal:** This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is increased based upon increased rates, offset by anticipated savings in tonnage related to the Town's new bi-weekly yard waste collection program.

**Rentals/Leases:** The appropriation reflects the leaf collection program vehicle rental cost for four (4) packer truck rentals, two for five weeks and two for seven weeks.

**Social Security:** This appropriation is for required federal payments based on actual wages paid.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>
Volume of leaves collected (cubic yards)	23,865	n/a	28,861	29,096	22,659
Tons of leaves collected	5,966	n/a	7,215	7,274	5,665
Tons of Waste Recycled	7,152	6,942	7,014	6,853	7,269
Percent of Total Waste Recycled	26.8%	26.8%	26.4%	26.6%	28.0%
Tons of Refuse Collected	19,551	18,938	19,533	18,824	18,674

n/a – information not available

**COST CENTER: STREET MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Special Events	\$15,704	\$10,000	\$5,330	\$10,000	\$10,000	
<b>TOTAL</b>	<b>\$15,704</b>	<b>\$10,000</b>	<b>\$5,330</b>	<b>\$10,000</b>	<b>\$10,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$972,313	\$1,041,502	\$443,829	\$1,021,243	\$1,159,918	11.4%
Temporary Payroll		32,400	2,784	32,400	32,400	
Overtime	274,002	305,730	52,932	320,731	320,730	4.9%
Dues and Travel	150					
Contractual Services	101,001	148,000	18,649	148,000	154,000	4.1%
Solid Waste Disposal	4,806	62,000	9,472	35,000	62,000	
Minor Equipment	11,131	15,500	3,289	15,500	15,500	
Uniforms & Laundry	239	3,000	349	3,000	5,000	66.7%
Telecommunications		2,200	783	2,200	2,200	
Building Maintenance	907					
Maintenance & Repairs	6,691	2,000	781	6,000	600	-70.0%
Snow Removal Supplies	350,927	360,550	30,730	360,550	360,550	
Street Maintenance	84,141	89,000	60,583	105,000	105,000	18.0%
Sidewalk Maintenance	5,892	6,000	4,500	9,000	6,000	
Rental/Leases	3,290	5,000	2,095	5,000	2,000	-60.0%
Social Security	88,443	103,584	36,243	103,584	110,956	7.1%
<b>TOTAL</b>	<b>\$1,903,933</b>	<b>\$2,176,466</b>	<b>\$667,019</b>	<b>\$2,167,208</b>	<b>\$2,336,854</b>	<b>7.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u> <u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
Public Works Manager	1.5	1.5	1.5	1.5	1.75
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	6	6	6	6
Equipment Operator II	4	4	4	4	4
<b>TOTAL</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.75</b>

## STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Street Maintenance operation is staffed with 15.75 full-time positions, which includes a reallocation of 0.25 positions from the Contractual Services division. The appropriation reflects step/merit increases for eligible employees offset by a hiring lag. 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%).

**Temporary Payroll:** This appropriation is for part-time labor to perform pothole patching and other seasonal help.

**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. This appropriation is increased to perform street sweeping activities in accordance with MS4 requirements.

**Contractual Services:** This appropriation funds the services of snow removal contractors used to plow snow from Town streets. DPW utilizes up to fifteen contractors to supplement Town staff during a plowing operation.

**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. The increase in fiscal year 2020 is to purchase supplies for new employees and barricades for the division.

**Telecommunications:** The department has a wireless internet and cable television subscription to monitor snow operations.

**Maintenance & Repairs:** This line item reflects costs for snowplow damage repairs (seed and topsoil) and is reduced based upon anticipated need.

**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.

**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. The fiscal year 2020 increase reflects higher asphalt prices and increased pavement preservation activities, as well as increased repair of catch basins.

**Sidewalk Maintenance:** This appropriation is for emergency sidewalk repairs.

**Rental/Leases:** This appropriation funds the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies. In addition, prior to fiscal year 2020 it funded 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**

	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>
Number of sanding & plowing operations	25	18	14	17	17
Percent of snowstorms cleared within 8 hours	75%	89%	92%	89%	100%
Number of instances employees called in to work	n/a	n/a	48	45	49
Number of pothole work orders completed	n/a	456	400	451	839

n/a – not available



**COST CENTER: FLEET MAINTENANCE DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$461,478	\$526,850	\$235,452	\$471,592	\$524,737	-0.4%
Temporary Payroll	15,812	17,500	11,595	24,961	25,000	42.9%
Overtime	14,388	20,000	8,900	20,039	20,000	
Office Expense	1,428	2,000		2,000	2,000	
Dues and Travel	75					
Contractual Services	2,062	2,500	2,172	2,500	2,500	
Information Technology	2,972	4,246	2,123	4,246	20,119	373.8%
Telecommunications	13,088	15,000	5,599	15,000	15,000	
Vehicles & Equipment Expense	420,512	399,000	208,849	442,000	442,000	10.8%
Maintenance & Repairs	51,801	49,000	23,442	49,000	49,000	
Social Security	<u>35,228</u>	<u>45,033</u>	<u>18,003</u>	<u>41,033</u>	<u>45,133</u>	0.2%
<b>TOTAL</b>	<b>\$1,018,844</b>	<b>\$1,081,129</b>	<b>\$516,135</b>	<b>\$1,072,371</b>	<b>\$1,145,489</b>	<b>6.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2016-17</b></u>	<u><b>2017-18</b></u>	<u><b>2018-19</b></u>	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>
Public Works Manager	1	1	1	1	1
Mechanic	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
<b>TOTAL</b>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>

## FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Fleet Maintenance activity is staffed with seven full-time positions, one Manager and six Mechanics. The budget reflects contractual step increases in accordance with the AFSCME union contract offset by the filling of a vacant position at the start of the pay range.

**Temporary Payroll:** This appropriation reflects the cost for part-time positions. A shop detail person is responsible for keeping the shop and shop floor clean, shuttling cars between the DPW and other Town facilities as needed, and picking up parts. A clerical position maintains the vehicle inventory report and provides administrative support to the division. This appropriation is increased to fund additional hours for parts inventory and vehicle records.

**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.

**Contractual Services:** This appropriation funds environmental services provided by Safety-Kleen and Clean Harbors for spill prevention.

**Information Technology:** This appropriation reflects the annual software maintenance support cost and is increased due to implementation of a new fleet maintenance software system.

**Telecommunications:** This account funds cellular service for the Network Fleet AVL system in use by the Fleet division.

**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. The budget for vehicle maintenance increases based upon actual usage and the budget for gasoline increases due to rising prices.

**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.

**Social Security:** This appropriation is for required federal payments based on actual wages paid.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>
Number of vehicle maintenance work orders completed	813	865	839	967	1,526
Number of instances employees called in to work	n/a	n/a	7	16	1

n/a – not available

**COST CENTER: TRAFFIC SAFETY CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$25,873	\$30,320	\$22,385	\$34,370	\$30,320	
<b>TOTAL</b>	<b>\$25,873</b>	<b>\$30,320</b>	<b>\$22,385</b>	<b>\$34,370</b>	<b>\$30,320</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$365,388	\$472,190	\$172,984	\$432,189	\$476,929	1.0%
Temporary Payroll	56,593		729	729		
Overtime	21,886	19,500	7,463	23,000	23,000	17.9%
Dues and Travel		100		100	100	
Professional Services	2,758	1,000		1,000	1,000	
Contractual Services	79,739	74,500	23,825	74,500	74,500	
Solid Waste Disposal	162	500	134	500	500	
Office Equipment	4,813	2,000	124	2,000	2,000	
Uniforms & Laundry	905	4,800	87	4,800	4,800	
Information Technology	299					
Telecommunications	754					
Building Maintenance	24,689	35,750	16,809	35,750	45,750	28.0%
Street Light Maintenance	2,404	20,000	40	20,000	20,000	
Signal & Light Maintenance	21,878	31,000	3,333	31,000	31,000	
Rental/Leases	2,849	3,445		3,445	3,445	
Social Security	<u>28,165</u>	<u>37,381</u>	<u>11,174</u>	<u>34,381</u>	<u>38,815</u>	3.8%
<b>TOTAL</b>	<b>\$613,282</b>	<b>\$702,166</b>	<b>\$236,702</b>	<b>\$663,394</b>	<b>\$721,839</b>	<b>2.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maintenance Worker	1	1	1	1	1
Sign & Mechanical Maintenance Lead	1	1	1	1	1
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Traffic Safety operation is staffed with six full-time positions. The budget reflects full funding of positions and merit increases for eligible staff.

**Temporary Payroll:** Temporary payroll had been utilized to backfill the vacant full-time Traffic Safety Manager position.

**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. The appropriation is increased based upon actual usage.

**Dues and Travel:** This appropriation funds annual International Municipal Signal Association (IMSA) membership.

**Professional Services:** This appropriation is for updates to the Call Before You Dig program.

**Contractual Services:** This appropriation funds charges for the Call Before You Dig markout service and on-street pole transfers by Eversource.

**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.

**Building Maintenance:** 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 and is increased to purchase a plotter to enable in-house sign production.

**Street Light Maintenance:** This appropriation reflects costs for on-street streetlight parts and supplies, including: poles, fixtures, photo-sensors, bulbs, wire, and mast arms.

**Signal & Light Maintenance:** This appropriation reflects the costs for traffic signal and electrical maintenance supplies and off-street lighting parts and electrical supplies.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>
Number of street light work orders completed	n/a	174	265	264	256
Number of instances employees called in to work	n/a	n/a	43	40	25

n/a – not available

**COST CENTER: GROUNDS MAINTENANCE DIVISION**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$6,108	\$3,000	\$1,960	\$3,000	\$3,000	
<b>TOTAL</b>	<b>\$6,108</b>	<b>\$3,000</b>	<b>\$1,960</b>	<b>\$3,000</b>	<b>\$3,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,033,474	\$1,015,594	\$453,806	\$998,594	\$1,002,048	-1.3%
Temporary Payroll	68,975	98,000	50,857	108,000	108,000	10.2%
Overtime	82,785	117,543	38,675	101,001	111,000	-5.6%
Dues and Travel	223					
Contractual Services	83,128	94,300	26,724	94,300	154,300	63.6%
Minor Equipment	23,341	31,450	1,725	31,450	31,450	
Utilities	237,261	232,665	116,333	232,665	251,402	8.1%
Building Maintenance		2,500	416	2,500	2,500	
Grounds Maintenance	86,050	109,800	34,175	136,800	109,800	
Maintenance & Repairs	96,945	121,750	31,180	121,750	121,750	
Social Security	76,880	87,939	35,638	85,730	89,193	1.4%
Transfer Out	<u>63,168</u>	<u>97,803</u>		<u>97,803</u>	<u>97,803</u>	
<b>TOTAL</b>	<b>\$1,852,230</b>	<b>\$2,009,344</b>	<b>\$789,529</b>	<b>\$2,010,593</b>	<b>\$2,079,246</b>	<b>3.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Public Works Manager	1	1	1	1	1
Crew Leader	3	3	3	3	3
Equipment Mechanic – Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
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>
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

## GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The grounds division, which is staffed with 17 full-time positions, maintains the grounds at all Town and Board facilities. The appropriation reflects estimated step/merit increases for eligible staff, offset by a hiring lag. 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. Temporary payroll increases \$10,000 based on anticipated workload.

**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. The increase relates to the bi-annual maintenance of Trout Brook Channel per agreement with the State.

**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 based upon rates.

**Building Maintenance:** 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.

**Grounds Maintenance:** This budget 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.

**Maintenance & Repairs:** This cost reflects the repair and preventive maintenance of power equipment that is not registered and plated. 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 Hall and Conard High Schools.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>
Number of tree issue work orders completed	n/a	127	129	117	323
Number of instances employees called in to work	n/a	n/a	25	16	4

n/a – not available



# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

# BUDGET IN BRIEF

## PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Charges for Services	\$1,897,822	\$2,090,000	\$1,917,000	\$1,942,000
Management Fee – BBS	1,211,484	1,295,395	1,044,753	731,446
Fines & Forfeitures	78,912	75,000	75,000	87,500
Interest Income	<u>14,261</u>	<u>8,000</u>	<u>20,000</u>	<u>20,000</u>
Total Revenues & Other Resources	\$3,202,479	\$3,468,395	\$3,056,753	\$2,780,946

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Municipal Parking Operations	\$1,653,058	\$2,170,934	\$2,127,379	\$2,576,916
BBS Parking Operations	<u>1,211,484</u>	<u>1,295,395</u>	<u>1,044,753</u>	<u>731,446</u>
Total Expenditures & Other Uses	\$2,864,542	\$3,466,329	\$3,172,132	\$3,308,362

CHANGE IN FUND BALANCE	\$ 337,937	\$ 2,066	(\$ 115,379)	(\$ 527,416)
BEGINNING BALANCE	\$2,340,714	\$2,678,651	\$2,678,651	\$2,563,272
ENDING BALANCE	\$2,678,651	\$2,680,717	\$2,563,272	\$2,035,856

**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**

	<b>Five Year History of Operating Results</b>				
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$1,656,000	\$1,975,000	\$1,987,000	\$2,043,000	\$1,977,000
Management Fee	838,000	936,000	842,000	1,208,000	1,211,000
Interest Income	<u>3,000</u>	<u>4,000</u>	<u>6,000</u>	<u>6,000</u>	<u>14,000</u>
<b>TOTAL REVENUES</b>	<b>\$2,497,000</b>	<b>\$2,915,000</b>	<b>\$2,835,000</b>	<b>\$3,257,000</b>	<b>\$3,202,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$2,484,000</u>	<u>\$2,432,000</u>	<u>\$2,640,000</u>	<u>\$3,126,000</u>	<u>\$2,864,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,484,000</b>	<b>\$2,432,000</b>	<b>\$2,640,000</b>	<b>\$3,126,000</b>	<b>\$2,864,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 13,000</b>	<b>\$ 483,000</b>	<b>\$ 195,000</b>	<b>\$ 131,000</b>	<b>\$ 338,000</b>
<b>FUND BALANCE</b>	<b>\$1,532,000</b>	<b>\$2,015,000</b>	<b>\$2,210,000</b>	<b>\$2,341,000</b>	<b>\$2,679,000</b>

**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. 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 \$2,678,651 as of June 30, 2018.

**FISCAL YEAR 2019 OPERATING RESULTS**

For fiscal year 2019, estimated expenditures for the Blue Back Square (BBS) parking operations are \$1,044,753 and the estimate for the municipal lots is \$2,127,379. Based upon total estimated revenues of \$3,056,753, the fund is expected to have a shortfall of \$115,379, resulting in fund balance of \$2,563,272 as of June 30, 2019.

**FISCAL YEAR 2020 BUDGET**

The fiscal year 2020 budget reflects expenditures relating to the BBS parking operations of \$731,446 with a corresponding management fee equal to these costs. Revenues from municipal lots are expected to reach \$2,780,946, inclusive of \$87,500 in parking violation revenue for tickets issued by the fund's parking monitors and interest income of \$20,000. Effective July 1, 2019 credit card transaction fees will be incurred by parkers, saving the fund approximately \$122,000. Municipal parking expenditures are budgeted at \$2,576,916, inclusive of \$406,000 for capital outlay. The fund expects to have a shortfall of \$527,416 for the year, resulting in fund balance of \$2,035,856.

**PARKING LOT FUND**

The mission of the Parking Lot Fund is to operate the Town's municipal parking operations, which include gated off-street 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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2017-18</b>	<b>2018-19</b>	<b>6 Months</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Change</b>
Charges for Services	\$1,897,822	\$2,090,000	\$931,459	\$1,917,000	\$1,942,000	-7.1%
Management Fee – BBS	1,211,484	1,295,395		1,044,753	731,446	-43.5%
Fines & Forfeitures	78,912	75,000		75,000	87,500	116.7%
Interest Income	14,261	8,000	15,569	20,000	20,000	150.0%
<b>TOTAL</b>	<b>\$3,202,479</b>	<b>\$3,468,395</b>	<b>\$947,028</b>	<b>\$3,056,753</b>	<b>\$2,780,946</b>	<b>-19.8%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$ 911,014	\$ 898,315	\$ 414,317	\$ 816,000	\$ 913,018	1.6%
Operating Expense	1,114,744	1,350,299	569,179	1,338,417	1,149,217	-14.9%
Equipment	89,903	369,550	70,180	169,550	406,000	9.9%
Fringe Benefits	748,881	848,165	572,121	848,165	840,127	-0.9%
<b>TOTAL</b>	<b>\$2,864,542</b>	<b>\$3,466,329</b>	<b>\$1,625,797</b>	<b>\$3,172,132</b>	<b>\$3,308,362</b>	<b>-4.6%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>
Public Works Manager	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0	1.0	1.0	1.0	1.0
Accounting Specialist	1.0	1.0	1.0	1.0	1.0
Senior Parking Monitor					1.0
Parking Monitor	4.0	4.0	4.0	4.0	2.0
Grounds Maintainer					1.0
Parking Lot Gate Attendant	3.0*	3.0*	3.0*	3.0*	3.0*
<b>TOTAL</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

\* Permanent part-time positions, 1500 hours per annum.

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for the Parking Lot Fund is reduced \$157,967 or 4.6% for fiscal year 2020. Wages and salaries reflect estimated contractual cost-of-living and merit increases, an increase in temporary payroll (\$13,300), and increased overtime (\$54,000), offset by savings in regular payroll due to the transfer of one of the two police officer positions to the General Fund. Overall operating expenses decrease \$201,082 primarily due to utilities (\$46,598), and contractual services (\$127,000) reductions. The budget includes approximately

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**ANNUAL BUDGET 2019-2020**

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\$406,000 in capital expenditures for milling and paving of lots (\$200,000), a dump truck (\$54,000), a vehicle (\$37,000), camera installation (\$40,000) and a mobile license plate reader (\$75,000). The fringe benefit reduction reflects increased pension and risk costs for full-time employees, offset by one fewer position in the fund.

**Fund: Parking Lot Fund**  
**Department: Public Works**

<b>SUMMARY OF EXPENDITURES</b>						
<b><u>Expenditures</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Regular Payroll	\$555,633	\$616,453	\$248,638	\$538,203	\$567,921	-7.9%
Temporary Payroll	257,579	191,700	113,365	191,700	205,000	6.9%
Overtime	89,591	80,000	48,386	80,000	134,000	67.5%
Holiday	5,670	7,162	3,010	4,097	4,097	-42.8%
Education Premium Pay	2,542	3,000	917	2,000	2,000	-33.3%
Office Expense	28,003	24,000	9,822	24,000	24,000	
Dues and Travel	4,627	2,600	359	2,600	2,600	
Training	524	2,000		2,000	2,000	
Advertising	1,721	2,600		2,600	2,600	
Professional Services	4,494	25,000	3,142	25,000	5,000	-80.0%
Contractual Services	639,336	804,320	327,455	788,620	677,470	-15.8%
Printing/Binding	38	500		500	500	
Office Equipment	12,732	10,000	213	10,000	10,000	
Uniforms and Laundry	862	3,000	1,835	3,000	3,000	
Utilities	128,132	159,279	79,640	159,279	112,681	-29.3%
Telecommunications	2,497	2,000	1,687	2,700	2,700	35.0%
Building Maintenance	17,972	8,000	14,894	20,000	8,000	
Vehicles & Equipment Exp	11,213	10,000	5,643	10,000	5,000	-50.0%
Grounds Maintenance	7,357	20,000	12,387	20,000	20,000	
Maintenance & Repairs	9,180	11,000	980	11,000	11,000	
Snow Removal Supplies	3,602	6,000	1,054	7,054	6,000	
Parking Lot Maintenance	22,175	30,000	40	30,000	30,000	
Rental/Leases	220,279	230,000	110,032	220,064	226,666	-1.4%
Operating Equipment	89,903	369,550	70,180	169,550	406,000	9.9%
Social Security	58,316	59,204	27,023	59,204	60,872	2.8%
Pension	246,621	301,229	301,229	301,229	311,732	3.5%
Risk Management Expense	<u>443,943</u>	<u>487,732</u>	<u>243,866</u>	<u>487,732</u>	<u>467,523</u>	-4.1%
<b>Total Department</b>	<b>\$2,864,542</b>	<b>\$3,466,329</b>	<b>\$1,625,797</b>	<b>\$3,172,132</b>	<b>\$3,308,362</b>	<b>-4.6%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

## BUDGET IN BRIEF

### CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Charges for Services	\$ 257,329	\$ 230,000	\$ 230,000	\$ 245,000
Sale of Lots	149,990	110,000	110,000	119,800
Interest Income	<u>13,743</u>	<u>7,000</u>	<u>20,000</u>	<u>20,000</u>
Total Revenues & Other Resources	\$ 421,062	\$ 347,000	\$ 360,000	\$ 384,800

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Cemetery Operations	<u>\$ 393,532</u>	<u>\$ 413,961</u>	<u>\$ 414,884</u>	<u>\$ 384,502</u>
Total Expenditures & Other Uses	\$ 393,532	\$ 413,961	\$ 414,884	\$ 384,502

CHANGE IN FUND BALANCE	\$ 27,530	(\$ 66,961)	(\$ 54,884)	\$ 298
BEGINNING BALANCE	\$1,659,456	\$1,686,986	\$1,686,986	\$1,632,102
ENDING BALANCE	\$1,686,986	\$1,620,025	\$1,632,102	\$1,632,400

**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**

<b>Five Year History of Operating Results</b>					
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
<b><u>Revenues:</u></b>					
Charges for Service	\$296,000	\$386,000	\$343,000	\$357,000	\$407,000
Interest Income	6,000	8,000	6,000	6,000	14,000
<b>TOTAL REVENUES</b>	<b>\$302,000</b>	<b>\$394,000</b>	<b>\$349,000</b>	<b>\$363,000</b>	<b>\$421,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$321,000	\$346,000	\$344,000	\$315,000	\$391,000
<b>TOTAL EXPENDITURES</b>	<b>\$321,000</b>	<b>\$346,000</b>	<b>\$344,000</b>	<b>\$315,000</b>	<b>\$391,000</b>
<b>TRANSFERS (TO)/FROM OTHER FUNDS</b>	<b>(\$3,000)</b>	<b>(\$313,000)</b>	<b>(\$3,000)</b>	<b>(\$213,000)</b>	<b>(\$3,000)</b>
<b>OPERATING RESULTS</b>	<b>(\$22,000)</b>	<b>(\$265,000)</b>	<b>\$2,000</b>	<b>(\$165,000)</b>	<b>\$27,000</b>
<b>FUND BALANCE</b>	<b>\$2,088,000</b>	<b>\$1,823,000</b>	<b>\$1,825,000</b>	<b>\$1,660,000</b>	<b>\$1,687,000</b>

**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, 2018 fund balance inclusive of the Permanent Reserve account totaled \$1,686,986.

**FISCAL YEAR 2019 OPERATING RESULTS**

It is estimated that revenues of \$360,000 will be achieved in fiscal year 2019 with corresponding expenditures of \$414,884, resulting in use of fund balance of \$54,884. As of June 30, 2019, fund balance inclusive of the Permanent Reserve account is estimated to be \$1,632,102.

**FISCAL YEAR 2020 BUDGET**

The budget for fiscal year 2020 estimates revenue of \$384,800 with corresponding expenditures of \$384,502, resulting in a surplus of \$298. It is anticipated that fund balance inclusive of the Permanent Reserve account will total \$1,632,400 by June 30, 2020.



**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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2017-18</b>	<b>2018-19</b>	<b>6 Months</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Change</b>
Cemetery Service Charges	\$257,329	\$230,000	\$97,125	\$230,000	\$245,000	6.5%
Sale of Lots	149,990	110,000	34,082	110,000	119,800	8.9%
Interest on Investment	13,743	7,000	10,547	20,000	20,000	185.7%
<b>TOTAL</b>	<b>\$421,062</b>	<b>\$347,000</b>	<b>\$141,754</b>	<b>\$360,000</b>	<b>\$384,800</b>	<b>10.9%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$136,557	\$133,793	\$ 65,391	\$133,793	\$124,785	-6.7%
Operating Expense	163,647	175,464	81,343	176,387	142,635	-18.7%
Fringe Benefits	93,328	104,704	70,327	104,704	117,082	11.8%
<b>TOTAL</b>	<b>\$393,532</b>	<b>\$413,961</b>	<b>\$217,061</b>	<b>\$414,884</b>	<b>\$384,502</b>	<b>-7.1%</b>

<b>Full-Time Positions:</b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Cemetery Operating Fund budget decreases \$29,459 or 7.1% for fiscal year 2020. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expense decreases \$32,829 primarily due to a reduced contribution to the Utilities Services Fund. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$384,800, the Fund is expected to experience a surplus of \$298.

**Fund: Cemetery Operating Fund**  
**Department: Public Works**

<b>SUMMARY OF EXPENDITURES</b>						
<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$70,647	\$70,793	\$30,637	\$70,793	\$71,785	1.4%
Temporary Payroll	39,507	37,000	22,219	37,000	37,000	
Overtime	26,404	26,000	12,536	26,000	16,000	-38.5%
Office Expense	950	1,340	288	1,340	1,340	
Professional Services	1,912	1,800		1,800		-100.0%
Contractual Services	125,220	124,000	56,830	124,000	102,000	-17.7%
Printing/Binding Services	232	200		200	200	
Office Equipment	465	1,500		1,500	1,500	
Utilities	12,260	20,724	10,476	20,724	13,495	-34.9%
Telecommunications	2,169	1,800	1,064	1,800	1,800	
Building Maintenance	2,163	2,800	1,295	2,902	2,800	
Vehicles and Equipment	5,851	2,000	2,821	2,821	2,000	
Grounds Maintenance	11,776	16,800	8,187	16,800	15,000	-10.7%
Maintenance & Repairs	193	2,500	380	2,500	2,500	
Miscellaneous Supplies	456					
Social Security	8,339	9,088	3,588	9,088	9,292	2.2%
Pension	35,105	41,088	41,088	41,088	42,982	4.6%
Risk Management Expense	46,659	51,304	25,652	51,304	61,584	20.0%
Transfer Out	<u>3,224</u>	<u>3,224</u>	<u>      </u>	<u>3,224</u>	<u>3,224</u>	
<b>TOTAL</b>	<b>\$393,532</b>	<b>\$413,961</b>	<b>\$217,061</b>	<b>\$414,884</b>	<b>\$384,502</b>	<b>-7.1%</b>

## DEPARTMENT: PUBLIC WORKS

**FULL-TIME POSITION SCHEDULE**

	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<b><u>GENERAL FUND</u></b>					
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	4	4	4
Equipment Operator	6	6	6	6	6
Equipment Operator II	4	4	4	4	4
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint. Worker	1	1	1	1	1
Sign & Mechanical Maint. Lead	1	1	1	1	1
Streetlight Technician	2	2	2	2	2
Mechanic	6	6	6	6	6
Crew Leader-Grounds	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
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 GENERAL FUND	49	49	49	49	49
<b><u>PARKING LOT FUND</u></b>					
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Senior Parking Monitor				1	1
Parking Monitor	4	4	4	2	2
Grounds Maintainer				1	1
Parking Lot Gate Attendant*	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PARKING LOT FUND	10	10	10	10	10
<b><u>CEMETERY FUND</u></b>					
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CEMETERY FUND	1	1	1	1	1
<b>TOTAL PUBLIC WORKS-ALL FUNDS</b>	60	60	60	60	60

\* Parking Lot Gate Attendant is a permanent part-time position, 1500 hours per annum.

**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.
- ✓ Accurately estimated energy budget and continue to secure favorable electricity supply pricing.
- ✓ Reduced electricity consumption for both the BOE and Town to 18 million kWh, down from 21 million kWh three years ago, due in part to conservation projects.
- ✓ Rebid contractual services, in cooperation with the Department of Financial Services, to improve pricing.
- ✓ Led the successful effort to achieve Sustainable CT bronze certification with other Town and BOE Departments.
- ✓ Hired and trained a new Service Response Manager.
- ✓ Oversaw numerous capital improvement projects including flooring replacements, roof replacements, and science lab renovation and addition at Hall High School.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Rebid professional design services for architects and engineers, in cooperation with the Department of Financial Services, to diversify our portfolio of design professionals.
- ❖ Develop a customer service measure and update work orders in real time as they move through the process to provide customers real-time information.
- ❖ Lead the effort to achieve Sustainable CT silver certification with other Town and BOE Departments.
- ❖ Provide a condition assessment report for Town buildings.

## DEPARTMENT OF PLANT &amp; FACILITIES SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Miscellaneous Revenue	\$ 599	\$	\$	\$	\$	
Transfers from Other Funds	<u>194,068</u>	<u>194,790</u>	<u>          </u>	<u>194,790</u>	<u>148,992</u>	-23.5%
<b>TOTAL</b>	<b>\$194,667</b>	<b>\$194,790</b>	<b>\$</b>	<b>\$194,790</b>	<b>\$148,992</b>	<b>-23.5%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,071,995	\$1,119,146	\$468,835	\$1,026,078	\$1,141,854	2.0%
Operating Expense	1,702,761	1,226,791	595,092	1,207,941	858,934	-30.0%
Social Security	<u>78,311</u>	<u>77,118</u>	<u>33,655</u>	<u>69,543</u>	<u>80,187</u>	4.0%
<b>TOTAL</b>	<b>\$2,853,067</b>	<b>\$2,423,055</b>	<b>\$1,097,582</b>	<b>\$2,303,562</b>	<b>\$2,080,975</b>	<b>-14.1%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
General Fund*	9.25	9.5	9.50	9.50	9.50

\* One position is unfunded prior to fiscal year 2020.

## BUDGET &amp; PROGRAM HIGHLIGHTS

The fiscal year 2020 budget for the Department of Plant & Facilities Services is reduced \$342,080 or 14.1% from the prior year. Wages and salaries increase \$22,708 or 2.0% due to the funding of a vacant Building Maintenance Technician position starting January 1, 2020, which was unfunded in the prior year, and an increase in temporary payroll due to merit increases and minimum wage changes. These increases are offset by a reduction in overtime based upon experience. Operating expense decreases \$367,857, primarily due to a reduction in the contribution to the Utilities Services Fund (\$358,907). In addition, the appropriation for maintenance supplies is reduced (\$19,000) based upon experience and need, while anticipated contractual service expenditures increase (\$10,000). The social security appropriation reflects budgeted wages.

The transfer in from the Capital Projects Fund reimburses wages and social security for the Capital Projects Manager and Administrative Assistant positions. This reimbursement is reduced in fiscal year 2020 in order to utilize those funds directly on capital projects.

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**ANNUAL BUDGET 2019-2020**

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**COST CENTER: FACILITIES SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Miscellaneous Revenue	\$ 599	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$ 599</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$462,471	\$496,287	\$189,736	\$398,471	\$502,451	1.2%
Temporary Payroll	336,237	300,000	160,112	335,000	323,000	7.7%
Overtime	93,550	121,702	32,769	101,450	111,650	-8.3%
Office Expense	178	325	81	325	325	
Dues and Travel		100		100	100	
Contractual Services	218,063	175,000	81,533	175,000	185,000	5.7%
Meals	5,425	6,200	2,390	6,200	6,200	
Uniforms & Laundry	742	2,250	258	2,250	2,250	
Utilities	1,370,856	902,816	451,408	902,816	543,909	-39.8%
Telecommunications	5,027	5,800	2,563	6,800	6,800	17.2%
Building Maintenance	100,300	126,500	55,601	107,500	107,500	-15.0%
Vehicles & Equipment Expense	1,572	3,500	915	3,500	3,500	
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies	190	1,500		1,500	1,500	
Social Security	<u>65,079</u>	<u>63,485</u>	<u>27,277</u>	<u>55,910</u>	<u>65,993</u>	4.0%
<b>TOTAL</b>	<b>\$2,659,690</b>	<b>\$2,206,215</b>	<b>\$1,004,643</b>	<b>\$2,097,572</b>	<b>\$1,860,928</b>	<b>-15.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>
	<u><b>2016-17</b></u>	<u><b>2017-18</b></u>	<u><b>2018-19</b></u>		
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Services Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

\* This position is shared with the Board of Education.

\*\* One position is unfunded prior to fiscal year 2020.

## **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. In fiscal year 2020 funding is included for the vacant building maintenance technician position, effective January 1, 2020, and the full-time plumber position is being filled on a reduced schedule.

**Temporary Payroll:** Temporary payroll includes the wages for part-time custodians. 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.

**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. The appropriation has been reduced based upon anticipated workflow needs and reimbursement rates from other funds.

**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, electrical work, water treatment for boilers and air conditioning systems, and boiler tune-ups. The appropriation is increased based upon experience and anticipated needs.

**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, Plumber, HVAC Mechanic and Custodians.

**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 2020 budget reflects a reduction of \$358,907 due to amortization of surplus in the USF, a reduction in the appropriation for streetlights offset by increased rates for natural gas, electricity, and hydrants.

**Electricity** – The electricity budget (\$266,919) assumes consistent usage with an increased rate and a reduction in the surplus being amortized.

**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 2020 (\$156,855) is based upon average consumption over the past two years, an increase in anticipated rates, and reduced amortization of accumulated surplus.

**Water** – Water services are provided by the Metropolitan District Commission and prices are expected to increase due to the surcharge to finance the MDC's Clean Water Project while consumption is consistent (\$43,017).

**Streetlights and Traffic Signals** – This contribution to the Utilities Services Fund (\$77,118) has decreased from the prior year due to significant savings from energy conservation projects and amortization of accumulated surplus.

**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. This appropriation is reduced \$19,000 based upon actual experience.

**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 one pick-up truck, 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**

<b><u>Trade</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>
Contractor (Carpentry, Electrical, Painting, etc.)	444	439	416	320	335
HVAC	418	429	453	465	455
Plumbing	<u>203</u>	<u>226</u>	<u>208</u>	<u>166</u>	<u>159</u>
Total Work Orders	1,065	1,094	1,077	951	949

**COST CENTER: CAPITAL PROJECTS MANAGEMENT DIVISION**

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$194,068	\$194,790	\$	\$194,790	\$148,992	-23.5%
<b>TOTAL</b>	<b>\$194,068</b>	<b>\$194,790</b>	<b>\$</b>	<b>\$194,790</b>	<b>\$148,992</b>	<b>-23.5%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$177,589	\$180,137	\$85,750	\$180,137	\$183,733	2.0%
Temporary Payroll	1,129	20,000		10,000	20,000	
Education Premium Pay	1,020	1,020	468	1,020	1,020	
Office Expense	218	250	232	350	250	
Dues and Travel		50		50	50	
Training		500		500	500	
Printing/Binding Services	10		22	50	50	
Telecommunications	180	1,250	90	250	250	-80.0%
Social Security	<u>13,231</u>	<u>13,633</u>	<u>6,378</u>	<u>13,633</u>	<u>14,194</u>	4.1%
<b>TOTAL</b>	<b>\$193,377</b>	<b>\$216,840</b>	<b>\$92,940</b>	<b>\$205,990</b>	<b>\$220,047</b>	<b>1.5%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	0.75*	1	1	1	1
<b>TOTAL</b>	1.75	2	2	2	2

\* Position shared with Community Development department through fiscal year 2017.

**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.

**Temporary Payroll:** This appropriation is to fund a part-time employee to assist with the management of capital projects, as needed.

**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.

**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 and is reduced based upon experience.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Miscellaneous Revenue	\$	\$	\$	\$
Interest Income	6,079		10,000	5,000
Contributions from Other Funds	<u>4,854,982</u>	<u>4,713,977</u>	<u>4,710,354</u>	<u>4,379,252</u>
Total Revenues & Other Resources	\$4,861,061	\$4,713,977	\$4,720,354	\$4,384,252

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Energy Management Services	\$ 91,531	\$ 100,000	\$ 100,000	\$ 100,000
Utilities Expense	<u>4,464,485</u>	<u>5,067,858</u>	<u>4,710,377</u>	<u>5,070,558</u>
Total Expenditures & Other Uses	\$ 4,556,016	\$5,167,858	\$ 4,810,377	\$5,170,558

CHANGE IN FUND BALANCE	\$ 305,045	(\$ 453,881)	(\$ 90,023)	(\$ 786,306)
BEGINNING BALANCE	\$ 885,810	\$1,190,855	\$1,190,855	\$1,100,832
ENDING BALANCE	\$ 1,190,855	\$ 736,974	\$1,100,832	\$ 314,526

**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 management consultant 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 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Estimate FY 2019</u>	<u>Adopted FY 2020</u>
<b><u>TOWN</u></b>						
Electric	\$ 898,203	\$ 924,045	\$ 961,104	\$ 920,761	\$ 897,309	\$ 986,072
Fuel Oil	11,054	5,376	9,144	8,918	10,270	10,400
Natural gas	210,567	162,180	190,233	206,238	220,819	242,901
Street lighting	380,874	394,730	339,576	230,705	208,484	176,759
Water	<u>334,160</u>	<u>361,161</u>	<u>411,134</u>	<u>391,882</u>	<u>423,461</u>	<u>487,127</u>
<b>TOTAL</b>	<b>\$1,834,858</b>	<b>\$1,847,492</b>	<b>\$1,911,191</b>	<b>\$1,758,504</b>	<b>\$1,760,343</b>	<b>\$1,903,259</b>
<b><u>PUBLIC SCHOOLS</u></b>						
Heating	\$ 717,077	\$ 544,396	\$ 629,197	\$ 671,955	\$ 750,361	\$ 787,879
Water	185,012	188,514	221,537	220,162	225,000	235,000
Electricity	<u>1,888,426</u>	<u>1,808,774</u>	<u>1,951,512</u>	<u>1,813,864</u>	<u>1,974,673</u>	<u>2,144,420</u>
<b>TOTAL</b>	<b>\$2,790,515</b>	<b>\$2,541,684</b>	<b>\$2,802,246</b>	<b>\$2,705,981</b>	<b>\$2,950,034</b>	<b>\$3,167,299</b>
<b>TOTAL UTILITIES</b>	<b>\$4,625,373</b>	<b>\$4,389,176</b>	<b>\$4,713,437</b>	<b>\$4,464,485</b>	<b>\$4,710,377</b>	<b>\$5,070,558</b>

The fiscal year 2020 budget reflects a planned use of \$786,306 of fund balance accumulated in prior years (Energy Management Services - \$95,000; Town - \$479,202; Board of Education - \$212,104).

**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 & Energy Management System**

Capturis (a National Information Solutions Cooperative company) provides monthly bill auditing services and an energy management system for the Town. The Town's electric, water and natural gas bills are redirected to Capturis to audit each charge on the bill, resolve any disputes, enter the bill into a web based energy management 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 2015-2017, contracts for electricity supply were executed with Constellation Energy with prices of 8.10 or 8.37 cents per kWh (all-in fixed) for Town and BOE accounts depending upon account size. This was the first time in over five years that the Town experienced an increase in electricity supply pricing. In December 2017, this electricity rate switched to 5.619 cents per kWh (energy only) through December 2019 for large accounts and 7.299 cents per kWh (all-in fixed) for small accounts through December 2018. The current electricity rate for small accounts is 7.649 cents per kWh (all-in fixed) locked in until December of 2020. Large accounts will move to 7.927 cents per kWh (all-in fixed) from December 2019 to December 2020, at which time we intend to price all electric accounts together. 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 five solar electric power purchase agreements (PPAs) on Bristow Middle School, Bishops Corner Library/Senior Center, Department of Public Works, Conard High School and Aiken Elementary School. Solar projects are currently being pursued on Town Hall and King Philip Middle School, and 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, Town Hall, Conard High School, Hall High School, and Westmoor Park. A virtual net metering solar project is now operational, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills.

▪ **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, lighting controls, and building control systems in multiple Town and BOE buildings. These projects were estimated to have a payback of less than seven years and annual utility expense savings of approximately \$700,000. To date, significant progress has been made in reducing street lighting energy use and costs through the installation of over 6,500 LED cobra head fixtures. Total kilowatt hour (kWh) usage for all Town and BOE facilities has dropped from approximately 21 million kWh to 18 million kWh with the implementation of these projects. Steam trap, insulation, and many lighting projects are completed, as are building control or energy management system upgrades in 24 large 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, will allow the Town to implement additional LED lighting projects and realize additional savings.

The Town also continues to implement smaller, cost-effective energy projects on its own 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.

DEPARTMENT: PLANT & FACILITIES SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	1	1	1	1	1
Capital Projects Manager	1	1	1	1	1
Administrative Assistant***	<u>0.75</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL PLANT &amp; FACILITIES SERVICES</b>	<b>9.25</b>	<b>9.5</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

\* Position is shared with the Board of Education.

\*\* One Building Maintenance Technician position is unfunded prior to fiscal year 2020.

\*\*\* Position was shared with Community Development department through fiscal year 2017.



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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**

- ✓ Began to implement multi-phased Wolcott Park plan, with renovation of tennis and basketball courts with post-tension concrete. Introduced pickleball courts; secured State bond funds to help implement Wolcott Park Plan.
- ✓ Launched new restaurant at Rockledge Golf Club; transitioned to streamlined fee structure at Rockledge Golf Club, eliminating resident/non-resident rates for greens fees.
- ✓ Completed upgrades to Fernridge Park, including parking lot and pathway work, in conjunction with Friends of Fernridge Park, who donated \$20,000 towards pathway paving.
- ✓ Implemented programming changes at our four outdoor aquatics facilities to provide extended hours and more recreational swim opportunities.
- ✓ Conducted an internal strategic plan with Leisure Services staff to refine goals and objectives; refocus on innovative programming, efficient operations and improved customer service.
- ✓ Piloted new point of sale system at Cornerstone Aquatics Center and Buena Vista Golf Course.
- ✓ Introduced new software system to maintain confidential case notes, and manage social services clients and Community Partnerships program registrants.
- ✓ Hired new staff to fill vacancies, including a Social Worker in Social Services and a Grounds Maintainer.

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Continue to manage improvements at Wolcott Park. Begin park planning process for Kennedy Park.
- ❖ Renew two-year contract with Health Fitness Inc. for the management of Cornerstone Aquatics Center.
- ❖ Implement new point of sale system for online registrations for Leisure Services programs to improve customer service, increase efficiency and remain technologically current.
- ❖ Continue to provide accessibility upgrades to parks and facilities.
- ❖ Relocate Food Pantry to respond to increased participation and provide a more confidential setting.
- ❖ Assume management of Housing Rehabilitation Program from Community Development Department.

## DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Intergovernmental	\$113,507	\$ 55,709	\$58,282	\$ 93,599	\$ 66,853	20.0%
Charges for Services	920,423	876,301	593,143	905,563	916,507	4.6%
Miscellaneous Revenue	<u>28,545</u>	<u>16,425</u>	<u>13,102</u>	<u>15,924</u>	<u>43,500</u>	164.8%
<b>TOTAL</b>	<b>\$1,062,475</b>	<b>\$948,435</b>	<b>\$664,527</b>	<b>\$1,015,086</b>	<b>\$1,026,860</b>	<b>8.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,017,749	\$2,031,888	\$1,040,698	\$1,988,420	\$2,028,037	-0.2%
Operating Expense	927,092	994,437	437,608	989,571	1,038,532	4.4%
Social Security	<u>97,954</u>	<u>115,285</u>	<u>48,131</u>	<u>107,865</u>	<u>114,926</u>	-0.3%
<b>TOTAL</b>	<b>\$3,042,795</b>	<b>\$3,141,610</b>	<b>\$1,526,437</b>	<b>\$3,085,856</b>	<b>\$3,181,495</b>	<b>1.3%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
General Fund	13.45	13.52	13.62	13.62	13.87
Leisure Services Fund	8.53	8.28	8.18	8.18	7.93
CDBG Fund	0.92	1.10	1.10	1.10	2.10
Westmoor Park Fund	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>
<b>TOTAL</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>

## BUDGET &amp; PROGRAM HIGHLIGHTS

The fiscal year 2020 budget for the Department of Leisure Services & Social Services increases \$39,885, or 1.3% from the prior year. Wages and salaries decrease \$3,851 or 0.2%. Anticipated merit increases are budgeted for eligible employees and 0.25 of a full time position has been transferred from the Leisure Services Fund. Offsetting these increases is the filling of vacant positions at the beginning of the pay range. A \$44,095 increase to operating expense is primarily due to annual software maintenance cost for a new point of sale system for leisure services, and the transfer of two contributions (Community Renewal Team and North Central Regional Mental Health) to this department from the Town Council budget. The social security variance reflects wage and salary adjustments.

**COST CENTER: LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2017-18</b></u>	<u><b>Adopted 2018-19</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$261,237	\$258,343	\$116,184	\$241,583	\$246,930	-4.4%
Temporary Payroll	7,058	8,500	3,646	8,500	8,500	
Overtime	97		284	284		
Education Premium Pay	683	689	313	689	683	-0.9%
Office Expense	3,304	4,800	1,559	4,602	4,500	-6.3%
Dues and Travel	521	800	683	833	800	
Training	943	1,050	728	1,050	1,050	
Advertising	859	1,800	583	1,800	1,800	
Professional Services			2,600	2,600		
Contractual Services	28,228	28,000	10,493	28,000	28,000	
Printing/Binding Services	167	300	97	200	300	
Information Technology					32,850	
Telecommunications	780	1,600	270	1,500	1,500	-6.3%
Vehicles & Equipment Expense	336	300	438	568	300	
Operating Expense – Miscellaneous	6,809	6,809	7,164	7,164	3,150	-53.7%
Social Security	<u>18,898</u>	<u>19,542</u>	<u>7,973</u>	<u>18,478</u>	<u>18,788</u>	-3.9%
<b>TOTAL</b>	<b>\$329,920</b>	<b>\$332,533</b>	<b>\$153,015</b>	<b>\$317,851</b>	<b>\$349,151</b>	<b>5.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised 2018-19</b></u>	<u><b>Adopted 2019-20</b></u>
	<u><b>2016-17</b></u>	<u><b>2017-18</b></u>	<u><b>2018-19</b></u>		
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant	0.50	0.75	0.75	0.75	
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Recreation Specialist					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>
<b>TOTAL</b>	<u>2.52</u>	<u>2.77</u>	<u>2.77</u>	<u>2.77</u>	<u>2.52</u>

## 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, and 67% of an Office Operations Specialist. In fiscal year 2020, 50% of a Recreation Specialist is funded in this division and 75% of a Staff Assistant is reallocated to Elmwood.

**Temporary Payroll:** Funds part-time employees providing office assistance and serving as a back-up to the Customer Service Desk at Town Hall.

**Overtime:** This account funds overtime incurred as needed due to workload.

**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, which is reduced based upon usage.

**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:** In the current year, a consultant was used to conduct a strategic workshop for the department.

**Contractual Services:** This appropriation pays for bank fees related to customer credit card purchases.

**Printing/Binding:** This appropriation funds costs associated with printing and binding through the Board of Education's print shop.

**Information Technology:** This appropriation, which is new for fiscal year 2020, funds annual software costs for a new point of sale system for leisure services.

**Telecommunications:** Funds desktop telephone services including maintenance, long-distance and circuits for the department's main office and the Customer Service Desk.

**Vehicle & Equipment Expense:** These funds are included for costs associated with gasoline for Town vehicles assigned to the department.

**Operating Expense - Miscellaneous:** Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. This appropriation is reduced as the department transitions to a new leisure services system.

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

**COST CENTER: CASE MANAGEMENT**

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Alcohol/Drug Abuse Grant	\$7,142	\$7,142	\$7,142	\$7,142	\$7,142	
Youth Service Bureau Grant	36,129	37,559	18,756	37,559	37,559	
Charges for Services	5,000	5,000	5,000	5,000	5,000	
Miscellaneous State Revenue	1,800					
Contributions	128					
Transfer In	<u>8,935</u>				<u>27,500</u>	
<b>TOTAL</b>	<b>\$59,134</b>	<b>\$49,701</b>	<b>\$30,898</b>	<b>\$49,701</b>	<b>\$77,201</b>	<b>55.3%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$434,889	\$390,988	\$169,240	\$380,561	\$395,746	1.2%
Temporary Payroll	57,103	83,742	31,153	83,742	83,782	
Education Premium Pay	601		421	918	918	
Office Expense	7,310	8,750	2,158	7,850	7,950	-9.1%
Dues and Travel	782	2,380	220	1,350	2,050	-13.9%
Training	874	1,000	25	1,000	1,350	35.0%
Advertising	413			413	400	
Professional Services	6,034	9,000	4,788	9,000	9,000	
Contractual Services	32,129	37,559	11,500	37,559	37,559	
Printing/Binding Services	173	400	120	400	500	25.0%
Office Equipment					200	
Boards & Commissions	6,860	7,142		7,142	7,142	
General Contributions	187,858	188,242	76,607	188,392	202,472	7.6%
Information Technology			4,083	4,300	4,320	
Miscellaneous						
Administrative Expense	2,019	200	1,910	1,910	200	
Telecommunications	740	1,700	435	500	600	-64.7%
Vehicles & Equipment						
Expense	740		601	602		
Town Assistance	1,058	5,000	4,750	5,000	9,000	80.0%
ADA Expenditures		250		250	250	
Social Security	<u>29,167</u>	<u>37,942</u>	<u>13,751</u>	<u>34,141</u>	<u>35,630</u>	-6.1%
<b>TOTAL</b>	<b>\$768,750</b>	<b>\$774,295</b>	<b>\$321,762</b>	<b>\$765,030</b>	<b>\$799,069</b>	<b>3.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Social Services Manager	1	0.95	0.95	0.95	0.95
Social Worker	2	2.5	2.5	2.5	2.5
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Neighborhood Resource Coordinator	0.63				
Community Partnership Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
<b>TOTAL</b>	<b>5.13</b>	<b>4.95</b>	<b>4.95</b>	<b>4.95</b>	<b>4.95</b>

**CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds the positions detailed above. The fiscal year 2020 budget includes merit increases for eligible employees.

**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 Recruitment Coordinator (450 hours).

**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 account is for office supplies, paper, printing/copying and postage and is reduced from the prior year based upon actual usage.

**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.

**Contractual Services:** This appropriation funds the Town's contract with Bridge Family Services and is funded via the Youth Services Bureau grant.

**Printing/Binding:** This line item is for large printing jobs prepared by the Board of Education print shop.

**Office Equipment:** Used for the purchase of minor equipment, as needed.

**Boards & Commissions:** This appropriation is funded via a grant from the Capitol Area Substance Abuse Council and is used to support local prevention activities of the West Hartford Substance Abuse Prevention Commission.

**General Contributions:** This appropriation funds the Town's contractual agreement with Bridge Family Services for all youth services and the teen center. This appropriation is increased consistent with projected Consumer Price Index increases.

**Information Technology:** This appropriation funds software maintenance costs for a system that manages social services client data.

**Miscellaneous Administrative Expense:** This account funds miscellaneous expenditures, as necessary.

**Telecommunications:** This account funds desktop telephone services including maintenance, long-distance and circuits and is reduced based upon experience.

**Town Assistance:** This account is for expenditures related to evictions and foreclosures experienced by Town residents and is increased due to relocation expenses.

**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.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
(Fiscal Year)					
	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>
Number of information and referral inquiries	5,193	3,081	4,578	4,180	4,346
Number of geriatric residents receiving case management	242	245	219	219	330
Number of Juvenile Review Board referrals	36	33	38	23	35
Number of Community Court interviews/referrals	69	73	71	122	108



**COST CENTER: COMMUNITY & NEIGHBORHOOD SERVICES**

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Greater Hartford Transit	\$	\$	\$ 21,376	\$37,890	\$22,152	
District Dial-A-Ride Grant						
Expanded Dial-A-Ride	68,437	11,008	11,008	11,008		-100.0%
Dial-A-Ride Contributions	<u>14,802</u>	<u>11,925</u>	<u>10,995</u>	<u>12,200</u>	<u>12,500</u>	4.8%
<b>TOTAL</b>	<b>\$83,239</b>	<b>\$22,933</b>	<b>\$ 43,379</b>	<b>\$61,098</b>	<b>\$34,652</b>	<b>51.1%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$31,676	\$28,800	\$13,986	\$34,621	\$37,682	30.8%
Dial-A-Ride Transportation	197,443	261,000	99,529	250,082	261,000	
Expanded Dial-A-Ride	<u>68,437</u>	<u>11,008</u>	<u>11,008</u>	<u>11,008</u>		-100.0%
<b>TOTAL</b>	<b>\$297,556</b>	<b>\$300,808</b>	<b>\$124,523</b>	<b>\$295,711</b>	<b>\$298,682</b>	<b>-0.7%</b>

**COMMUNITY & NEIGHBORHOOD SERVICES – BUDGET AND PROGRAM HIGHLIGHTS**

**General Contributions:** This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Noah Webster House (\$16,801), Sarah Whitman House (\$5,486), and West Hartford Art League (\$15,395).

**Dial-A-Ride Transportation:** This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. The Town received notice that grant funds are no longer available to support expanded Dial-A-Ride services. As such, the entire transportation contract must be funded by the Town.

**Expanded Dial-A-Ride:** This line was for West Hartford's grant funded expanded Dial-A-Ride program. The Town has been notified that funding for this grant has been eliminated.

**COST CENTER: ELMWOOD COMMUNITY CENTER**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Day Care Rental	\$28,274	\$31,901	\$18,606	\$31,901	\$32,957	3.3%
General Admissions	18,327	20,000	9,627	18,000	20,000	
Program Revenue	335,823	305,000	272,653	325,000	335,000	9.8%
Rental of Facilities	<u>84,830</u>	<u>75,000</u>	<u>30,826</u>	<u>70,000</u>	<u>75,000</u>	
<b>TOTAL</b>	<b>\$467,254</b>	<b>\$431,901</b>	<b>\$331,712</b>	<b>\$444,901</b>	<b>\$462,957</b>	<b>7.2%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$156,186	\$157,745	\$106,578	\$171,795	\$159,385	1.0%
Temporary Payroll	284,215	277,180	174,721	285,564	284,176	2.5%
Overtime	2,525		299	2,500	2,500	
Office Expense	4,213	4,950	2,215	5,250	5,250	6.1%
Dues and Travel	180	800	168	500	500	-37.5%
Training	643	1,700	215	1,700	1,700	
Advertising	8,998	9,800	2,148	9,800	9,800	
Professional Services	3,417	3,600	1,725	3,600	3,600	
Contractual Services	7,416	15,688	2,455	15,688	15,688	
Printing/Binding Services	385	700	138	700	700	
Telecommunications	2,792	1,300	964	2,000	2,000	53.8%
Operating Expense – Miscellaneous	1,157	3,000	1,526	3,000	3,000	
Recreational Supplies	14,475	17,800	10,763	19,500	18,500	3.9%
Recreational Contractual	94,395	102,300	66,558	101,500	102,000	-0.3%
Social Security	<u>16,143</u>	<u>16,557</u>	<u>8,845</u>	<u>16,557</u>	<u>18,430</u>	11.3%
<b>TOTAL</b>	<b>\$597,140</b>	<b>\$613,120</b>	<b>\$379,318</b>	<b>\$639,654</b>	<b>\$627,229</b>	<b>2.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Facility Supervisor	1	1	1	1	1
Staff Assistant					1
Recreation Specialist					0.5
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>—</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2.5</b>

## ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** For fiscal year 2020, this appropriation funds one Facility Supervisor position, one 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.

**Overtime:** This appropriation funds overtime for Facilities 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 limited training opportunities within the State.

**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 funds marketing services provided by an outside consultant.

**Contractual Services:** This appropriation reflects costs for musicians, dancers and entertainers to perform at events throughout the year, instructors for special programs, and banking fees for customer credit cards.

**Printing/Binding:** Funds the printing of flyers, registration packets, camp handbooks, staff training documents, and other items as needed.

**Telecommunications:** This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies and is increased based upon historical usage.

**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.

**Recreational Contractual:** Contractual program instructors for all Elmwood Community Center programs are funded via this appropriation.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>
Number of instructional programs	268	258	213	274	254
Number of program registrations	4,918	4,677	4,421	4,611	3,865
Number of registrations for special events and trips	1,959	891	518	497	233

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**ANNUAL BUDGET 2019-2020**

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**COST CENTER: ELMWOOD SENIOR CENTER**

<b>SUMMARY OF REVENUES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Memberships	\$24,860	\$27,500	\$9,470	\$25,000	\$26,000	-5.5%
Program Registration	54,981	49,500	27,500	50,150	53,000	7.1%
Rental of Facilities	6,720	6,900	4,275	5,800	6,000	-13.0%
Sales	4,000	4,000		4,600	4,500	12.5%
Special Events	16,427	15,000	2,175	14,750	15,500	3.3%
Miscellaneous Charges for Services	23,902	22,000	7,108	23,100	23,800	8.2%
Contributions/Commissions	<u>3,724</u>	<u>3,000</u>	<u>922</u>	<u>2,224</u>	<u>2,000</u>	-33.3%
<b>TOTAL</b>	<b>\$134,614</b>	<b>\$127,900</b>	<b>\$51,450</b>	<b>\$125,624</b>	<b>\$130,800</b>	<b>2.3%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Regular Payroll	\$79,362	\$80,834	\$36,709	\$81,539	\$83,399	3.2%
Temporary Payroll	106,617	110,710	47,966	100,300	105,000	-5.2%
Office Expense	8,342	11,925	1,740	9,068	9,250	-22.4%
Dues and Travel	1,327	900	697	952	1,045	16.1%
Training	188	250		225	250	
Advertising	4,428	7,500	2,207	6,250	7,000	-6.7%
Professional Services		250		250	250	
Contractual Services	9,632	10,000	3,953	10,000	10,000	
Printing/Binding Services	395	400	61	320	380	-5.0%
Office Equipment	1,589	2,100	928	2,400	1,950	-7.1%
Telecommunications	2,815	3,490	1,276	2,550	2,890	-17.2%
Vehicles & Equipment Expense	3,740	3,000	1,078	2,800	3,200	6.7%
Recreational Supplies	2,456	2,500	453	1,950	2,500	
Recreational Contractual	27,622	32,500	12,261	27,800	32,500	
Special Events	1,960	1,750	1,118	1,950	2,000	14.3%
Town Assistance		1,800		500	500	-72.2%
Social Security	<u>9,210</u>	<u>12,335</u>	<u>4,441</u>	<u>9,780</u>	<u>11,739</u>	-4.8%
<b>TOTAL</b>	<b>\$259,683</b>	<b>\$282,244</b>	<b>\$114,888</b>	<b>\$258,634</b>	<b>\$273,853</b>	<b>-3.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Program Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation is for the full-time Program Supervisor position and includes anticipated merit increases.

**Temporary Payroll:** This appropriation funds two Office Assistants, one Program Coordinator, one Recreation Coordinator, two Van Drivers, 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.

**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 budget is for required testing of the van driver.

**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.

**Professional Services:** This line is used to purchase programming for the Senior Center, as needed.

**Contractual Services:** This appropriation is the fee for a Fitness Consultant to manage the Senior Fitness Center.

**Printing/Binding:** The 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.

**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.

**Vehicles & Equipment Expense:** This account pays for maintenance and gasoline for the Elmwood Express, a 24 passenger van used by the Senior Center.

**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.

**Recreational Contractual:** This appropriation pays instructor fees for all instructional classes at the Elmwood Senior Center.

**Special Events:** This account funds program support, supplies, entertainment, and refreshments for special events.

**Town Assistance:** This appropriation funds the rental of a vehicle, as necessary, to replace the Elmwood Express and is reduced based upon anticipated need.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>
Number of members	1,046	1,056	991	1,008	842
Number of instructional programs	171	182	198	185	147
Number of program registrations	1,296	1,165	1,435	1,352	1,125
Number of recreational, special events and trip visitations	40,000	42,625	42,844	41,918	41,197

**COST CENTER: WEST HARTFORD SENIOR CENTER**

**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Memberships	\$30,670	\$40,000	\$10,475	\$35,000	\$35,000	-12.5%
Program Registration	56,675	48,000	28,186	50,000	50,000	4.2%
Rental of Facilities	45,830	46,000	30,623	58,000	55,000	19.6%
Special Events	26,519	21,000	9,635	21,800	22,750	8.3%
Contributions	<u>956</u>	<u>1,500</u>	<u>1,185</u>	<u>1,500</u>	<u>1,500</u>	
<b>TOTAL</b>	<b>\$160,650</b>	<b>\$156,500</b>	<b>\$80,104</b>	<b>\$166,300</b>	<b>\$164,250</b>	<b>5.0%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$97,580	\$97,218	\$44,606	\$97,218	\$97,218	
Temporary Payroll	78,296	95,653	39,823	95,653	97,104	1.5%
Overtime	2,500	2,500		2,500	2,500	
Office Expense	7,455	8,500	1,234	7,500	7,500	-11.8%
Dues and Travel	1,079	1,160	294	1,110	1,110	-4.3%
Training	723	650	160	1,000	800	23.1%
Advertising	3,560	4,000	1,156	3,800	4,000	
Contractual Services	2,064	2,500	2,064	2,580	2,580	3.2%
Printing/Binding Services	990	400	347	400	400	
Office Equipment	3,219	6,300	1,809	6,800	6,800	7.9%
Telecommunications	2,369	2,600	917	2,550	2,550	-1.9%
Operating Expense – Misc.	250	500		500	500	
Recreational Supplies	104	500	499	500	500	
Recreational Contractual	51,119	42,000	20,814	42,000	42,000	
Special Events	615	1,000	928	1,280	1,280	28.0%
Social Security	<u>9,825</u>	<u>12,470</u>	<u>5,036</u>	<u>12,470</u>	<u>12,470</u>	
<b>TOTAL</b>	<b>\$261,748</b>	<b>\$277,951</b>	<b>\$119,687</b>	<b>\$277,861</b>	<b>\$279,312</b>	<b>0.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



## WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The West Hartford Senior Center is staffed with one full-time position.

**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.

**Printing/Binding:** The Board of Education print shop is used to print promotional materials for several special events, including the Entertainment Showcase and Senior Golf Tournament.

**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.

**Recreational Contractual:** This appropriation pays for instructors that teach the many and varied classes offered by the West Hartford 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****(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
Number of members	893	903	961	933	922
Number of instructional programs	226	193	212	202	240
Number of program registrations	1,416	1,449	1,760	1,427	1,878
Number of recreational, special events and trip visitations	67,001	68,213	68,748	69,031	71,872

**COST CENTER: PARKS & GYMS**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Miscellaneous Charges for						
Services	\$ 4,855	\$ 2,500	\$1,568	\$ 2,800	\$ 2,500	
Rental of Facilities	<u>5,082</u>	<u>22,500</u>	<u>710</u>	<u>19,000</u>	<u>20,000</u>	-11.1%
<b>TOTAL</b>	<b>\$9,937</b>	<b>\$25,000</b>	<b>\$2,278</b>	<b>\$21,800</b>	<b>\$22,500</b>	<b>-10.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$49,578	\$58,545	\$21,172	\$50,950	\$59,650	1.9%
Temporary Payroll	46,846	51,673	23,465	42,000	46,361	-10.3%
Overtime	2,663	2,000	1,250	2,003	2,500	25.0%
Dues & Travel	670		125	125		
Professional Services	6,215	5,300	2,650	5,300	5,300	
Contractual Services	8,530	7,300		7,300	7,300	
Printing/Binding Services	10	100			50	-50.0%
Uniforms & Laundry	523	400	403	403	400	
Telecommunications	528	350	96	330	350	
Vehicles & Equipment						
Expense	973	2,250	5,021	5,750	2,250	
Grounds Maintenance	2,983	4,000	2,104	4,000	4,000	
Recreational Supplies	1,675	1,800		1,500	1,800	
Town Assistance	6,728	7,000	7,047	8,050	7,500	7.1%
Social Security	<u>4,410</u>	<u>6,058</u>	<u>2,082</u>	<u>6,058</u>	<u>5,595</u>	-7.6%
<b>TOTAL</b>	<b>\$132,332</b>	<b>\$146,776</b>	<b>\$65,415</b>	<b>\$133,769</b>	<b>\$143,056</b>	<b>-2.5%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Facility Supervisor	0.40	0.40	0.40	0.40	0.45
Staff Assistant			0.10	0.10	
Grounds Maintainer	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.40</u>
<b>TOTAL</b>	<b>0.70</b>	<b>0.70</b>	<b>0.80</b>	<b>0.80</b>	<b>0.85</b>

## PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Grounds Maintainer 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 reduced in line with historical usage.

**Overtime:** Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

**Professional Services:** This appropriation funds marketing services provided by an outside consultant.

**Contractual Services:** This appropriation funds the set-up of the Har-Tru tennis courts at Fernridge Park in the spring.

**Printing/Binding:** The Board of Education's print shop is used for the printing of staff manuals, handbooks for parents, and flyers for Camp Hillcrest.

**Uniforms & Laundry:** In accordance with union contracts, uniforms and safety equipment are provided to staff.

**Telecommunications:** This appropriation funds the cost of telephone service.

**Vehicles & Equipment Expense:** This account is used for gasoline for trucks and equipment utilized in the parks operation.

**Grounds Maintenance:** 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 and is increased to reflect bus rates.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	Actual	Actual	Actual	Actual	Actual
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Park permits issued	17	15	13	20	20
Field uses scheduled (prior calendar year)	17,318	17,167	17,666	18,859	18,900

**COST CENTER: OUTDOOR POOLS**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
General Admission	\$68,530	\$60,000	\$65,100	\$78,000	\$68,000	13.3%
Memberships	31,638	25,000	28,876	33,000	30,000	20.0%
Miscellaneous Charges for Services	5,380	5,000	3,662	3,662	5,000	
Program Registration	<u>42,100</u>	<u>44,500</u>	<u>27,068</u>	<u>31,000</u>	<u>31,500</u>	-29.2%
<b>TOTAL</b>	<b>\$147,648</b>	<b>\$134,500</b>	<b>\$124,706</b>	<b>\$145,662</b>	<b>\$134,500</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$79,414	\$84,575	\$36,544	\$79,468	\$80,902	-4.3%
Temporary Payroll	259,591	264,783	180,709	254,440	264,783	
Overtime	10,708	6,210	5,615	6,213	6,000	-3.4%
Office Expense	1,474	1,125	1,130	1,235	1,125	
Dues and Travel	2,053	1,750	1,486	2,300	2,000	14.3%
Advertising	2,069	2,000	1,507	2,000	2,000	
Contractual Services	675	3,000	144	1,500	2,000	-33.3%
Printing/Binding Services	519	200	30	200	200	
Uniforms & Laundry	615	545	246	545	545	
Telecommunications	2,991	3,014	1,108	2,764	3,014	
Building Maintenance Vehicles & Equipment Expense	3,813 524	6,700 2,500	1,247	6,700 2,500	6,700 2,500	
Operating Expense – Miscellaneous	13,434	16,100	9,845	16,100	16,100	
Recreational Supplies	7,491	11,000	2,217	11,000	11,000	
Social Security	<u>10,294</u>	<u>10,381</u>	<u>6,001</u>	<u>10,381</u>	<u>12,274</u>	18.2%
<b>TOTAL</b>	<b>\$395,665</b>	<b>\$413,883</b>	<b>\$247,829</b>	<b>\$397,346</b>	<b>\$411,143</b>	<b>-0.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Staff Assistant	0.15	0.15	0.15	0.15	
Facility Supervisor	0.40	0.40	0.40	0.40	0.40
Grounds Maintainer	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.40</u>
<b>TOTAL</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.05</b>

## OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Leisure Services Manager position, a Grounds Maintainer position, and a Facility Supervisor in fiscal year 2020. The Staff Assistant allocation has been removed from this division. Merit increases are included where applicable.

**Temporary Payroll:** This appropriation covers staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, there are 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.

**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.

**Printing/Binding:** The Board of Education print shop is used for large printing jobs.

**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.

**Building Maintenance:** 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.

**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.

**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**

**(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
Number of instructional programs	253	257	198	198	204
Number of swim lesson registrations	1,694	1,741	1,470	1,582	1,312

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Charges for Services	\$ 3,784,972	\$ 4,312,500	\$ 3,947,229	\$ 4,153,900
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	28,858	22,650	9,880	62,650
Transfer In		<u>250,000</u>	<u>250,000</u>	<u>50,000</u>
Total Revenues & Other Resources	\$ 3,833,830	\$ 4,605,150	\$ 4,227,109	\$ 4,286,550

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Community Programming	\$ 612,067	\$ 583,299	\$ 583,774	\$ 586,757
Skating Rink Services	819,916	868,961	855,537	924,874
Rockledge Golf Course	1,219,217	1,253,701	1,233,720	1,049,009
Buena Vista Golf Course	143,232	153,808	136,376	168,215
Cornerstone Pool Operations	1,234,852	1,248,440	1,188,722	1,250,000
WH Meeting & Conference Center	73,063	92,334	87,645	75,993
Celebrate West Hartford	<u>140,215</u>	<u>143,341</u>	<u>143,341</u>	<u>143,010</u>
Total Expenditures and Other Uses	\$ 4,242,562	\$ 4,343,884	\$ 4,229,115	\$ 4,197,858

CHANGE IN FUND BALANCE	(\$ 408,732)	\$ 261,266	(\$ 2,006)	\$ 88,692
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7/1 OPERATIONAL BALANCE	(\$1,031,666)	(\$1,440,398)	(\$1,440,398)	(\$1,692,404)
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6/30 OPERATIONAL BALANCE	(\$1,440,398)	(\$1,429,132)	(\$1,692,404)	(\$1,653,712)
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7/1 DEBT SERVICE BALANCE	(\$ 879,331)	(\$ 879,331)	(\$ 879,331)	(\$ 629,331)
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6/30 DEBT SERVICE BALANCE	(\$ 879,331)	(\$ 629,331)	(\$ 629,331)	(\$ 579,331)
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TOTAL 6/30 FUND BALANCE	(\$2,319,729)	(\$2,058,463)	(\$2,321,735)	(\$2,233,043)
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**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 leisure programs which should be self-supporting.

**FUND PERFORMANCE:**

Five Year History of Operating Results					
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Charges for Service	\$2,865,000	\$2,933,000	\$3,107,000	\$2,916,000	\$3,785,000
Miscellaneous	51,000	34,000	33,000	27,000	29,000
<b>TOTAL REVENUES</b>	<b>\$2,916,000</b>	<b>\$2,967,000</b>	<b>\$3,140,000</b>	<b>\$2,943,000</b>	<b>\$3,814,000</b>
<b><u>Expenses:</u></b>					
Operational	\$3,065,000	\$3,109,000	\$3,335,000	\$3,332,000	\$4,243,000
<b>TOTAL EXPENSES</b>	<b>\$3,065,000</b>	<b>\$3,109,000</b>	<b>\$3,335,000</b>	<b>\$3,332,000</b>	<b>\$4,243,000</b>
<b>CONTRIBUTED CAPITAL ADJUSTMENT</b>	<b>55,000</b>	<b>--</b>	<b>--</b>	<b>47,000</b>	<b>--</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>151,000</b>	<b>145,000</b>	<b>320,000</b>	<b>270,000</b>	<b>20,000</b>
<b>OPERATING RESULTS</b>	<b>\$57,000</b>	<b>\$3,000</b>	<b>\$125,000</b>	<b>(\$72,000)</b>	<b>(\$409,000)</b>
<b>FUND BALANCE</b>	<b>(\$1,967,000)</b>	<b>(\$1,964,000)</b>	<b>(\$1,839,000)</b>	<b>(\$1,911,000)</b>	<b>(\$2,320,000)</b>

**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 2018, the Fund earned \$3,813,830 in operating revenues and a \$20,000 contribution from Westmoor Park. Expenditures totaled \$4,242,562 resulting in a \$408,732 reduction in fund balance. This brought the fund deficit to \$2,319,729 at June 30, 2018.

**FISCAL YEAR 2019 OPERATING RESULTS:**

The adopted budget anticipated a surplus of \$11,266 for fiscal year 2019. However, a current estimate projects a loss of \$252,006 for the year. This variance results primarily from shortfalls at Rockledge and Cornerstone. Operating results by program are detailed on the next page.

**FISCAL YEAR 2020 BUDGET:**

The fiscal year 2020 budget estimates revenues of \$4,286,550 with expenditures of \$4,197,858, resulting in a surplus of \$88,266. This surplus includes a transfer from the Debt Service Fund in the amount of \$50,000 to reimburse the Leisure Services Fund for debt service payments it funded in 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.

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**ANNUAL BUDGET 2019-2020**

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<b>Town of West Hartford</b> <b>Leisure Services Fund</b> <b>Operating Results by Facility</b>				
	<u><b>2018 Actual</b></u>	<u><b>2019 Adopted</b></u>	<u><b>2019 Estimated</b></u>	<u><b>2020 Adopted</b></u>
<b>Community Programming</b>				
Revenue	\$ 641,153	\$ 608,350	\$ 578,014	\$ 613,350
Expenditures	<u>612,067</u>	<u>583,299</u>	<u>583,774</u>	<u>586,757</u>
Operating Income (Loss)	29,086	25,051	(5,760)	26,593
<b>Veterans Skating Rink</b>				
Revenue	944,280	885,700	926,022	922,700
Expenditures	<u>819,916</u>	<u>868,961</u>	<u>855,537</u>	<u>924,874</u>
Operating Income (Loss)	124,364	16,739	70,485	(2,174)
<b>Rockledge Golf Course</b>				
Revenue	931,972	1,126,100	971,610	1,090,500
Expenditures	<u>1,219,217</u>	<u>1,253,701</u>	<u>1,233,720</u>	<u>1,049,009</u>
Operating Income (Loss)	(287,245)	(127,601)	(262,110)	41,491
<b>Buena Vista Golf Course</b>				
Revenue	111,893	145,000	107,999	130,000
Expenditures	<u>143,232</u>	<u>153,808</u>	<u>136,376</u>	<u>168,215</u>
Operating Income (Loss)	(31,339)	(8,808)	(28,377)	(38,215)
<b>Cornerstone Aquatics</b>				
Revenue	936,551	1,335,000	1,140,264	1,250,000
Expenditures	<u>1,234,852</u>	<u>1,248,440</u>	<u>1,188,722</u>	<u>1,250,000</u>
Operating Income (Loss)	(298,301)	86,560	(48,458)	0
<b>WHMCC</b>				
Revenue	78,805	85,000	83,200	60,000
Expenditures	<u>73,063</u>	<u>92,334</u>	<u>87,645</u>	<u>75,993</u>
Operating Income (Loss)	5,742	(7,334)	(4,445)	(15,993)
<b>Celebrate! West Hartford</b>				
Revenue	189,176	170,000	170,000	170,000
Expenditures	<u>140,215</u>	<u>143,341</u>	<u>143,341</u>	<u>143,010</u>
Operating Income (Loss)	48,961	26,659	26,659	26,990
<b>Total</b>				
Revenue	<b>3,833,830</b>	<b>4,355,150</b>	<b>3,977,109</b>	<b>4,236,550</b>
Expenditures	<u><b>4,242,562</b></u>	<u><b>4,343,884</b></u>	<u><b>4,229,115</b></u>	<u><b>4,197,858</b></u>
Operating Income (Loss)	(\$ 408,732)	\$ 11,266	(\$ 252,006)	\$ 38,692

**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**

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Charges for Services	\$3,784,972	\$4,312,500	\$2,091,671	\$3,947,229	\$4,153,900	-3.7%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	28,838	22,650	7,280	9,880	62,650	176.6%
Transfer In		<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>50,000</u>	-80.0%
<b>TOTAL</b>	<b>\$3,833,810</b>	<b>\$4,605,150</b>	<b>\$2,348,951</b>	<b>\$4,227,109</b>	<b>\$4,286,550</b>	<b>-6.9%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,218,189	\$1,207,094	\$ 595,018	\$1,143,453	\$1,111,852	-7.9%
Operating Expense	2,395,512	2,426,267	1,276,097	2,372,669	2,411,600	-0.6%
Fringe Benefits	<u>628,861</u>	<u>710,523</u>	<u>504,281</u>	<u>712,993</u>	<u>674,406</u>	-5.1%
<b>TOTAL</b>	<b>\$4,242,562</b>	<b>\$4,343,884</b>	<b>\$2,375,396</b>	<b>\$4,229,115</b>	<b>\$4,197,858</b>	<b>-3.4%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	0.35	0.1			
Facility Supervisor	0.1	0.1	0.1	0.1	0.05
Recreation Specialist	1	1	1	1	1
Golf Course Superintendent	1	1	1	1	1
Assistant Golf Course Superintendent*			1	1	1
Crew Leader	1	1	1	1	
Grounds Maintainer	2.4	2.4	1.4	1.4	2.2
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8.53</b>	<b>8.28</b>	<b>8.18</b>	<b>8.18</b>	<b>7.93</b>

\* Position is unfunded in fiscal year 2020.

The fiscal year 2019 Leisure Services Fund budget decreases \$146,026 or 3.4% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees, offset by the reallocation of 0.25 full-time employees to the General Fund based upon work performed. In addition, the Assistant Golf Course Superintendent position is unfunded in fiscal year 2020. Operating expenses decrease \$14,667, while pension and risk management costs decrease \$36,117 due to the unfunded position.

**Fund: Leisure Services Enterprise Fund**  
**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Community Programming	\$ 612,067	\$ 583,299	\$ 385,786	\$ 583,774	\$ 586,757	0.6%
Skating Rink Services	819,916	868,961	490,894	855,537	924,874	6.4%
Rockledge Golf Course	1,219,217	1,253,701	771,061	1,233,720	1,049,009	-16.3%
Buena Vista Golf Course	143,232	153,808	64,077	136,376	168,215	9.4%
Cornerstone Pool Operations	1,234,852	1,248,440	611,248	1,188,722	1,250,000	0.1%
WH Meeting & CC	73,063	92,334	34,989	87,645	75,993	-17.7%
Celebrate West Hartford	<u>140,215</u>	<u>143,341</u>	<u>17,341</u>	<u>143,341</u>	<u>143,010</u>	-0.2%
<b>TOTAL</b>	<b>\$4,242,562</b>	<b>\$4,343,884</b>	<b>\$2,375,396</b>	<b>\$4,229,115</b>	<b>\$4,197,858</b>	<b>-3.4%</b>

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b>(Fiscal Year)</b>				
	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>
Total number of instructional programs offered	2,946	2,943	2,780	2,803	3,807
Total number of instructional program registrations for all programs	28,688	28,727	30,781	29,061	34,314
Value of subsidized use of recreational facilities	\$371,167	\$371,611	\$369,829	\$352,084	\$377,380
Public session attendance at Skating Rink	25,276	23,798	18,410	19,857	22,551
Number of golf rounds – Rockledge	45,042	43,106	46,898	39,422	37,337
Number of golf rounds – Buena Vista	15,406	16,094	16,308	11,869	10,884

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**ANNUAL BUDGET 2019-2020**

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**Fund: Leisure Services Enterprise Fund**  
**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Regular Payroll	\$622,073	\$638,619	\$257,794	\$583,411	\$526,785	-17.5%
Temporary Payroll	520,453	495,204	299,173	478,361	519,654	4.9%
Overtime	75,330	72,948	37,898	81,358	65,096	-10.8%
Education Premium Pay	333	323	154	323	317	-1.9%
Office Expense	20,057	22,000	7,044	20,171	26,650	21.1%
Dues and Travel	6,506	8,710	6,199	10,404	8,910	2.3%
Advertising	47,764	55,875	17,461	48,725	48,325	-13.5%
Professional Services	124,552	166,395	77,067	164,395	166,395	
Contractual Services	789,212	889,361	392,732	782,708	772,508	-13.1%
Printing/Binding Services	4,817	5,800	1,020	3,122	5,800	
Office Equipment	26,761	9,956	4,681	6,816	5,556	-44.2%
Uniforms & Laundry	5,466	6,098	3,051	6,448	5,698	-6.6%
General Contributions	1,102					
Information Technology	516					
Utilities	419,329	465,666	235,706	465,855	486,268	4.4%
Telecommunications	16,085	10,103	7,183	15,115	15,775	56.1%
Building Maintenance	107,164	53,724	48,247	67,400	59,400	10.6%
Vehicles & Equipment Expense	21,711	24,400	10,024	24,400	24,500	0.4%
Operating Expense – Misc.	109,061	71,714	99,364	112,014	109,714	53.0%
Grounds Maintenance	81,584	74,464	62,804	78,000	78,000	4.7%
Depreciation	21,976	24,531		24,531	24,531	
Merchandise for Resale	65,170	33,100	35,850	57,500	58,100	75.5%
Maintenance & Repairs	71,850	56,100	25,884	54,500	61,100	8.9%
Miscellaneous Supplies	443					
Recreational Supplies	29,487	35,270	25,752	29,340	40,270	14.2%
Recreational Contractual	350,149	337,700	211,680	324,800	337,700	
Special Events	34,498	33,000	425	33,000	33,000	
Town Assistance	3,260	2,900	3,924	4,025	4,000	37.9%
Rental/Leases	34,402	39,400		39,400	39,400	
Building Improvements	2,590					
Social Security	57,440	53,038	27,759	55,508	47,564	-10.3%
Pension	253,822	295,555	295,555	295,555	253,023	-14.4%
Risk Management Expense	<u>317,599</u>	<u>361,930</u>	<u>180,965</u>	<u>361,930</u>	<u>373,819</u>	3.3%
<b>TOTAL</b>	<b>\$4,242,562</b>	<b>\$4,343,884</b>	<b>\$2,375,396</b>	<b>\$4,229,115</b>	<b>\$4,197,858</b>	<b>-3.4%</b>

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**West Hartford, Connecticut**

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# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Community Development Block Grant	\$ <u>866,105</u>	<u>\$1,704,341</u>	<u>\$1,704,341</u>	\$ <u>802,061</u>
Total Revenues & Other Resources	\$ 866,105	\$1,704,341	\$1,704,341	\$ 802,061

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Housing Rehabilitation Services	\$ 164,209	\$ 178,510	\$ 178,510	\$ 222,494
Code Enforcement	150,000	150,000	150,000	150,000
Public Service	128,629	135,669	135,669	142,111
Public Facility Improvements	279,401	1,075,067	1,075,067	72,098
CDBG Administration	<u>143,866</u>	<u>165,095</u>	<u>165,095</u>	<u>215,358</u>
Total Expenditures & Other Uses	\$ 866,105	\$1,704,341	\$1,704,341	\$ 802,061

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: Community Development Block Grant Fund**
**Department: Leisure Services & Social Services**
**PURPOSE**

One of two segregated funds to 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. There are guidelines from HUD, which 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. The Town will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$539,000	\$1,015,000	\$666,000	\$812,000	\$866,000
<b>TOTAL REVENUES</b>	<b>\$539,000</b>	<b>\$1,015,000</b>	<b>\$666,000</b>	<b>\$812,000</b>	<b>\$866,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	539,000	1,015,000	666,000	812,000	866,000
<b>TOTAL EXPENDITURES</b>	<b>\$539,000</b>	<b>\$1,015,000</b>	<b>\$666,000</b>	<b>\$812,000</b>	<b>\$866,000</b>
<b>OPERATING RESULTS</b>	--	--	--	--	--
<b>FUND BALANCE</b>	--	--	--	--	--

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>\$54,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$ --</b>	<b>\$ --</b>

<b>COMBINED FUND</b>	<b>\$54,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$ --</b>	<b>\$ --</b>
<b>BALANCE</b>					



**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 2019 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 2020 BUDGET**

The grant entitlement award for fiscal year 2020 has not yet been announced. As such, it is assumed that the grant award will be consistent with the current year (\$967,061). 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.

<b>Community Block Grant Entitlement</b>		
<b><u>Fund</u></b>	<b><u>Program</u></b>	<b><u>FY 2020 Adopted</u></b>
CDBG	Housing Rehabilitation Services	\$222,494
CDBG	Code Enforcement	150,000
CDBG	Public Service	142,111
CDBG	Public Facility Improvements	72,098
CDBG	CDBG Administration	215,358
CDBG Housing Rehab	Housing Rehabilitation Grants /	
	Loans	<u>165,000</u>
	<b>TOTAL</b>	<b>\$967,061</b>

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**ANNUAL BUDGET 2019-2020**

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**Fund: Community Development Block Grant Fund**

**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Housing Rehabilitation Services	\$164,209	\$178,510	\$104,000	\$178,510	\$222,494	24.6%
Code Enforcement	150,000	150,000	75,000	150,000	150,000	
Public Service	128,629	135,669	64,118	135,669	142,111	4.7%
Public Facility Improvements	279,401	1,075,067	108,215	1,075,067	72,098	-93.3%
CDGB Administration	143,866	165,095	95,912	165,095	215,358	30.4%
<b>TOTAL</b>	<b>\$866,105</b>	<b>\$1,704,341</b>	<b>\$447,245</b>	<b>\$1,704,341</b>	<b>\$802,061</b>	<b>-52.9%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$176,150	\$179,638	\$84,054	\$179,638	\$177,252	-1.3%
Temporary Payroll	73,147	77,696	37,497	76,487	73,696	-5.1%
Education Premium Pay	67		47	67	102	
Office Expense	1,508	2,109	479	2,562	2,105	-0.2%
Dues and Travel	263	550	40	350	250	-54.5%
Training	145	570		270	600	5.3%
Advertising	614	6,541	311	6,466	6,541	
Professional Services					30,000	
Contractual Services	167	300	90	300	75,500	25,066.7%
Printing/Binding Services	54	130	15	65	105	-19.2%
General Contributions	107,000	110,000	75,000	110,000	110,000	
Utilities	3,415	3,725	1,808	4,005	4,180	12.2%
Telecommunications	914	1,460	289	1,290	1,330	-8.9%
Building Maintenance	992	1,825	543	1,586	1,960	7.4%
Vehicles & Equipment Expense	31					
Grounds Maintenance		1,600		1,200	1,600	
Special Events	4,082	3,192	677	5,050	2,950	-7.6%
Town Assistance	165					
Rental/Leases	4,000	4,000	4,000	4,000	4,225	5.6%
Public/Private Partnerships		102,745		102,746	72,098	-29.8%
Social Security	13,950	10,399	6,700	10,398	10,853	4.4%
Pension	69,162	79,419	79,419	79,419	78,487	-1.2%
Risk Management Expense	80,878	96,121	48,061	96,121	98,227	2.2%
Transfer Out	329,401	1,022,321	108,215	1,022,321	50,000	-95.1%
<b>TOTAL</b>	<b>\$866,105</b>	<b>\$1,704,341</b>	<b>\$447,245</b>	<b>\$1,704,341</b>	<b>\$802,061</b>	<b>-52.9%</b>

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**West Hartford, Connecticut**

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**Fund: Community Development Block Grant Fund**

**Department: Leisure Services & Social Services**

<b>Full-Time Positions:</b>	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnership Manager	0.40	0.40	0.40	0.40	0.40
Neighborhood Resource Coordinator	0.37				
Construction Coordinator*	1	1	1	1	
Community Programs Coordinator					1
Social Services Manager		.05	.05	.05	.05
Social Worker		0.50	0.50	0.50	0.50
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
<b>TOTAL</b>	1.92	2.10	2.10	2.10	2.10

\* Position was assigned to the Community Development department.

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Community Development Block Grant	\$	\$ 200,000	\$ 200,000	\$ 165,000
Loan/Grant Repayments	187,314		108,923	
Interest Income	39,833		21,016	
Miscellaneous	420		210	
Total Revenues & Other Resources	\$ 227,567	\$ 200,000	\$ 330,149	\$ 165,000

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Housing Rehabilitation Activities	\$ 227,567	\$ 200,000	\$ 330,149	\$ 165,000
Total Expenditures & Other Uses	\$ 227,567	\$ 200,000	\$ 330,149	\$ 165,000

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: CDBG – Housing Rehabilitation Fund**
**Department: Community Development**
**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**

<b>Five Year History of Operating Results</b>					
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$ 29,000	\$	\$	\$	\$
Loan/Grant Repayments	163,000	160,000	162,000	158,000	187,000
Interest	15,000	27,000	47,000	12,000	40,000
Miscellaneous	1,000	1,000	2,000	1,000	
<b>TOTAL REVENUES</b>	<b>\$208,000</b>	<b>\$188,000</b>	<b>\$211,000</b>	<b>\$171,000</b>	<b>\$227,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	208,000	221,000	211,000	192,000	227,000
<b>TOTAL EXPENDITURES</b>	<b>\$208,000</b>	<b>\$221,000</b>	<b>\$211,000</b>	<b>\$192,000</b>	<b>\$227,000</b>
<b>OPERATING RESULTS</b>	<b>--</b>	<b>(\$33,000)</b>	<b>--</b>	<b>(\$21,000)</b>	<b>--</b>
<b>FUND BALANCE</b>	<b>\$54,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>--</b>	<b>--</b>

**FISCAL YEAR 2019 OPERATING RESULTS**

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2019. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

**FISCAL YEAR 2020 BUDGET**

The total expected grant amount to be used for housing rehabilitation for fiscal year 2020 is \$165,000. 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: Community Development**

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b> (Fiscal Year)						
	<b>ERA*</b> <b>Actual</b> <b><u>2014</u></b>	<b>Actual</b> <b><u>2015</u></b>	<b>Actual</b> <b><u>2016</u></b>	<b>Actual</b> <b><u>2017</u></b>	<b>Actual</b> <b><u>2018</u></b>	<b>Actual</b> <b>6 Month</b> <b><u>2019</u></b>
Housing Rehabilitation Projects	2	13	8	11	10	4
Elderly Assistance Projects	4	9	2	3	2	0
Essential Renovation Projects	10	n/a	n/a	n/a	n/a	n/a
Number of Applications Approved	16	22	10	14	13	4
Number of Applications Denied/ Withdrawn	2	6	2	2	4	3
Number of Inquiries	28	32	14	31	25	13
Number of Projects Completed	16	22	10	14	12	4
Housing Rehabilitation Dollars Spent	\$22,940	\$180,097	\$176,535	\$154,793	\$140,946	\$27,013
Elderly Assistance Dollars Spent	\$30,615	\$100,018	\$21,955	\$23,560	\$7,070	\$0
Essential Renovation Assistance Dollars Spent	<u>\$84,245</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Total Dollars Spent	\$137,800	\$280,115	\$198,490	\$178,353	\$148,016	\$27,013
Number of Full Time Positions	1.5	1	1	1	1	1
Average Cost Per Housing Rehabilitation Project	\$11,470	\$13,854	\$22,067	\$14,072	\$14,095	\$6,753
Average Cost Per Elderly Assistance Program Project	\$7,654	\$11,113	\$10,978	\$7,853	\$3,535	\$0
Average Cost Per Essential Renovation Assistance Project	\$8,425	n/a	n/a	n/a	n/a	n/a
<p>* Essential Renovation Assistance (ERA) program was designed with a limited scope of work (1 failed system) and only loan assistance; no grant was offered. This program was in effect from July 2012 through December 2013, and it was created in response to the reduction of HUD grant funds and the loss of a full time staff person. This program was terminated in January 2014 due to lack of interest from residents. The previous Housing Rehabilitation and Elderly Assistance programs were reinstated at that time.</p>						

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Interest Income	\$ 44	\$	\$ 300	\$
Loan/Grant Repayments			<u>27,066</u>	
Total Revenues & Other Resources	\$ 44	\$	\$ 27,366	\$

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Transfer Out	\$ <u>8,935</u>	\$	\$	\$ <u>27,500</u>
Total Expenditures & Other Uses	\$ 8,935	\$	\$	\$ 27,500

CHANGE IN FUND BALANCE	(\$ 8,891)	\$	\$ 27,366	(\$ 27,500)
BEGINNING BALANCE	\$ 9,135	\$ 244	\$ 244	\$ 27,610
ENDING BALANCE	\$ 244	\$ 244	\$ 27,610	\$ 110

**Fund: State Housing and Community Development Fund**
**Department: Community Development**
**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**

<b>Five Year History of Operating Results</b>					
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
<b><u>Revenues:</u></b>					
Interest on Investment	\$ 5,000	\$	\$	\$ 4,000	\$
Loan/Grant Repayments	14,000			5,000	
<b>TOTAL REVENUES</b>	<b>\$19,000</b>	<b>\$</b>	<b>\$</b>	<b>\$ 9,000</b>	<b>\$</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>\$</b>	<b>\$</b>	<b>(\$19,000)</b>		<b>(\$9,000)</b>
<b>OPERATING RESULTS</b>	<b>\$19,000</b>	<b>\$</b>	<b>(\$19,000)</b>	<b>\$ 9,000</b>	<b>(\$9,000)</b>
<b>FUND BALANCE</b>	<b>\$19,000</b>	<b>\$19,000</b>	<b>\$</b>	<b>\$ 9,000</b>	<b>\$</b>

**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 2019 OPERATING RESULTS**

Estimated revenue is comprised of interest income of \$300 and a loan repayment of \$27,066, resulting in estimated fund balance of \$27,610 at June 30, 2019.

**FISCAL YEAR 2020 BUDGET**

The budget for fiscal year 2020 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans. A budgeted transfer of \$27,500 to the General Fund will result in fund balance of approximately \$110 at June 30, 2020.



# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

# BUDGET IN BRIEF

## WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Charges for Services	\$ 315,319	\$ 312,066	\$ 325,500	\$ 327,000
Trust Income	378,664	356,596	356,596	356,596
Interest Income	2,697	2,000	3,500	3,500
Miscellaneous Revenue	<u>5,883</u>	<u>10,000</u>	<u>20,000</u>	<u>10,000</u>
Total Revenues & Other Resources	\$ 702,563	\$ 680,662	\$ 705,596	\$ 697,096

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Park Operations	\$ 443,657	\$ 447,776	\$ 456,329	\$ 467,415
Park Programs	108,063	122,293	118,451	128,138
Park Summer Camp	<u>127,616</u>	<u>130,758</u>	<u>132,786</u>	<u>134,180</u>
Total Expenditures & Other Uses	\$ 679,336	\$ 700,827	\$ 707,566	\$ 729,733

CHANGE IN FUND BALANCE	\$ 23,227	(\$ 20,165)	(\$ 1,970)	(\$ 32,637)
BEGINNING BALANCE	\$ 411,689	\$ 434,916	\$ 434,916	\$ 432,946
ENDING BALANCE	\$ 434,916	\$ 414,751	\$ 432,946	\$ 400,309

**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 and program revenues, 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**

	<b>Five Year History of Operating Results</b>				
	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$260,000	\$292,000	\$346,000	\$301,000	\$320,000
Interest Income	1,000	2,000	1,000	1,000	3,000
Trust Income	368,000	369,000	348,000	340,000	379,000
<b>TOTAL REVENUES</b>	<b>\$629,000</b>	<b>\$663,000</b>	<b>\$695,000</b>	<b>\$642,000</b>	<b>\$702,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$630,000	\$617,000	\$675,000	\$609,000	\$651,000
<b>TOTAL EXPENDITURES</b>	<b>\$630,000</b>	<b>\$617,000</b>	<b>\$675,000</b>	<b>\$609,000</b>	<b>\$651,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$28,000)</b>	<b>(\$28,000)</b>	<b>(\$128,000)</b>	<b>(\$28,000)</b>	<b>(\$28,000)</b>
<b>OPERATING RESULTS</b>	<b>(\$29,000)</b>	<b>\$18,000</b>	<b>(\$108,000)</b>	<b>\$5,000</b>	<b>\$23,000</b>
<b>FUND BALANCE</b>	<b>\$497,000</b>	<b>\$515,000</b>	<b>\$407,000</b>	<b>\$412,000</b>	<b>\$435,000</b>

**Fund: Westmoor Park Fund****Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The fund has struggled over the years 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, 2018 was \$434,916.

**FISCAL YEAR 2019 OPERATING RESULTS**

The fund is expected to generate revenues of \$705,596 with corresponding expenditures of \$707,566, resulting in a reduction to fund balance of \$1,970. Fund balance at June 30, 2019 will be approximately \$433,000.

**FISCAL YEAR 2020 BUDGET**

The fiscal year 2020 budget anticipates revenues of \$697,096 with corresponding expenditures of \$729,733, resulting in a use of \$32,637 of fund balance. This may vary depending upon trust income generated by the Hunter Trusts.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>
Number of instructional programs	485	517	516	564	543
Number of instructional program registrations	7,890	8,165	9,978	8,377	9,717
Number of Group tours/ birthday parties	122	145	163	169	158
Program attendance-public classes/services	6,136	5,112	3,169	3,030	2,710
Program attendance-groups attending	6,853	6,403	8,069	7,596	7,727

## 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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF LEISURE SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>6 Months</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>Change</u></b>
Charges for Services	\$315,319	\$312,066	\$87,973	\$325,500	\$327,000	4.8%
Trust Income	378,664	356,596	121,388	356,596	356,596	
Interest Income	2,697	2,000	2,147	3,500	3,500	75.0%
Miscellaneous Revenue	<u>5,883</u>	<u>10,000</u>	<u>1,587</u>	<u>20,000</u>	<u>10,000</u>	
<b>TOTAL</b>	<b>\$702,563</b>	<b>\$680,662</b>	<b>\$213,095</b>	<b>\$705,596</b>	<b>\$697,096</b>	<b>2.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$350,617	\$358,718	\$178,915	\$352,278	\$364,535	1.6%
Operating Expense	134,026	121,534	73,047	134,713	135,332	11.4%
Fringe Benefits	<u>194,693</u>	<u>220,575</u>	<u>126,763</u>	<u>220,575</u>	<u>229,866</u>	4.2%
<b>TOTAL</b>	<b>\$679,336</b>	<b>\$700,827</b>	<b>\$378,725</b>	<b>\$707,566</b>	<b>\$729,733</b>	<b>4.1%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Parks and Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>TOTAL</b>	2.1	2.1	2.1	2.1	2.1

### BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2020 Westmoor Park Fund budget reflects revenue of \$697,096 with corresponding expenditures totaling \$729,733. In total, expenditures increase \$28,906 due to contractual cost-of-living and merit increases, increased building maintenance costs, and increased risk and pension expense.

#### 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 2020, this amount is estimated to be \$357,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

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**ANNUAL BUDGET 2019-2020**

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**Fund: Westmoor Park Fund**

**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2017-18</u></b>	<b><u>Adopted</u> <u>2018-19</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2018-19</u></b>	<b><u>Adopted</u> <u>2019-20</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$154,527	\$157,650	\$ 69,396	\$157,715	\$163,550	3.7%
Temporary Payroll	195,776	199,968	109,400	193,460	199,885	
Overtime	314	1,100	119	1,103	1,100	
Office Expense	2,368	3,800	702	2,700	2,900	-23.7%
Dues and Travel	578	700	189	700	700	
Training	100	1,400		1,400	1,400	
Advertising	8,563	5,200	3,277	7,000	7,000	34.6%
Professional Services	17,114	12,000	12,088	12,088	12,000	
Contractual Services	6,168	4,700	3,279	5,802	5,800	23.4%
Printing/Binding Services	1,601	1,300	33	1,300	1,300	
Office/Minor Equipment	300	1,000		1,000	1,000	
Miscellaneous Admin. Expense	394	800	735	1,236	800	
Utilities	17,041	20,334	10,167	20,334	19,192	-5.6%
Telecommunications	1,018	1,800	526	1,200	1,200	-33.3%
Building Maintenance	36,225	31,500	18,985	38,025	40,500	28.6%
Vehicles & Equipment Expense	2,752	2,200	1,246	2,500	2,600	18.2%
Operating Expense – Miscellaneous	1,016	500		500	500	
Grounds Maintenance	6,522	4,000	2,594	5,000	5,000	25.0%
Merchandise for Resale		500		500	500	
Maintenance & Repairs	3,287	4,000	1,926	4,000	4,000	
Miscellaneous Supplies	4,671	4,200	4,257	6,028	5,540	31.9%
Recreational Supplies	4,046	3,600	2,590	3,900	3,900	8.3%
Recreational Contractual	6,745	5,000	2,588	6,500	6,500	30.0%
Insured Program Expenses	10,452	10,000	4,800	10,000	10,000	
Rental/Leases	3,065	3,000	3,065	3,000	3,000	
Social Security	13,755	19,693	6,940	19,693	20,234	2.7%
Pension	57,051	67,079	67,079	67,079	72,862	8.6%
Risk Management Expense	95,572	105,488	52,744	105,488	108,455	2.8%
Transfers Out	<u>28,315</u>	<u>28,315</u>		<u>28,315</u>	<u>28,315</u>	
<b>Total Department</b>	<b>\$679,336</b>	<b>\$700,827</b>	<b>\$378,725</b>	<b>\$707,566</b>	<b>\$729,733</b>	<b>4.1%</b>

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**ANNUAL BUDGET 2019-2020**

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DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<b>GENERAL FUND</b>					
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Social Services Manager	1	0.95	0.95	0.95	0.95
Social Worker	2	2.5	2.5	2.5	2.5
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2.8	2.8	2.8	2.8	2.85
Program Supervisor	1	1	1	1	1
Recreation Specialist					1
Executive Assistant	1	1	1	1	
Grounds Maintainer	0.6	0.6	0.6	0.6	0.8
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Staff Assistant	0.65	0.9	1	1	1
Neighborhood Resource Coordinator	0.63				
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
<b>TOTAL GENERAL FUND</b>	<b>13.45</b>	<b>13.52</b>	<b>13.62</b>	<b>13.62</b>	<b>13.87</b>
<b>LEISURE SERVICES FUND</b>					
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	0.35	0.1			
Facility Supervisor	0.1	0.1	0.1	0.1	0.05
Recreation Specialist	1	1	1	1	1
Golf Course Superintendent	1	1	1	1	1
Assistant Golf Course Superintendent			1	1	1
Crew Leader	1	1	1	1	
Grounds Maintainer	2.4	2.4	1.4	1.4	2.2
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL LEISURE SERVICES FUND</b>	<b>8.53</b>	<b>8.28</b>	<b>8.18</b>	<b>8.18</b>	<b>7.93</b>
<b>COMMUNITY DEVELOPMENT</b>					
<b>BLOCK GRANT FUND (CDBG)</b>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnerships Manager	0.4	0.4	0.4	0.4	0.4
Neighborhood Resource Coordinator	0.37				
Community Programs Coordinator					1
Social Services Manager		0.05	0.05	0.05	0.05
Social Worker		0.5	0.5	0.5	0.5
Senior Staff Assistant	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>TOTAL CDBG FUND</b>	<b>0.92</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>2.10</b>

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**West Hartford, Connecticut**

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**ANNUAL BUDGET 2019-2020**

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DEPARTMENT: LEISURE SERVICES &amp; SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
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	 25	 25	 25	 25	 26

**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**

- ✓ WHPL was awarded two local grants by the Hartford Foundation for Public Giving and one national Institute of Museum and Library Services (IMLS) grant. The local grants provided resources for a summer library literacy and cooperative play experience for children, especially those in the Faxon Library neighborhood, and funding of a monthly magazine discussion and lecture series for adults, providing opportunities for constructive community dialogue. The IMLS grant, awarded over 2 years, provides staff training in the archiving of local digital reports to ensure ongoing access and preservation, as well as content management software and storage.
- ✓ With start-up funding from the West Hartford Library Foundation, WHPL added Hoopla, a digital media service which makes thousands of additional electronic books, audiobooks, movies, television episodes and music available for simultaneous use to West Hartford Library cardholders. Patron use of online resources increased by 44% during the first quarter of fiscal year 2019.
- ✓ Through outreach to the public schools, increased participation in electronic summer reading registration from 652 children (2017) to 2,684 children (2018), an increase of 2,032 children, or over 300%. (Goal had been a 20% increase.)

**FISCAL YEAR 2020 GOALS & OBJECTIVES**

- ❖ Operationalize year three initiatives/activities identified by staff related to current strategic plan with special focus on website redesign, and spot renovations of physical spaces.
- ❖ Offer art cart and pop-up story-time experiences to increase the number of children attending pre-school programs by 2%.
- ❖ Apply for 1-2 grants to implement digital literacy programs for tweens and teens, complimenting work already started with the Memories of Migration IMLS grant.
- ❖ Continue to develop community partnerships to offer expanded information and non-traditional services to residents, bringing in new users. Sponsor or co-sponsor 1-2 new programs of this type.
- ❖ In collaboration with Town IT Department, design and launch a new, more user-friendly library website.



## DEPARTMENT OF LIBRARY SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Fines & Forfeitures	\$48,020	\$55,000	\$16,548	\$35,000	\$35,000	-36.4%
<b>TOTAL</b>	<b>\$48,020</b>	<b>\$55,000</b>	<b>\$16,548</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>-36.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,488,379	\$2,597,648	\$1,205,975	\$2,597,648	\$2,608,096	0.4%
Operating Expense	620,281	654,587	350,760	654,587	654,587	
Social Security	179,392	178,971	86,615	178,971	179,905	0.5%
<b>TOTAL</b>	<b>\$3,288,052</b>	<b>\$3,431,206</b>	<b>\$1,643,350</b>	<b>\$3,431,206</b>	<b>\$3,442,588</b>	<b>0.3%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b>Full-Time Positions:</b>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
General Fund	24	24	24	24	24
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

## BUDGET &amp; 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 2020 reflects an increase of \$11,382 or 0.3%. Wages and salaries reflect estimated merit increases for eligible employees. 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.

**COST CENTER: ADMINISTRATIVE SERVICES**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Library Fines	\$48,020	\$55,000	\$16,548	\$35,000	\$35,000	-36.4%
<b>TOTAL</b>	<b>\$48,020</b>	<b>\$55,000</b>	<b>\$16,548</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>-36.4%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$613,742	\$630,142	\$302,050	\$630,142	\$630,426	0.1%
Temporary Payroll	174,291	209,539	89,764	209,539	200,419	-4.4%
Overtime		880		880	880	
Education Premium Pay	2,125	2,040	935	2,040	2,040	
Office Expense	39,058	51,500	17,784	51,500	49,700	-3.5%
Dues and Travel	3,296	4,450	1,225	4,450	4,450	
Professional Services	2,816	5,200	2,332	5,200	6,000	15.4%
Contractual Services	1,509	1,200	833	1,200	1,200	
Printing/Binding Services	775	1,000	374	1,000	1,000	
Office Equipment	250	400	125	400	400	
Information Technology	107,670	122,875	89,358	122,875	122,875	
Telecommunications	4,304	6,000	2,165	6,000	6,000	
ADA Expenditures					1,000	
Social Security	<u>57,415</u>	<u>59,022</u>	<u>28,296</u>	<u>59,022</u>	<u>58,481</u>	-0.9%
<b>TOTAL</b>	<b>\$1,007,251</b>	<b>\$1,094,248</b>	<b>\$535,241</b>	<b>\$1,094,248</b>	<b>\$1,084,871</b>	<b>-0.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Director of Library Services	1	1	1	1	1
Librarian II	1	3	3	3	3
Office Operations Specialist	1	1	1	1	1
Library Specialist	<u>—</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>3</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

## 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, and three Library Specialists. Estimated merit increases are included for these positions, where applicable.

**Temporary Payroll:** Temporary payroll funds part-time catalogers, publicity and program support, and IT support. This appropriation is reduced in order to reallocate funds to other divisions based upon anticipated workflow needs.

**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 is reduced based upon actual experience.

**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 and staff training. Funding has been 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. In fiscal year 2020 this appropriation increases \$800 to fund additional programming.

**Contractual Services:** This appropriation is for banking services fees related to credit card revenues.

**Printing:** This appropriation 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.

**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**

**(Fiscal Year)**

**Actual  
2014**

**Actual  
2015**

**Actual  
2016**

**Actual  
2017**

**Actual  
2018**

**Library Customer Services:**

Library Visitors	510,489	470,676	472,554	461,084	437,580
Library Website Visitors	481,513	391,619	357,847	331,812	315,289
Program and Museum Pass Attendance	33,430	31,983	34,163	30,272	29,632
Preschool Literacy Program Attendance	11,605	9,993	9,965	11,032	11,113
Card Holders	31,326	29,934	28,541	27,588	27,008
Social Media Followers/Subscribers				35,798	129,767
Newsletter Views				195,054	214,151
Number of Print Book & Media Loans	820,678	798,797	756,673	635,681	597,763
Number of Electronic Book & Media Loans	34,687	38,427	42,286	49,438	59,238
Loans per Capita	13.5	13.2	12.6	10.8	10.4
Reference Inquiries	54,345	86,588	83,467	77,676	74,902
Electronic Information Retrievals	341,668	370,292	373,657	309,818	444,368
Wireless (WIFI) Usage Sessions	50,529	75,714	94,698	100,340	94,820
Hours of Computer Use	94,436				
Number of Computer Sessions		58,686	56,871	53,438	47,528

**COST CENTER: ADULT SERVICES**
**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$436,692	\$446,870	\$196,006	\$446,870	\$445,732	-0.3%
Temporary Payroll	228,835	248,882	115,289	248,882	247,419	-0.6%
Overtime	2,990	2,535	1,031	1,500	5,624	121.9%
Education Premium Pay	1,813	1,740	798	1,740	1,740	
Office Expense	2,046	2,000	543	2,000	2,000	
Dues and Travel	529	900	50	900	900	
Library Materials	190,800	225,608	117,883	225,608	197,500	-12.5%
Electronic Materials	92,157	44,550	24,566	44,550	84,800	90.4%
Social Security	<u>47,962</u>	<u>47,329</u>	<u>22,349</u>	<u>47,329</u>	<u>47,432</u>	0.2%
<b>TOTAL</b>	<b>\$1,003,824</b>	<b>\$1,020,414</b>	<b>\$478,515</b>	<b>\$1,019,379</b>	<b>\$1,033,147</b>	<b>1.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>		
Librarian III		1	1	1	1
Librarian II	1	2	2	2	2
Librarian I		1	1	1	1
Library Assistant	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**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. Wages for part-time Sunday staff are included in this allocation, but are reduced as the use of full-time staff will increase.

**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. The increase in fiscal year 2020 results from the decision to utilize two full-time staff members 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.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division.

**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. This appropriation has been reduced \$28,108 to provide more funding for electronic materials.

**Electronic Materials:** This appropriation covers system-wide e-book, e-serials and e-audio collections for adults and the online research resources available 24/7 to West Hartford residents. This appropriation has been increased \$40,250 in order to provide an additional downloadable collection of electronic books, audio books, music, movies, television shows, comics and graphic novels that are available for simultaneous use by patrons.

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

**COST CENTER: FAXON BRANCH LIBRARY**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$197,721	\$200,209	\$ 95,869	\$200,209	\$202,864	1.3%
Temporary Payroll	70,765	90,138	35,490	90,138	80,319	-10.9%
Overtime			185	185		
Education Premium Pay	1,063	1,020	468	1,020	1,020	
Office Expense	2,238	1,500	323	1,500	1,500	
Dues and Travel	450	330	60	330	330	
Professional Services	100					
Library Materials	50,619	56,777	26,005	56,777	48,700	-14.2%
Social Security	<u>19,714</u>	<u>20,036</u>	<u>9,610</u>	<u>20,036</u>	<u>19,690</u>	-1.7%
<b>TOTAL</b>	<b>\$342,670</b>	<b>\$370,010</b>	<b>\$168,010</b>	<b>\$370,195</b>	<b>\$354,423</b>	<b>-4.2%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Librarian II	1	1	1	1	1
Library Specialist	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**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 Children's Outreach Library Specialist who provides outreach programming to students in the West Hartford pre-school and elementary schools and who is a member of the Children's Services team, 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. The reduction 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.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division.

**Professional Services:** This appropriation was used to hire presenters for programs open to the public such as author talks, discussions of local theater and art exhibits, film series and lectures on topics of interest. These funds were redistributed in fiscal year 2019 to facilitate centralized program planning for all libraries.

**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. This appropriation is reduced \$8,077 to allow funds to be reallocated to electronic materials.

**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.

**COST CENTER: BISHOPS CORNER BRANCH LIBRARY**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2017-18</u></b>	<b><u>Adopted</u></b> <b><u>2018-19</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2018-19</u></b>	<b><u>Adopted</u></b> <b><u>2019-20</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$214,490	\$220,306	\$105,569	\$220,306	\$226,167	2.7%
Temporary Payroll	86,037	85,695	40,746	85,695	94,257	10.0%
Education Premium Pay	750	720	330	720	720	
Office Expense	1,753	1,500	359	1,500	1,500	
Dues and Travel	195	330		330	330	
Library Materials	52,677	57,809	25,240	57,809	50,600	-12.5%
Social Security	<u>20,358</u>	<u>21,353</u>	<u>9,999</u>	<u>21,353</u>	<u>22,265</u>	4.3%
<b>TOTAL</b>	<b>\$376,260</b>	<b>\$387,713</b>	<b>\$182,243</b>	<b>\$387,713</b>	<b>\$395,839</b>	<b>2.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>
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>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**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 increases to reflect 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 location.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division.

**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. This appropriation is reduced \$7,209 to allow funds to be reallocated to electronic materials.

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

**COST CENTER: CHILDREN'S SERVICES**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$224,500	\$225,356	\$107,063	\$225,356	\$225,356	
Temporary Payroll	127,013	120,625	62,029	120,625	129,782	7.6%
Overtime	1,576	1,323	1,613	2,173	3,104	134.6%
Office Expense	3,272	3,000	2,820	3,000	3,500	16.7%
Dues and Travel	343	637	58	637	637	
Professional Services	2,550	3,000	2,198	3,000	3,500	16.7%
Library Materials	45,000	47,502	30,883	47,502	44,700	-5.9%
Electronic Materials	2,589	2,550	325	2,550	3,600	41.2%
Social Security	<u>26,373</u>	<u>23,697</u>	<u>12,749</u>	<u>23,697</u>	<u>24,412</u>	3.0%
<b>TOTAL</b>	<b>\$433,216</b>	<b>\$427,690</b>	<b>\$219,738</b>	<b>\$428,540</b>	<b>\$438,591</b>	<b>2.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Librarian III	1	1	1	1	1
Librarian I				1	1
Library Specialist	1	1	1		
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**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 who 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. The increase in fiscal year 2020 reflects reallocation of part-time funding to this division to meet staffing and programming needs.

**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. The increase in fiscal year 2020 results from the decision to utilize more full-time employees on Sundays, rather than rely solely on part-time employees.

**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 and is increased based upon experience.

**Dues & Travel:** This appropriation is used to pay for travel for the division. Programs and materials are delivered to preschool programs throughout the town, especially for children who might not be taken to the library otherwise.

**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. This appropriation increases \$500 due to anticipated programming.

**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. This appropriation is reduced \$2,802 in order to allocate funds to electronic materials.

**Electronic Materials:** This appropriation is for the purchase of electronic books and media and is increased in response to demand.

**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 21<sup>st</sup> century tools.

**COST CENTER: TEEN SERVICES**
**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2018-19</u>	<u>Adopted</u> <u>2019-20</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$73,373	\$74,436	\$35,277	\$74,436	\$77,222	3.7%
Temporary Payroll	30,605	35,192	15,464	35,192	33,005	-6.2%
Office Expense	1,281	1,300	341	1,300	1,300	
Dues and Travel		100		100	100	
Professional Services	980	1,000	490	1,000	1,000	
Library Materials	10,839	10,574	4,422	10,574	11,000	4.0%
Electronic Materials	184	995		995	4,465	348.7%
Social Security	<u>7,569</u>	<u>7,535</u>	<u>3,609</u>	<u>7,535</u>	<u>7,624</u>	1.2%
<b>TOTAL</b>	<b>\$124,831</b>	<b>\$131,132</b>	<b>\$59,603</b>	<b>\$131,132</b>	<b>\$135,716</b>	<b>3.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>	<u>2019-20</u>
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Although Teen Services is a separate cost center 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. The fiscal year 2020 budget reflects reallocation of part-time funding between divisions to reflect staffing and programming needs.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the teen area and teen programs.

**Dues and Travel:** This appropriation funds registration for employees at relevant State sponsored workshops.

**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. The Teen Services librarian works with staff at the branches to coordinate purchases for branch teen collections.

**Electronic Materials:** This appropriation is for the purchase of electronic books and media. The fiscal year 2020 budget increases \$3,470 to provide additional electronic books, music, movies, television shows, comics and graphic novels to patrons.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

# BUDGET IN BRIEF

## WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Library Grant	\$ 8,274	\$ 5,352	\$ 5,352	\$
Charges for Copies	18,097	15,000	15,000	15,000
Interest Income	<u>544</u>	<u>      </u>	<u>750</u>	<u>      </u>
Total Revenue & Other Resources	\$ 26,915	\$ 20,352	\$ 21,102	\$ 15,000

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Library Operations	<u>\$ 19,134</u>	<u>\$ 91,963</u>	<u>\$ 86,611</u>	<u>\$ 15,000</u>
Total Expenditures	\$ 19,134	\$ 91,963	\$ 86,611	\$ 15,000

CHANGE IN FUND BALANCE	\$ 7,781	(\$ 71,611)	(\$ 65,509)	\$
BEGINNING BALANCE	\$ 63,830	\$ 71,611	\$ 71,611	\$ 6,102
ENDING BALANCE	\$ 71,611	\$	\$ 6,102	\$ 6,102



**Fund: West Hartford Library Fund**
**Department: Library**
**PURPOSE**

A budgeted fund used to account for the Connecticard (now DeliverIT-CT) 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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$27,000	\$22,000	\$ 9,000	\$ 8,000	\$ 8,000
Charges for Copies	17,000	18,000	17,000	20,000	18,000
Interest Income					1,000
<b>TOTAL REVENUES</b>	<b>\$44,000</b>	<b>\$40,000</b>	<b>\$26,000</b>	<b>\$28,000</b>	<b>\$27,000</b>
<b><u>Expenditures:</u></b>					
Library Operations	\$ 37,000	\$ 37,000	\$ 19,000	\$ 11,000	\$ 19,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 37,000</b>	<b>\$ 37,000</b>	<b>\$ 19,000</b>	<b>\$ 11,000</b>	<b>\$ 19,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 7,000</b>	<b>\$ 3,000</b>	<b>\$ 7,000</b>	<b>\$ 17,000</b>	<b>\$ 8,000</b>
<b>FUND BALANCE</b>	<b>\$ 36,000</b>	<b>\$ 39,000</b>	<b>\$ 46,000</b>	<b>\$ 63,000</b>	<b>\$ 71,000</b>

**REVIEW OF PERFORMANCE**

Fund balance of the Library Fund increased \$8,000 in FY 2018, resulting in a balance of approximately \$71,000 at June 30, 2018.

**FISCAL YEAR 2019 OPERATING RESULTS**

In fiscal year 2019, it is expected that the fund will earn \$5,352 in grant revenue, \$15,000 in charges for copies and \$750 in interest income. Estimated expenditures total \$86,611 resulting in fund balance of \$6,102 at June 30, 2019.

**FISCAL YEAR 2020 BUDGET**

The fiscal year 2020 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 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	4	3	3	3	3
Librarian II	5	6	6	6	6
Librarian I	3	3	3	4	4
Library Specialist	5	5	5	4	4
Library Assistant	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL LIBRARY	24	24	24	24	24

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**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.

<b>BUDGET SUMMARY EDUCATION SERVICES</b>					
<b><u>Revenues</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Federal Impact Grant	\$ 75,000	\$	\$	\$	
Education Cost Sharing Grant	18,233,227	20,528,600	21,122,023	21,457,152	4.5%
School Building Subsidy	126,227	120,906	137,034		-100.0%
<b>TOTAL</b>	<b>\$18,434,454</b>	<b>\$20,649,506</b>	<b>\$21,259,057</b>	<b>\$21,457,152</b>	<b>3.9%</b>

<b>BUDGET SUMMARY EDUCATION SERVICES</b>					
<b><u>Expenditures</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Education	\$158,806,307	\$164,351,527	\$163,251,527	\$168,800,689	2.7%
<b>TOTAL</b>	<b>\$158,806,307</b>	<b>\$164,351,527</b>	<b>\$163,251,527</b>	<b>\$168,800,689</b>	<b>2.7%</b>

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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.

<b>BUDGET SUMMARY NON-DEPARTMENTAL</b>						
	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$ 104,563	\$ 104,964	\$ 50,163	\$ 104,964	\$ 104,964	
Operating Expense	10,602,945	11,451,032	6,118,898	11,493,152	12,264,784	7.1%
Fringe Benefits	<u>37,185,359</u>	<u>38,170,660</u>	<u>26,234,721</u>	<u>38,048,316</u>	<u>41,070,808</u>	7.6%
<b>TOTAL</b>	<b>\$47,892,867</b>	<b>\$49,726,656</b>	<b>\$32,403,782</b>	<b>\$49,646,432</b>	<b>\$53,440,556</b>	<b>7.5%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
<b>Full-Time Positions:</b>	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### SUMMARY OF EXPENDITURES BY PROGRAM

<b><u>Program</u></b>	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Probate Court	\$ 45,758	\$ 43,760	\$ 17,985	\$ 43,760	\$ 45,260	3.4%
General Fund Contingency	1,821,840	1,075,000		1,075,000	1,525,000	41.9%
Radio System Maintenance	413,536	298,407	167,720	325,527	175,277	-41.3%
Private School Health Services	790,149	901,483		866,302	852,199	-5.5%
Non-Public School						
Transportation	810,010	884,703		797,540	887,329	0.3%
Revaluation Litigation	30,263	25,000	19,025	40,000	25,000	
Health District Payment	562,056	588,159	441,119	588,159	664,541	13.0%
Employee Benefits						
Contributions	33,844,355	35,301,444	26,233,283	35,301,444	37,798,250	7.1%
Metropolitan District	<u>9,574,900</u>	<u>10,608,700</u>	<u>5,524,650</u>	<u>10,608,700</u>	<u>11,467,700</u>	8.1%
<b>Total Department</b>	<b>\$47,892,867</b>	<b>\$49,726,656</b>	<b>\$32,403,782</b>	<b>\$49,646,432</b>	<b>\$53,440,556</b>	<b>7.5%</b>

**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 2020.

**General Fund Contingency:**

This appropriation reflects a contingency for unsettled union contracts. At the time of budget production, only the Police contract is settled; the contract for the Fire union had not been ratified.

**Radio System Maintenance:**

The cost of maintaining and operating the town-wide radio communications system is \$175,277 for fiscal year 2020, a reduction of \$123,130 or 41.3%. The Town is installing 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 2020 budget is a subsidy of \$1,739,528 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$852,199) and transportation (\$887,329) services to the resident and non-resident children in West Hartford private schools. The subsidy for transportation services increases \$2,626 in fiscal year 2020 due to the assumption of fewer buses offset by higher rates. The subsidy for providing private school health decreases \$49,284. This reflects merit increases for eligible school nurses, additional temporary payroll, and increases in the pension and risk allocations, offset by a reduction in the Town's contribution. The Governor's proposed budget transfers responsibility for reimbursing the Town for private school health services from the State to the private schools.

**Revaluation Litigation:**

A total of \$25,000 is appropriated for costs associated with new or pending tax appeals of property assessments.

**Health District Payment:**

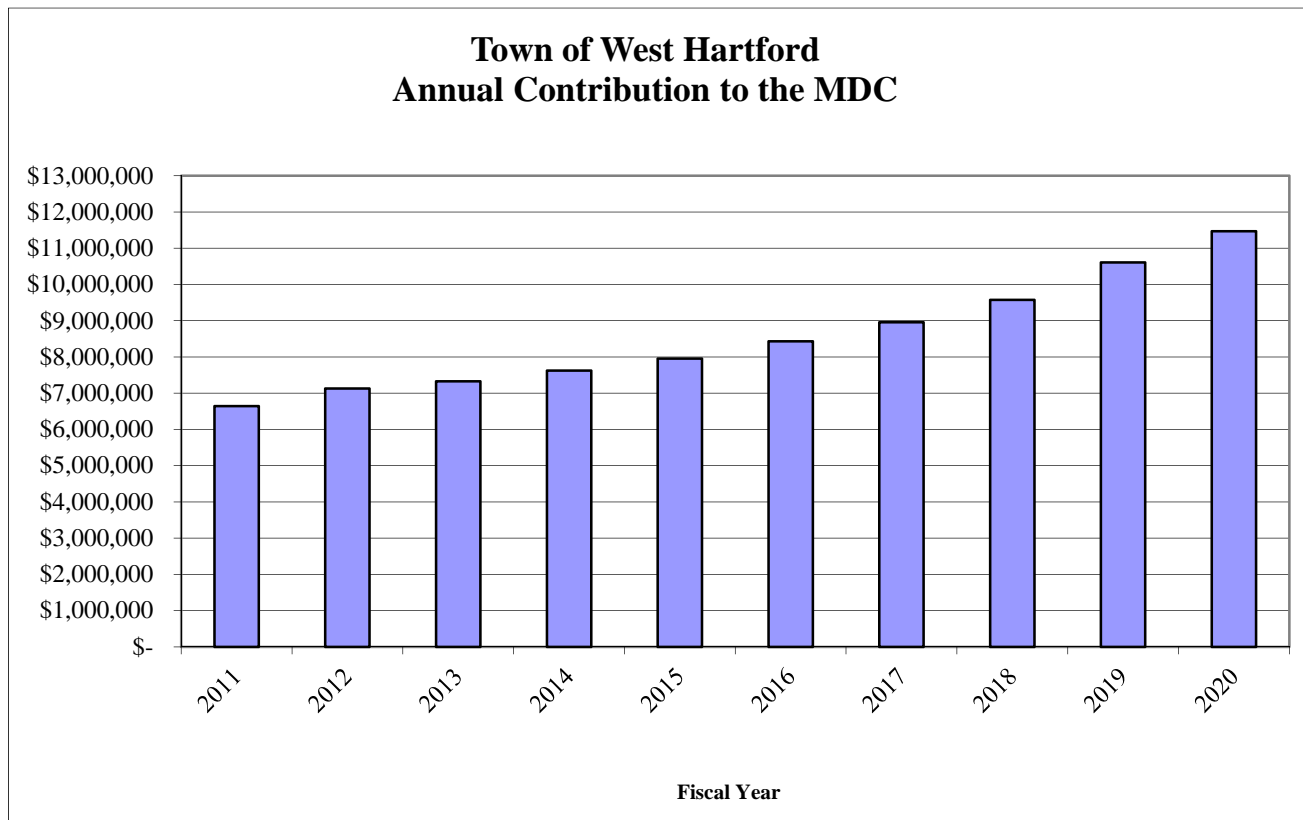
The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$664,541 for fiscal year 2020 based upon the district's budget, an increase of \$76,382 from the current year. As in prior years, an additional \$100,000 is paid from the CDBG Fund.

**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 increase in the appropriation is driven by three factors. First, the Town's actuarially determined contribution to the Pension Fund increased from \$23,880,000 in fiscal year 2019 to \$25,231,000 in fiscal year 2020. This contribution 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 2020 is \$9,272,000, an increase of \$400,000. Finally, the Town's General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

**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 2020 increases \$859,000 or 8.1% from the prior year.





# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Intergovernmental	\$ 559,041	\$ 620,000	\$ 662,392	\$
Charges for Services				786,646
Transfer In	<u>1,600,159</u>	<u>1,786,186</u>	<u>1,663,842</u>	<u>1,739,528</u>
Total Revenues & Other Resources	\$ 2,159,200	\$2,406,186	\$2,326,234	\$2,526,174

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Medical Care Services	\$ 1,349,190	\$1,521,483	\$1,528,694	\$1,638,845
Non-Public School Transportation	<u>810,010</u>	<u>884,703</u>	<u>797,540</u>	<u>887,329</u>
Total Expenditures & Other Uses	\$ 2,159,200	\$2,406,186	\$2,326,234	\$2,526,174

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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$760,000	\$780,000	\$482,000	\$572,000	\$559,000
<b>TOTAL REVENUES</b>	<b>\$760,000</b>	<b>\$780,000</b>	<b>\$482,000</b>	<b>\$572,000</b>	<b>\$559,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$1,993,000	\$2,055,000	\$2,218,000	\$2,218,000	\$2,159,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,993,000</b>	<b>\$2,055,000</b>	<b>\$2,218,000</b>	<b>\$2,218,000</b>	<b>\$2,159,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>\$1,233,000</b>	<b>\$1,275,000</b>	<b>\$1,736,000</b>	<b>\$1,646,000</b>	<b>\$1,600,000</b>
<b>OPERATING RESULTS</b>	-	-	-	-	-
<b>FUND BALANCE</b>	-	-	-	-	-

**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 2019 OPERATING RESULTS**

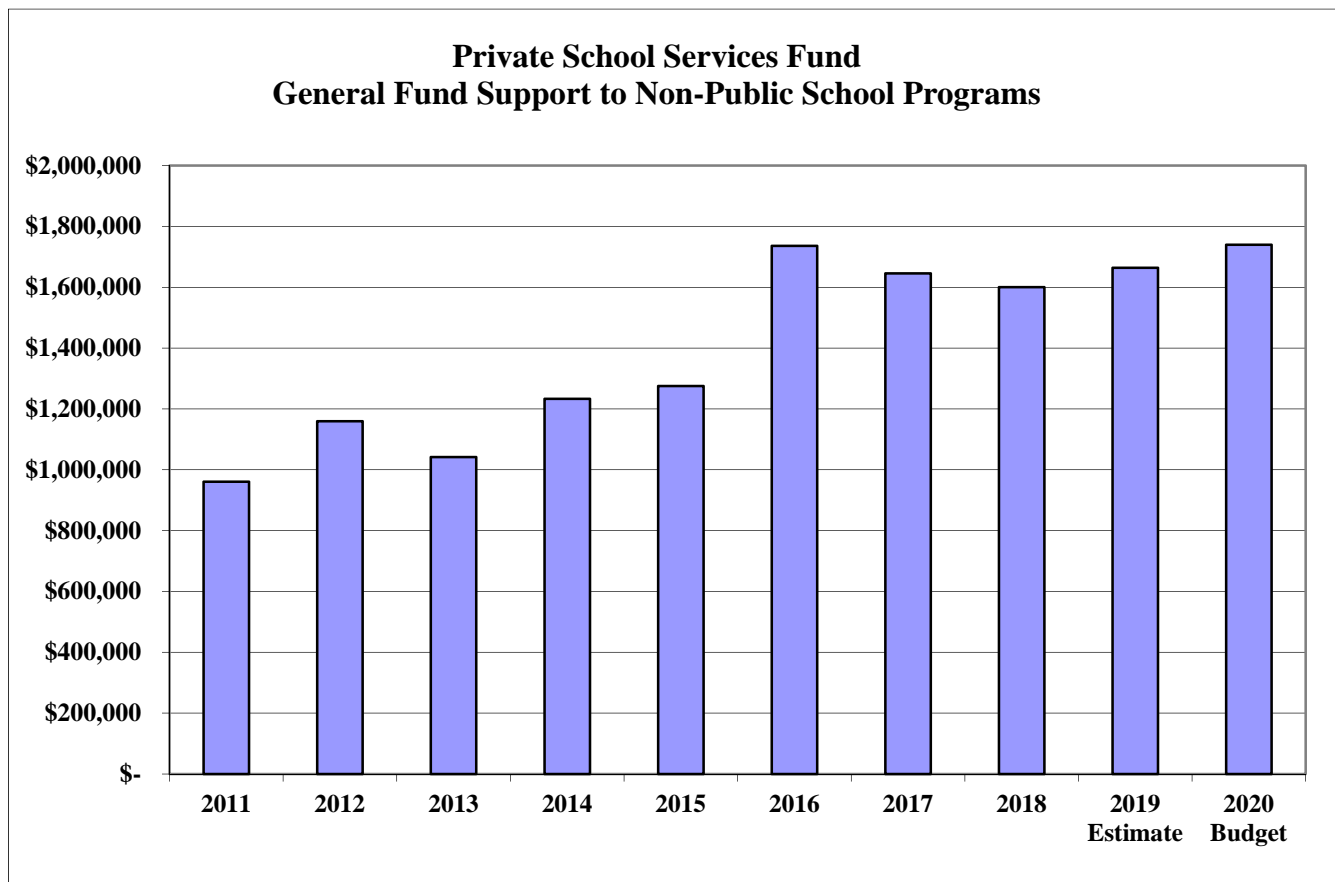
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,663,842. This is a reduction from the amount budgeted due to a higher than anticipated State grant receipt for the prior year as well as savings of \$87,163 in transportation costs due to the use of fewer buses than anticipated.

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**FISCAL YEAR 2020 BUDGET**

Expenditures are projected to increase \$119,988 in fiscal year 2020. Private school transportation is experiencing an increase in bus costs under the contract for said services, offset by the anticipated use of fewer buses. The cost of medical services for non-public schools increases due to wage adjustments, a requested increase in temporary payroll and increases in pension and risk costs. The Governor's proposed budget transfers responsibility for private school health reimbursement from the State to the private schools. Under this proposal the Town would bill each of the private schools for a portion of the costs attributed to their school. At this time, the reimbursement from the schools is assumed to be \$101,000 higher than the capped reimbursement that the Town would have anticipated from the State.

<b><u>Full-Time Positions:</u></b>	<b>Authorized Positions</b>			<b><u>Revised 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>
	<b><u>2016-17</u></b>	<b><u>2017-18</u></b>	<b><u>2018-19</u></b>		
Senior Nurse	1	1	1	1	1
Nurse	8	8	8	8	8
<b>TOTAL</b>	9	9	9	9	9



# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

# BUDGET IN BRIEF

## BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Rental of Facilities	\$ 19,642	\$ 19,800	\$ 19,800	\$ 19,800
Interest Income	484	1,000		
Transfer In	<u>3,472,949</u>	<u>3,232,605</u>	<u>3,613,006</u>	<u>4,037,055</u>
Total Revenues & Other Resources	\$ 3,493,075	\$ 3,253,405	\$ 3,632,806	\$ 4,056,855

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Capital Financing	\$ <u>3,901,475</u>	\$ <u>3,902,975</u>	\$ <u>3,902,975</u>	\$ <u>3,891,250</u>
Total Expenditures & Other Uses	\$ 3,901,475	\$ 3,902,975	\$ 3,902,975	\$ 3,891,250

CHANGE IN FUND BALANCE	(\$ 408,400)	(\$ 649,570)	(\$ 270,169)	\$ 165,605
BEGINNING BALANCE	\$ 382,658	(\$ 25,742)	(\$ 25,742)	(\$ 295,911)
ENDING BALANCE	(\$ 25,742)	(\$ 675,312)	(\$ 295,911)	(\$ 130,306)

**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, 2018, the BBS fund had an accumulated deficit of (\$25,742) inclusive of the Capital Projects Reserve of \$125,721.

**FISCAL YEAR 2019 OPERATING RESULTS**

The estimate for fiscal year 2019 includes rental of facilities income of \$19,800 and a transfer of \$3,613,006 from the WHC-SSD Fund. This represents SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,899,006. Capital financing expenditures of \$3,902,975 represent interest and principal payments due in fiscal year 2019 on long-term debt.

**FISCAL YEAR 2020 BUDGET**

The budget for fiscal year 2020 includes rental of facilities revenue of \$19,800 and a transfer of \$4,037,055 from the WHC-SSD Fund, representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$2,323,055. Capital financing expenditures of \$3,891,250 are budgeted and represent interest and principal payments due in fiscal year 2020 on the fund's long-term debt.

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

#### WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Special Services District Tax	\$ 1,703,063	\$1,714,000	\$1,714,000	\$ 1,714,000
Parking Revenue	2,828,620	2,730,000	2,741,000	2,947,000
Parking Violation Revenue	78,912	75,000	75,000	87,500
Interest Income	<u>23,833</u>	<u>9,000</u>	<u>20,000</u>	<u>20,000</u>
Total Revenues & Other Resources	\$ 4,634,428	\$4,528,000	\$4,550,000	\$ 4,768,500

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Parking Operations	\$ 1,161,479	\$1,295,395	\$ 936,994	\$ 731,445
Transfer Out	<u>3,472,949</u>	<u>3,232,605</u>	<u>3,613,006</u>	<u>4,037,055</u>
Total Expenditures & Other Uses	\$ 4,634,428	\$4,528,000	\$4,550,000	\$ 4,768,500

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 2019 OPERATING RESULTS**

For fiscal year 2019, the fund expects to earn Special Services District Tax of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$2,836,000. An estimated management fee of \$936,994 will result in a transfer of \$3,613,006 to the BBS Fund.

**FISCAL YEAR 2020 BUDGET**

The budget for fiscal year 2020 assumes Special Services District taxes of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$3,054,500. This revenue assumes no rate increases, but does add a convenience fee of \$0.25 per credit card transaction. 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 2020 of \$731,445. These assumptions result in a net transfer to the BBS Fund of \$4,037,055 for fiscal year 2020.

DEPARTMENT: NON-DEPARTMENTAL

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2018-19	Adopted 2019-20
	2016-17	2017-18	2018-19		
<u>GENERAL FUND</u>					
Communications System Manager	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
TOTAL GENERAL FUND					
<u>PRIVATE SCHOOL SERVICES FUND</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$
TOTAL PRIVATE SCHOOL SERVICES FUND					
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.

<b>BUDGET SUMMARY CAPITAL FINANCING</b>						
	<b><u>Actual 2017-18</u></b>	<b><u>Adopted 2018-19</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2018-19</u></b>	<b><u>Adopted 2019-20</u></b>	<b><u>Percent Change</u></b>
Debt Administration	\$ 71,555	\$ 90,000	\$	\$ 90,000	\$ 90,000	
Transfer for Debt						
Service	17,784,752	17,472,034	8,762,094	17,472,034	17,243,303	2.5%
Transfer to CNRE	3,900,000					
<b>Total Department</b>	<b>\$21,756,307</b>	<b>\$17,562,034</b>	<b>\$8,762,094</b>	<b>\$17,562,034</b>	<b>\$17,333,303</b>	<b>4.6%</b>

### BUDGET & PROGRAM HIGHLIGHTS

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; 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 \$18,028,303 for fiscal year 2020. Of this amount, \$17,243,303 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. The Debt Service Fund was established in fiscal year 2010 to accumulate resources for principal and interest payments maturing in future years. The remaining \$785,000 is funded by bond premiums (\$350,000) received from previous Town bond issuances, fund balance (\$200,000), and anticipated debt service refunding savings (\$235,000).

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
---------------------------------	---------------------	----------------------	------------------------	----------------------

Use of Bond Premium	\$ 350,000	\$ 500,000	\$ 500,000	\$ 350,000
Transfer In	<u>17,784,753</u>	<u>17,472,034</u>	<u>17,472,034</u>	<u>17,243,303</u>
Total Revenues & Other Resources	\$18,134,753	\$17,972,034	\$17,972,034	\$17,593,303

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
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Debt Service	\$17,634,753	\$18,472,034	\$18,472,034	\$18,028,303
Transfer to Leisure Services Fund	<u>                    </u>	<u>250,000</u>	<u>250,000</u>	<u>50,000</u>
Total Expenditures & Other Uses	\$17,634,753	\$18,722,034	\$18,722,034	\$18,078,303

CHANGE IN FUND BALANCE	\$ 500,000	(\$ 750,000)	(\$ 750,000)	(\$ 485,000)
BEGINNING BALANCE	\$ 879,812	\$ 1,379,812	\$ 1,379,812	\$ 629,812
ENDING BALANCE	\$ 1,379,812	\$ 629,812	\$ 629,812	\$ 144,812

## **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.

### **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 2019 OPERATING RESULTS**

In fiscal year 2019, a transfer from the General Fund of \$17,472,034, use of \$500,000 in bond premium and \$500,000 of prior year surplus provides funding for debt service payments. In addition, a transfer of \$250,000 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. The Town issued \$10,000,000 in 15 year General Obligation bonds in January 2019 at a true interest cost of 2.65%. Net bond premium from this sale was \$262,282, which will be used over a multi-year period.

### **FISCAL YEAR 2020 BUDGET**

The budget for fiscal year 2020 reflects a transfer in from the General Fund of \$17,243,303, and use of \$350,000 in bond premium, \$200,000 in fund balance, and \$235,000 in anticipated debt service refunding savings to fund debt service payments of \$18,028,303. 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. Exclusive of any premium received on the planned debt issuance in fiscal year 2020, unused bond premium at June 30, 2020 will be \$1,204,982.

# TOWN OF WEST HARTFORD

## Fiscal Year 2019-2020

### BUDGET IN BRIEF

### CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Intergovernmental Revenue	\$ 497,458	\$ 200,000	\$ 200,000	\$
Sale of Assets	37,514		22,395	
Interest Income			5,000	
Transfer In	<u>3,900,100</u>			
Total Revenues & Other Resources	\$4,435,072	\$ 200,000	\$ 227,395	\$

EXPENDITURES AND OTHER USES	ACTUAL 2017-2018	ADOPTED 2018-2019	ESTIMATED 2018-2019	ADOPTED 2019-2020
Capital Outlay	\$ 497,462	\$ 708,000	\$ 708,000	\$
Transfer Out	<u>3,828,100</u>	<u>1,843,000</u>	<u>1,843,000</u>	<u>1,600,000</u>
Total Expenditures & Other Uses	\$4,325,562	\$2,551,000	\$ 2,551,000	\$1,600,000

CHANGE IN FUND BALANCE	\$ 109,510	(\$2,351,000)	(\$2,323,605)	(\$1,600,000)
BEGINNING BALANCE	\$ 5,363,113	\$ 5,472,623	\$ 5,472,623	\$ 3,149,018
ENDING BALANCE	\$ 5,472,623	\$ 3,121,623	\$ 3,149,018	\$ 1,549,018

## 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>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$18,000	\$	\$ 245,000	\$	\$ 497,000
Miscellaneous			185,000	77,000	38,000
<b>TOTAL REVENUES</b>	<b>\$18,000</b>	<b>\$</b>	<b>\$ 430,000</b>	<b>\$ 77,000</b>	<b>\$ 535,000</b>
<b><u>Expenditures:</u></b>					
Capital Outlay	351,000	94,000	1,071,000	358,000	497,000
<b>TOTAL EXPENSES</b>	<b>\$351,000</b>	<b>\$94,000</b>	<b>\$ 1,071,000</b>	<b>\$ 358,000</b>	<b>\$ 497,000</b>
<b><u>Transfers:</u></b>					
Transfers In	\$1,704,000	\$2,997,000	\$2,480,000	\$3,205,000	\$3,900,000
Transfers Out	(1,144,000)	(1,640,000)	--	(1,320,000)	(3,828,000)
<b>NET TRANSFERS</b>	<b>560,000</b>	<b>1,357,000</b>	<b>2,480,000</b>	<b>1,885,000</b>	<b>72,000</b>
<b>OPERATING RESULTS</b>	<b>227,000</b>	<b>1,263,000</b>	<b>1,839,000</b>	<b>1,604,000</b>	<b>110,000</b>
<b>FUND BALANCE</b>	<b>\$657,000</b>	<b>\$1,920,000</b>	<b>\$3,759,000</b>	<b>\$5,363,000</b>	<b>\$5,473,000</b>

**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, 2018, the CNRE fund had unreserved, undesignated fund balance of \$5,472,623.

**FISCAL YEAR 2019 OPERATING RESULTS**

In fiscal year 2019, intergovernmental revenue from FEMA is expected to be \$200,000, while sale of assets is expected to generate \$22,395 and interest income will total \$5,000. Capital expenditures are estimated at \$708,000 and transfers to fund capital projects are \$1,843,000. The Fund will have fund balance of approximately \$3,149,000 as of June 30, 2019.

**FISCAL YEAR 2020 BUDGET**

The budget reflects a transfer to the Capital Projects Fund of \$1,600,000 in fiscal year 2020, in accordance with the fiscal year 2020-2031 Capital Improvement Plan (CIP). This transfer will be funded via CNRE fund balance, leaving approximately \$1,549,000 as of June 30, 2020.

## CAPITAL FINANCING SUMMARY

The 2020-2031 Capital Improvement Program (CIP) invests \$210,621,000 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 Fern Street Bridge over Trout Brook, originally constructed in 1939, was recently inspected and recommended for replacement. It is still safe and should remain open, but is scheduled to be replaced in fiscal year 2021. The estimated cost of replacement is \$4,200,000 of which approximately \$3,000,000 will be funded via grant funds. The balance of \$1,200,000 will be funded through the issuance of bonds. A Road Diet Trial on North Main Street is funded in years one and two, \$125,000 and \$190,000, respectively, in order to collect and analyze data and recommend traffic flow improvements.
- **Parks and Recreation** – The CIP includes a project to provide infrastructure improvements at Wolcott Park including upgrade of the electrical system, renovation of the six tennis courts to address safety hazards, and construction of a new ADA compliant restroom and storage area. In fiscal year 2020, \$200,000 of Town dollars and \$200,000 in Community Development Block Grant (CDBG) funding are included. This is coupled with a fiscal year 2019 \$750,000 State of Connecticut grant and \$300,000 Town contribution. The Kennedy Park Bath House is scheduled for refurbishment in year three (\$290,000) to address accessibility issues and deferred maintenance.
- **Town Building Improvements** – A new Town Facility Paving program has been established to dedicate funding to the Town's parking lots including recreation facilities, libraries, and public safety locations. In year two \$50,000 is included for design of the replacement or refurbishment of a new Police Shooting Range. Construction funding is included in year three (\$700,000).
- **Miscellaneous** – A multi-year project to modernize the Recycling Center at the Public Works facility is included in years one and two (\$2,500,000 cumulatively). Planned replacement of fire apparatus (\$1,302,000) is funded in year one. A new recurring Town Vehicle project has been established to fund the planned replacement of vehicles based upon condition and operational needs.

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.

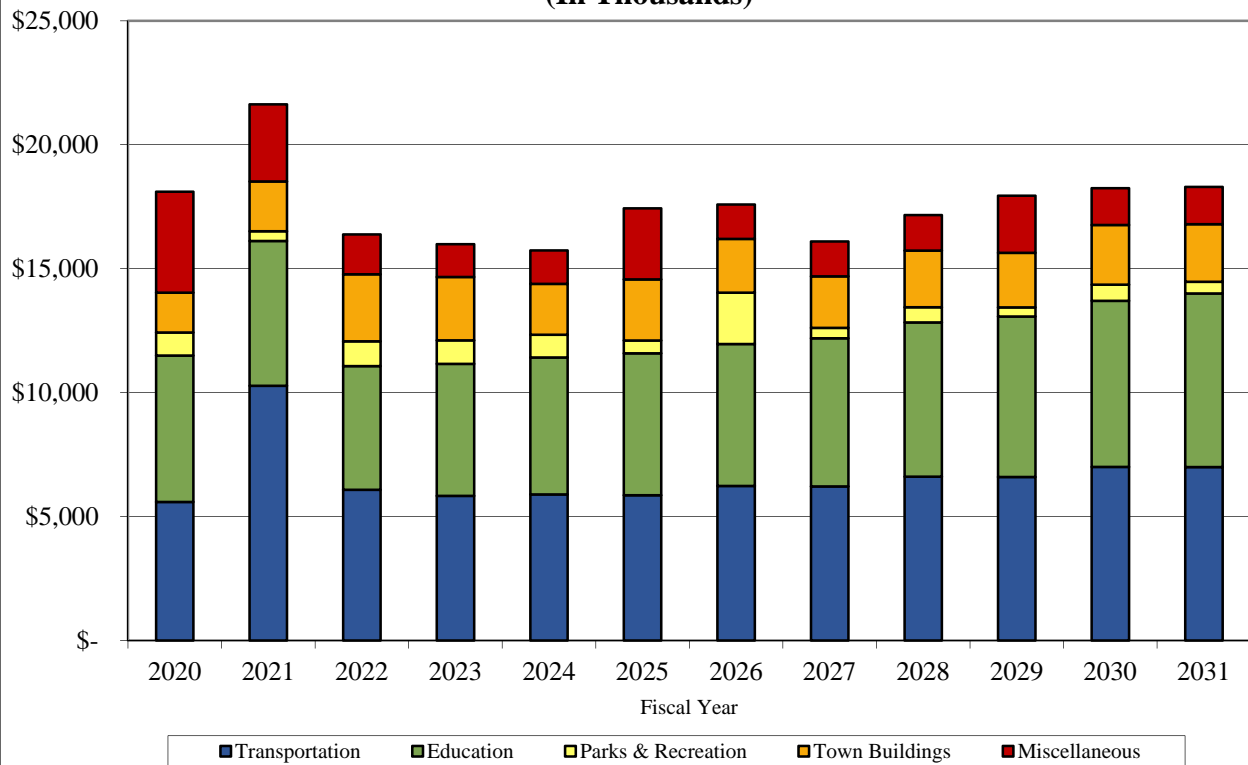
Twelve-year summaries of the Capital Improvement Plan by planning category and by financing source are found on the following pages.



Town of West Hartford  
Capital Improvement Plan 2020-2031  
Summary by Planning Category  
(In Thousands)

<u>Fiscal Year</u>	<u>Transportation &amp; Infrastructure</u>	<u>Education</u>	<u>Parks &amp; Recreation</u>	<u>Town Buildings</u>	<u>Miscellaneous</u>	<u>Total</u>
2020	\$5,593	\$5,905	\$930	\$1,606	\$4,074	\$18,108
2021	10,277	5,840	395	2,004	3,111	21,627
2022	6,084	4,984	1,005	2,704	1,606	16,383
2023	5,836	5,328	945	2,555	1,325	15,989
2024	5,893	5,525	915	2,058	1,346	15,737
2025	5,864	5,725	515	2,462	2,867	17,433
2026	6,239	5,725	2,070	2,168	1,388	17,590
2027	6,220	5,975	420	2,076	1,410	16,101
2028	6,611	6,225	610	2,285	1,433	17,164
2029	6,597	6,475	370	2,196	2,306	17,944
2030	7,006	6,700	650	2,409	1,481	18,246
2031	<u>6,999</u>	<u>7,000</u>	<u>470</u>	<u>2,324</u>	<u>1,506</u>	<u>18,299</u>
<b>TOTAL</b>	<b>\$79,219</b>	<b>\$71,407</b>	<b>\$9,295</b>	<b>\$26,847</b>	<b>\$23,853</b>	<b>\$210,621</b>

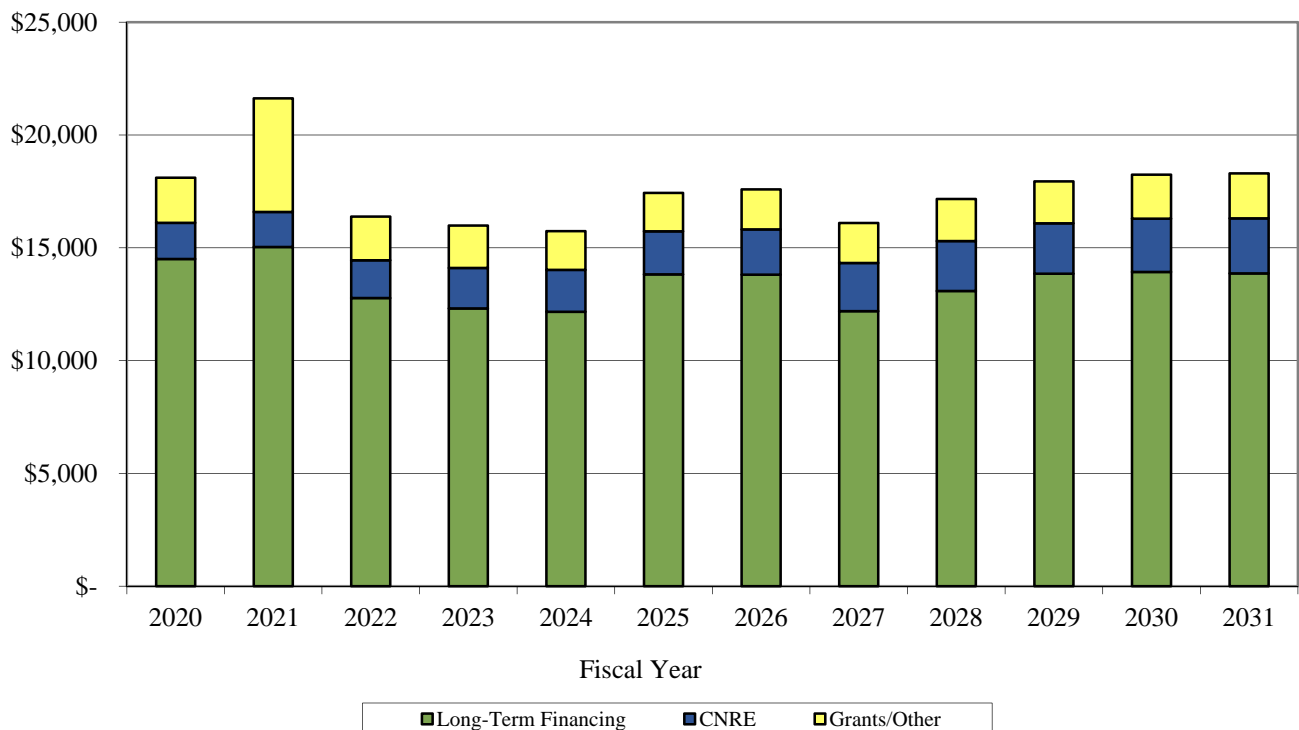
**CIP 2020-2031**  
**Summary by Planning Category**  
(In Thousands)



Town of West Hartford  
Capital Improvement Plan 2020-2031  
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>
2020	\$14,507	\$1,600	\$1,561	\$440	\$18,108
2021	15,040	1,548	4,589	450	21,627
2022	12,776	1,674	1,418	515	16,383
2023	12,317	1,790	1,482	400	15,989
2024	12,167	1,859	1,511	200	15,737
2025	13,824	1,908	1,551	150	17,433
2026	13,808	2,011	1,571	200	17,590
2027	12,194	2,136	1,621	150	16,101
2028	13,091	2,212	1,661	200	17,164
2029	13,851	2,237	1,706	150	17,944
2030	13,931	2,364	1,751	200	18,246
2031	13,871	2,437	1,791	200	18,299
<b>TOTAL</b>	<b>\$161,377</b>	<b>\$23,776</b>	<b>\$22,213</b>	<b>\$3,255</b>	<b>\$210,621</b>

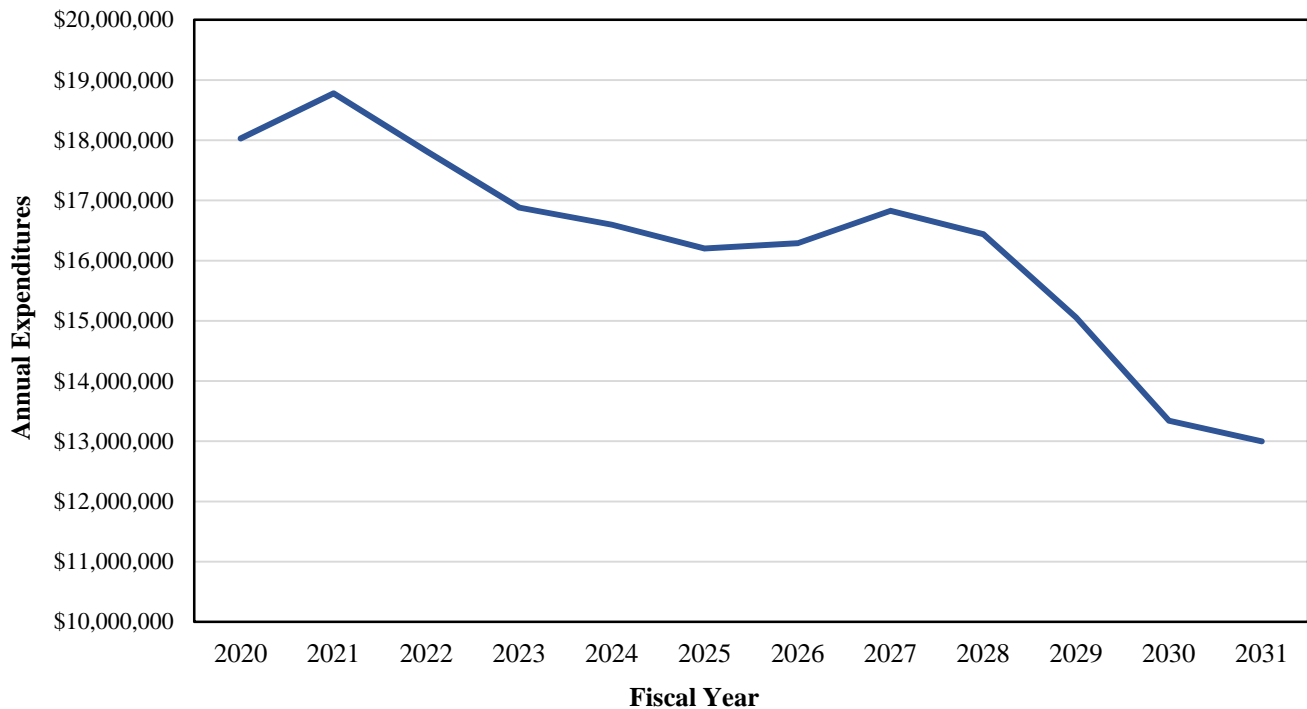
**CIP 2020-2031**  
**Summary by Financing Source**  
(In Thousands)



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.

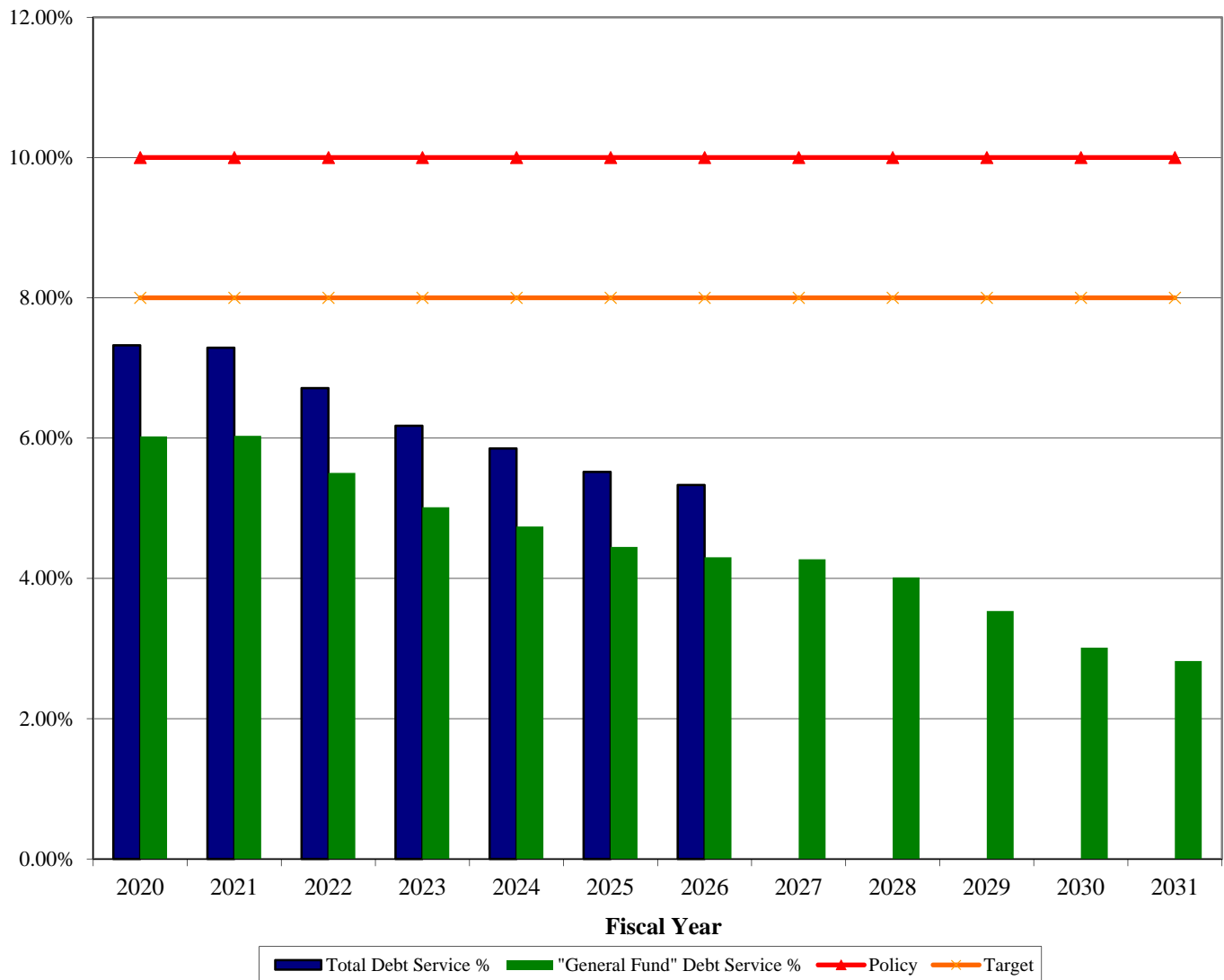
Based upon the CIP presented, it is expected that debt service, excluding the Blue Back Square (BBS) issuance being repaid by special services district revenues, will vary from a low of \$12,997,908 in fiscal year 2031 to a high of \$18,778,827 in fiscal year 2021. These figures assume a general obligation bond interest rate of 3.0% in fiscal year 2020, 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 \$10,000,000 in general obligation bonds with a 15 year term in January 2019 at a rate of 2.652%. Debt service (exclusive of BBS) totals \$18,028,303 for fiscal year 2020, \$17,678,303 of which will be funded via a transfer from the General Fund and \$350,000 from bond premiums received in prior 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.

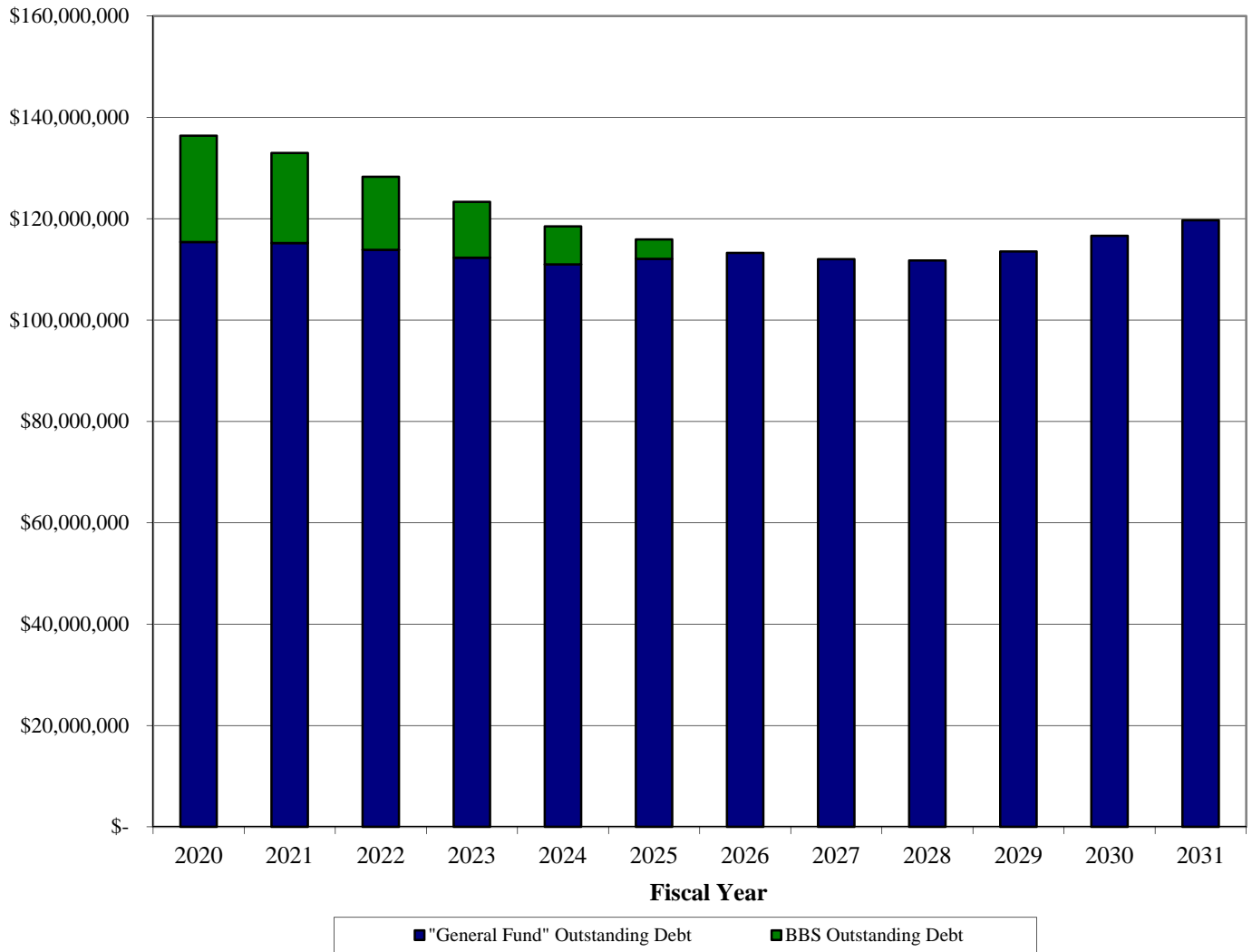
### Town of West Hartford Debt Service as a Percent of Projected General Fund Expenditures



Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

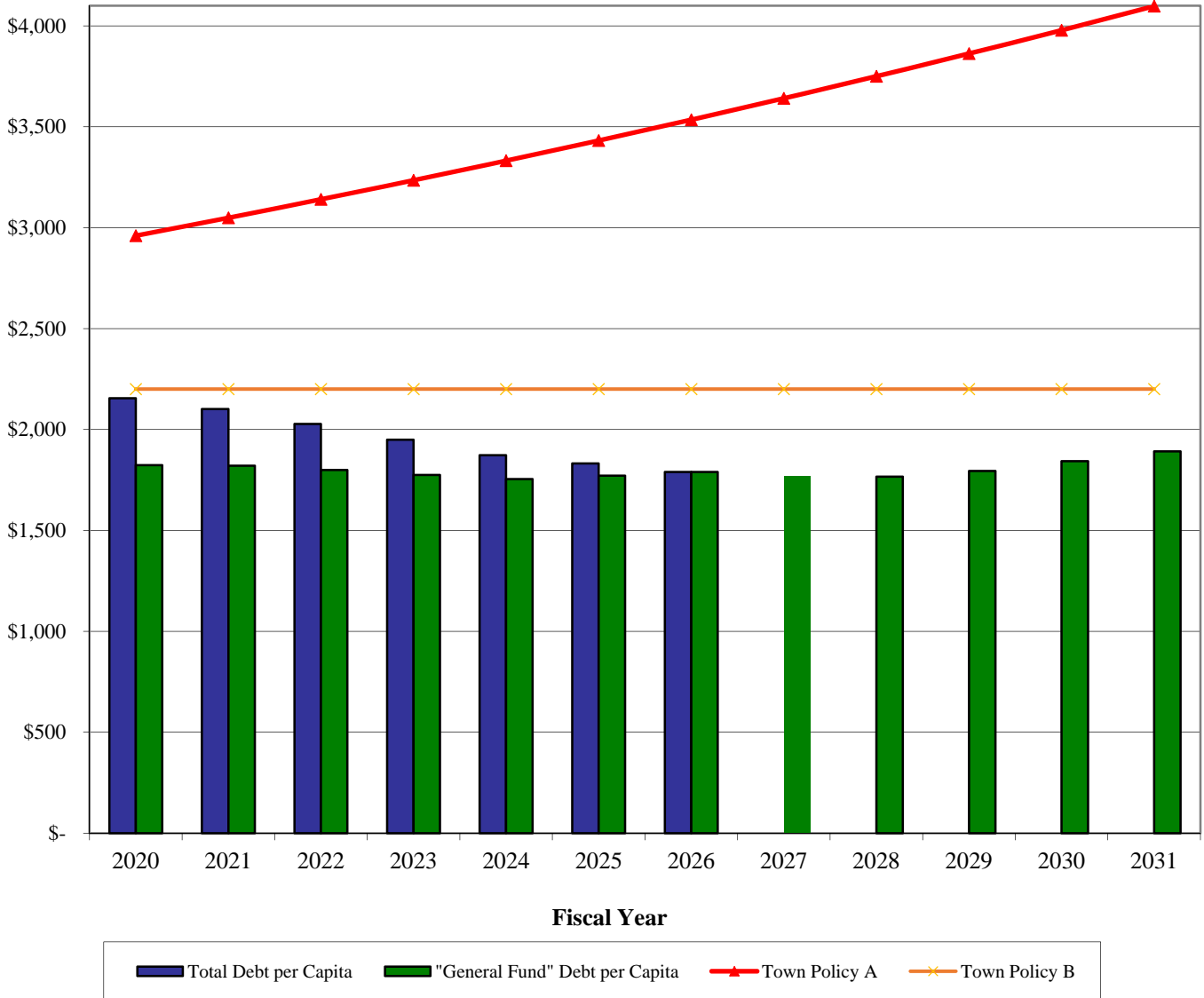
Total outstanding debt (including the BBS issuance) peaks at \$136,365,000 by the end of fiscal year 2020. Total outstanding debt is expected to decline through fiscal year 2028.

### Town of West Hartford Outstanding Debt Projection



Per the Capital Financing Guidelines, debt per capita should not exceed an amount equal to \$2,960 in 2020 dollars (adjusted 3% annually for inflation) or 5% of per capita income, currently \$2,200. 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.

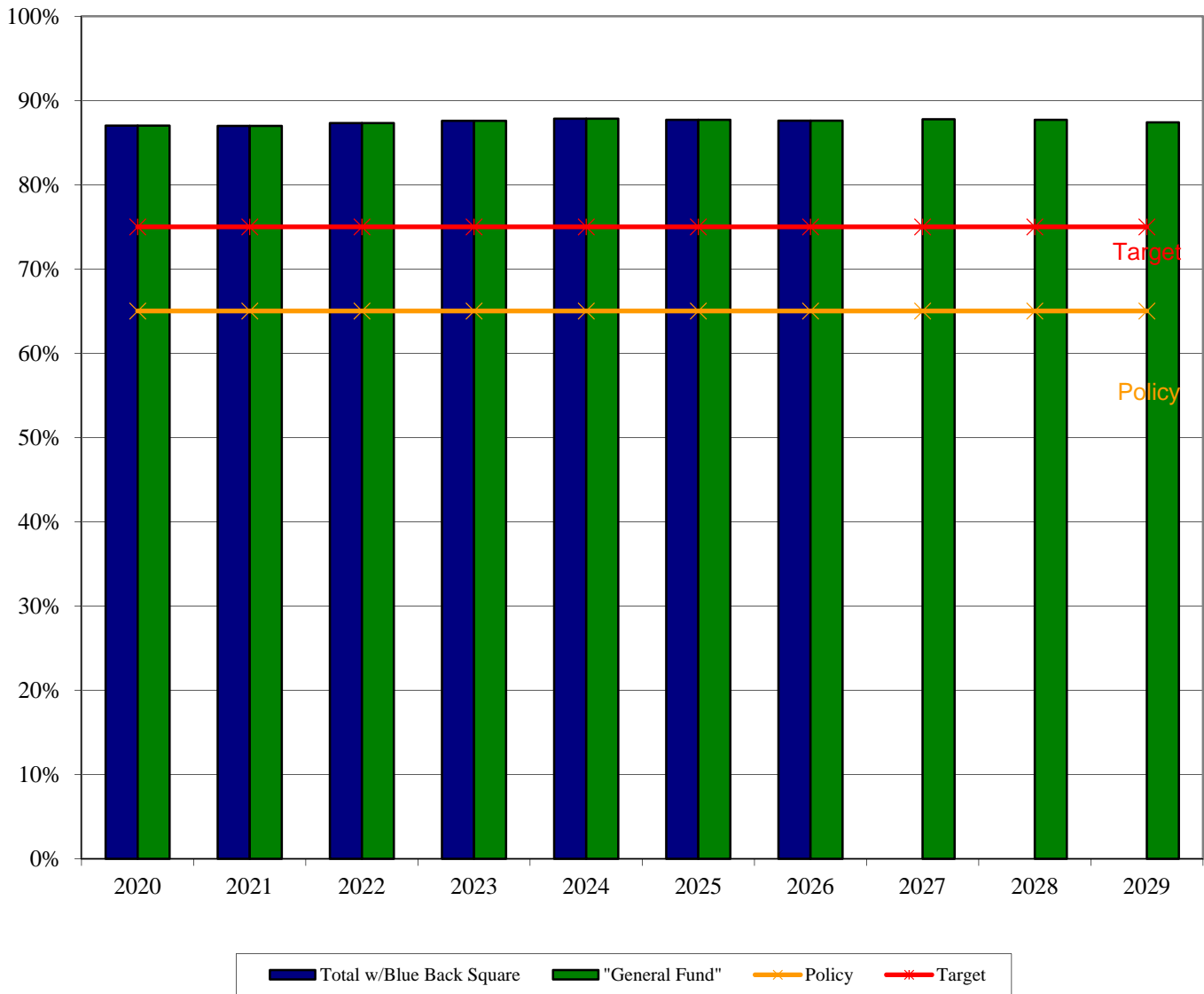
### Town of West Hartford Debt per Capita Projection



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**

**March 2019**

**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, 2017, the Town's debt base was \$237,045,000 and its limitation and margin, for which future bonded debt may be issued, is as follows:

<b>Purpose</b>	<b>% of Base</b>	<b>Limitation (000's)</b>	<b>Margin (000's)</b>
General Public Improvements	225%	\$533,351	\$425,427
Schools	450	1,066,703	1,013,854
Sewers	375	888,919	669,221
Urban Renewal	325	770,396	770,396
Pension Deficit	300	711,135	711,135

### **Summary of Long-Term Bonded Indebtedness** – As of June 30, 2018

<b>Purpose</b>	<b>Interest Rates</b>	<b>Amount (000's)</b>
General Public Improvements	2.00 – 5.00%	\$107,924
Schools	2.00 – 5.00%	52,849
Sewers		<u>219,698</u>
<b>Total Bond Indebtedness</b>		<b>\$380,471</b>

**FISCAL YEAR 2019-2020 and 2020-2021 CAPITAL BUDGETS**

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2020 and 2021. 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, 2020-2031. Of the \$39,735,000 in capital project funding for program years one and two, \$29,547,000 or 74% is to be funded via bonds. An additional \$3,148,000 or 8% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$7,040,000 or 18% 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 2020 and 2021 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 replacement of the Fern Street Bridge (\$4,200,000), school security improvements (\$2,000,000), the balance of a new financial management system (\$550,000), Wolcott Park Improvements (\$400,000), and recycling center modernization (\$2,500,000).

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.

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**ANNUAL BUDGET 2019-2020**

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The tables below summarize the fiscal years 2020 and 2021 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2020 and 2021 projects are also included in this section.

**PROGRAM YEARS 1 – 2****FINANCING SUMMARY**

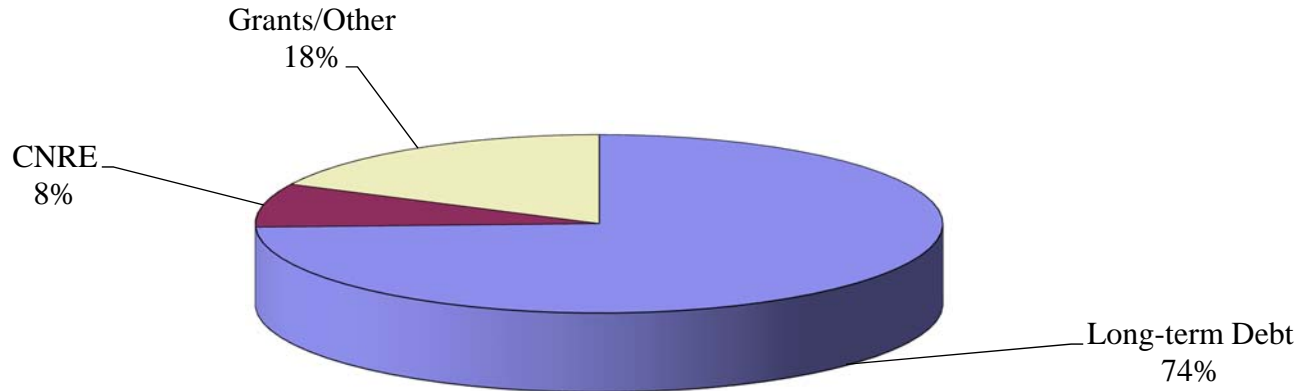
	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>Total</u></b>
Long-Term Debt Funding	\$14,507,000	\$15,040,000	\$29,547,000
CNRE	1,600,000	1,548,000	3,148,000
Grants	1,561,000	4,589,000	6,150,000
Other	<u>440,000</u>	<u>450,000</u>	<u>890,000</u>
TOTAL	\$18,108,000	\$21,627,000	\$39,735,000

**PROGRAM YEARS 1 – 2****PLANNING SUMMARY**

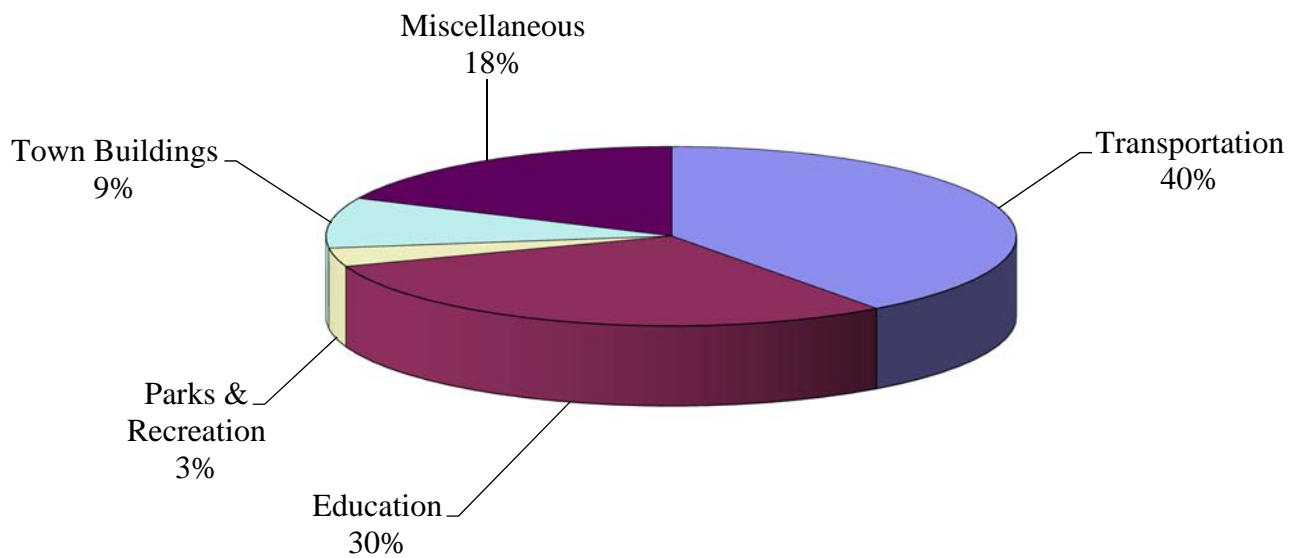
	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>Total</u></b>
Transportation & Circulation	\$5,593,000	\$10,277,000	\$15,870,000
Education	5,905,000	5,840,000	11,745,000
Parks & Recreation	930,000	395,000	1,325,000
Town Building Improvements	1,606,000	2,004,000	3,610,000
Miscellaneous Improvements	<u>4,074,000</u>	<u>3,111,000</u>	<u>7,185,000</u>
TOTAL	\$18,108,000	\$21,627,000	\$39,735,000

# Fiscal Years 2020 & 2021 Capital Budget Summary

## By Financing Source



## By Planning Category



TOWN COUNCIL ADOPTED  
SUMMARY OF CAPITAL IMPROVEMENTS  
PROGRAM YEAR 2019-2020  
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,530	\$	\$	\$	\$1,530
Neighborhood Street Reconstruction	1,674				1,674
North Main Street Road Diet Trial	125				125
Pedestrian & Bicycle Management	412				412
Storm Water Management	608				608
Street Resurfacing	551		431		982
Traffic System Management	<u>200</u>	<u>62</u>	<u>—</u>	<u>—</u>	<u>262</u>
Sub-Total	5,100	62	431	0	5,593
<b><u>EDUCATION</u></b>					
Asbestos Removal	170		80		250
Computer Infrastructure		350			350
Exterior School Building Improvements	945		630		1,575
Furniture & Equipment Replacement		130			130
Heating & Ventilation Systems	800				800
Interior School Building Improvements	880		220		1,100
Modular Classroom Removal		250			250
School Security Improvements	800		200		1,000
Site and Athletic Field Improvements	250				250
Stage & Auditorium Renovations	<u>200</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>200</u>
Sub-Total	4,045	730	1,130	0	5,905
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements		60			60
Park & Playfield Improvements	300			40	340
Park & Playscape Management		80			80
Rockledge Improvements				50	50
Wolcott Park Improvements	<u>200</u>	<u>—</u>	<u>—</u>	<u>200</u>	<u>400</u>
Sub-Total	500	140	0	290	930
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Energy Conservation		100			100
Town Building Improvements	1,306	100			1,406
Town Facilities Paving	<u>100</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>100</u>
Sub-Total	1,406	200	0	0	1,606
<b><u>MISCELLANEOUS IMPROVEMENTS</u></b>					
Communications Infrastructure	300	318			618
Fire Apparatus	1,302				1,302
Public Works Rolling Stock	604				604
Recycling Center Modernization	1,250				1,250
Town Vehicles	<u>—</u>	<u>150</u>	<u>—</u>	<u>150</u>	<u>300</u>
Sub-Total	3,456	468	0	150	4,074
<b>TOTAL</b>	<b><u>\$14,507</u></b>	<b><u>\$1,600</u></b>	<b><u>\$1,561</u></b>	<b><u>\$440</u></b>	<b><u>\$18,108</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Arterial Street Reconstruction			
<b>Department</b> Community Development		<b>Expected Life</b> 30 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year: \$1,530,000	
<b>Fiscal Year</b> 2019-2020		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$1,530,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,530,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them sufficiently operational for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling, and transit use. Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all of the Town's roadway as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 28 percent or 17 miles of major roadways are rated poor or extremely poor. Arterial 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 paver driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; signage; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Neighborhood Street Reconstruction	
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year:	\$1,674,000
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2019-2020		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,674,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,674,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them sufficiently operational for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 29 percent or 46 miles of local roadways are rated poor or extremely poor.</p> <p>These neighborhood streets provide access to thousands of residential properties and in addition to their function, they enhance the overall neighborhood appeal and value. Neighborhood Street Reconstruction may include the replacement of existing curb with granite curb; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete streets components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p> <p>The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.</p>			



Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		North Main Street Road Diet Trial	
<b>Department</b>		<b>Expected Life</b>	
Community Development			
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year: \$125,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2019-2020		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Year 1 of 2		\$125,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$125,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program provides the funding necessary to evaluate a road diet trial on North Main Street south of Haynes Road and north of Brace Road. The road diet trial contains traffic counts, traffic analyses, safety evaluations, public outreach, public meetings, staff and Town Council meetings, road diet concept plan, observations, and a final report with recommendations. The road diet implementation would include the modification of North Main Street from four travel lanes (two lanes in each direction) to one travel lane in each direction, a two-way center left turn lane/exclusive left turn lane at key intersections/driveways, and shoulders on both sides of the roadway possibly for bicycle usage.</p>			

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: \$412,000	
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$412,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$412,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 Town currently has over 2,000 resident sidewalk work order requests. 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>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Development	<b>Expected Life</b>	50 Years
<b>Category</b>	Transportation & Circulation	<b>Funding Schedule</b>	
		Program Year:	\$608,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$608,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$608,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 \$30,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$210,000 per year.</p> <p>The Public Works Department replaces catch basins in conjunction with street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.</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: \$982,000	
Fiscal Year			2019-2020			Prior Year(s):		-	
Project Duration			Recurring			Total Cost:		\$982,000	
Ongoing Operational Costs				Funding Source(s)					
Personnel Services		\$		Bonds		\$551,000			
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 program. Due to the escalating cost of asphalt over the past five years and current staffing levels, the Town has only been able to resurface an average of 8.8 miles during this period of time.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 29 percent or 63 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 police for traffic control. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Traffic System Management	
<b>Department</b>	Community Development	<b>Expected Life</b>	30 Years
<b>Category</b>	Transportation & Circulation	<b>Funding Schedule</b>	
		Program Year:	\$262,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$262,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$62,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the replacement of the Town's 61 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.</p> <p>In the current year, the program will fund improvements to the Park Road decorative street lighting system. This project will replace the existing decorative street lighting fixtures and enclosures on the north side of Park Road and completely replace the antiquated colonial style decorative lighting that is in disrepair on the south side.</p> <p>In addition these funds will be used to 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 and signage are also replaced as necessary.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Asbestos Removal	
<b>Department</b>	Public Schools	<b>Expected Life</b>	
<b>Category</b>	Education	<b>Funding Schedule</b>	
		Program Year:	\$250,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$250,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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			
<b>Project Title</b>		Computer Infrastructure	
<b>Department</b>		<b>Expected Life</b>	
Public Schools		3-5 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year:	\$350,000
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2019-2020		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$350,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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

<b>Project Title</b> Exterior School Building Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year: \$1,575,000	
<b>Fiscal Year</b> 2019-2020		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$1,575,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$945,000
Contractual Services	\$	Grants	\$630,000
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 the partial roof replacements at Hall, Morley and Sedgwick and masonry repairs at Sedgwick and Hall.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Furniture and Equipment Replacement			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year:	\$130,000
<b>Fiscal Year</b>		Prior Year(s):	-
2019-2020			
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$130,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$130,000
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, unrepairable, 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			
<b>Project Title</b>		Heating and Ventilation Systems	
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year: \$800,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2019-2020		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$800,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 expense during the middle of a fiscal year.</p> <p>This funding, as well as the funding for fiscal year 2021, will go toward the replacement of the boiler at King Philip in the summer of 2020, at an estimated total cost of \$1,500,000.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Interior School Building Improvements	
<b>Department</b>	Public Schools	<b>Expected Life</b>	
<b>Category</b>	Education	<b>Funding Schedule</b>	
		Program Year:	\$1,100,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$1,100,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$880,000
Contractual Services	\$	Grants	\$220,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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, 3 middle schools, and 2 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 system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include replacement of switch gear at King Philip, flooring replacement and painting at King Philip and Duffy, and the replacement of science hoods at Conard for ADA compliance.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Modular Classroom Removal	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year:	\$250,000
Fiscal Year	2019-2020	Prior Year(s):	-
Project Duration	Non-Recurring	Total Cost:	\$250,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$250,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This project will address the removal of modular classrooms that are no longer needed and are at the end of their useful life. In 1987, the district began to add modular classrooms to many of its school buildings as an economical and temporary solution to address space needs. The last modular classroom project added 2 classrooms to Bugbee in 2009 which brought the district total to 36. In 2016, 2 modular classrooms were removed from service at Charter Oak International Academy as part of the new school project leaving the district with 34 current modular classrooms.</p> <p>The expected life span of a modular classroom is approximately 15-20 years. Most of our modular classrooms are beyond that age and have undergone major renovations or will need to do so in the near future. Maintenance and operation expenses associated with modular classrooms are high since they are constructed from wood and typically contain all-electric heat and air conditioning systems. Where feasible due to some reduced enrollment and needed repairs, modular classrooms will be permanently removed.</p> <p>This year's allocation will go toward the removal of the 4 modular classrooms at Webster Hill and 2 of the 4 modular classrooms at Norfeldt.</p>			

Town of West Hartford Capital Improvement Program			
Project Title School Security Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year: \$1,000,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$1,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$200,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This project will address security improvements in school facilities. Past projects in this category have included card access entry systems, exterior lock changes, installation of panic button and automatic building wide notification systems, interior and exterior camera surveillance systems and interior lock changes. The primary projects to be addressed in the next few years are to enhance the security features of several school main offices by creating a controlled entrance for visitors that will serve as the primary control point between the main entrance and all other areas of the school. These controlled entrances feature a security vestibule which allows school office personnel to electronically monitor and permit access to the building for visitors during the school day.</p> <p>This year's allocation will go toward enhanced security entrances at Bugbee, Conard, and Webster Hill.</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: \$250,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		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	\$
<p><b>Description &amp; Justification</b></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 replacement of the stadium turf at Hall and the replacement of the visitor bleachers at Conard for ADA compliance.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Stage & Auditorium Renovations			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year: \$200,000	
<b>Fiscal Year</b> 2019-2020		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
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 an upgrade of seating at Sedgwick and replacement of the stage lighting at Wolcott.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Outdoor Pool Improvements	
<b>Department</b>	Leisure Services & Social Services	<b>Expected Life</b>	10 Years
<b>Category</b>	Parks & Recreation	<b>Funding Schedule</b>	Program Year: \$60,000
<b>Fiscal Year</b>	2019-2020	<b>Prior Year(s):</b>	-
<b>Project Duration</b>	Recurring	<b>Total Cost:</b>	\$60,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$60,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 down-time 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

<b>Project Title</b> Park & Playfield Improvements			
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 15-20 Years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year: \$340,000	
<b>Fiscal Year</b> 2019-2020		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$340,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$40,000

### Description & Justification

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. Recently the Town has worked to irrigate playfields to help save on maintenance costs and eliminate use of synthetic pesticides. Irrigation allows for conventional and/or organic slow-release fertilizers to be successful.

This year's funding will be used to renovate the lower soccer field at Whiting Lane Park. The field will be stripped and laser graded, and irrigation will be installed. Town funding will be augmented by Field of Dreams and West Hartford's community soccer foundation. This project will also replace two tennis courts at Whiting Lane Park using post-tension concrete. Post-tension concrete technology replaces asphalt-based sport surfaces. Post-tensioning is a method of reinforcing concrete with high-strength steel strands, referred to as tendons. Tendons are installed prior to placing the concrete and later stressed to a specific force. Post-tension concrete eliminates cracks, bubbling or structural deterioration. It is unaffected by the natural breathing of soils, heat, cold weather, and/or moisture. The system is guaranteed, both structurally and surface finish, for 20 years. Over time, this investment will reduce maintenance budget for crack sealing and painting.

Remaining funds will cover ongoing field repairs at various park playfields.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Park & Playscape Management	
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		10-15 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year: \$80,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2019-2020		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$80,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$80,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Funds for this project will be used to repair and/or replace existing playscapes, playground equipment, park fixtures, pathways, restrooms, signage, picnic tables and fencing at Town parks. This is an ongoing program to address facility improvements. A priority list of playscape improvements and park pathways is updated yearly.</p> <p>Examples of projects considered for fiscal year 2020 include signage improvements at Vanderbilt Park and Beachland Park, installation of two sand lot volleyball courts, and fencing replacement at Beachland Park.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Rockledge Improvements	
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services			
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year: \$50,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2019-2020		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
<b>Description &amp; Justification</b> This project will address the renovation of greens or other golf course upgrades at Rockledge Golf Club based upon condition and need. It will be funded via the capital projects user fee included in the rates at Rockledge. In addition, a portion of funds will address equipment needs.			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Wolcott Park Improvements	
<b>Department</b>	Leisure Services & Social Services	<b>Expected Life</b>	30 Years
<b>Category</b>	Parks & Recreation	<b>Funding Schedule</b>	
		Program Year:	\$400,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	\$1,050,000
<b>Project Duration</b>	Year 2 of 2	Total Cost:	\$1,450,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$200,000
<b>Description &amp; Justification</b> Improvements at Wolcott Park will take place over two years. This project is primarily funded by a large State grant and CDBG grant funding combined with a Town contribution. In fiscal year 2019, the project replaced the Park's tennis and basketball courts. Fiscal year 2020 funds will be utilized to design and construct a new ADA compliant restroom and storage area. The project will also focus on sidewalk and pathway improvements, the Park's electrical infrastructure including upgrades to comply with code, and lighting improvements which will result in reduced electricity usage.			

Town of West Hartford Capital Improvement Program			
Project Title Energy Conservation			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year: \$100,000	
Fiscal Year 2019-2020		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	\$
<p><b>Description &amp; Justification</b></p> <p>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.</p> <p>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.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Town Building Improvements			
<b>Department</b> Facilities Services		<b>Expected Life</b>	
<b>Category</b> Building Improvements		<b>Funding Schedule</b> Program Year: \$1,406,000	
<b>Fiscal Year</b> 2019-2020		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$1,406,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,306,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
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, 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; and 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.

**Security Improvements** – The Town and BOE have shared video surveillance and card access systems. As funds are available, security improvements will be made.

Town of West Hartford Capital Improvement Program			
Project Title Town Facilities Paving			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year: \$100,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$100,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> 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		Communications Infrastructure	
Department Information Technology Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year: \$618,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$618,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$318,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 communication 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 Fire Apparatus			
Department Fire Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year: \$1,302,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,302,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,302,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>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.</p> <p>This request is to replace an aged 1991 pumper truck with a Quint. The National Fire Protection Association recommends fire apparatus be replaced at intervals not to exceed 25 years. With the current call volume and apparatus technology, cost and repairs and availability of parts, and improved safety features, it is necessary to replace this vehicle. The replacement for this vehicle will see 15 years of frontline service and 5 years as a spare apparatus.</p>			

## Town of West Hartford Capital Improvement Program

Project Title			
		Public Works Rolling Stock	
Department		Expected Life	
Public Works		15-20 Years	
Category		Funding Schedule	
Miscellaneous		Program Year: \$604,000	
Fiscal Year			
2019-2020		Prior Year(s): -	
Project Duration			
Recurring		Total Cost: \$604,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$604,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

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.

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.

This year's funding will be used to replace a loader and two dump trucks.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Recycling Center Modernization	
<b>Department</b>	Public Works	<b>Expected Life</b>	25 Years
<b>Category</b>	Miscellaneous	<b>Funding Schedule</b>	
		Program Year:	\$1,250,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	\$200,000
<b>Project Duration</b>	Year 2 of 3	Total Cost:	\$2,700,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The property at 25 Brixton Street is owned by the Town and serves as the Town's Yard Waste and Recycling Center. The future plans for the site includes the demolition of the incineration building to support waste reduction and separation activities and for a redesign of the Yard Waste and Recycling Center to better serve the public and improve on operational efficiency. The lot is 15.78 acres, 8.61 of which are utilized for a transfer station, scale house and volume reduction facility.</p> <p>The incinerator facility has been dormant since 1974. 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 generated green waste such as woody vegetation, leaves, and other organic landscaping waste. The incinerator building is not operational and currently offers no or limited opportunity for re-use.</p> <p>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. The Town completed the Environment Assessment and Remedial Action Plan in 2018. Year 2 of the project will fund abatement and demolition of the building and site clearing.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Town Vehicles	
<b>Department</b>	Public Works	<b>Expected Life</b>	
<b>Category</b>	Miscellaneous	<b>Funding Schedule</b>	
		Program Year:	\$300,000
<b>Fiscal Year</b>	2019-2020	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$300,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$150,000
<b>Description &amp; Justification</b> The Department of Public Works maintains 226 vehicles for the Town. This project funds the planned replacement of vehicles based on vehicle condition and the operational needs of the Town. Funding for replacement vehicles for Town departments will come from the CNRE Fund. In addition, police vehicles will be funded from the Reserve for Police Vehicles, which accumulates revenue from cruiser charges on police private duty jobs.			

TOWN COUNCIL ADOPTED  
SUMMARY OF CAPITAL IMPROVEMENTS  
PROGRAM YEAR 2020-2021  
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,576	\$	\$	\$	\$1,576
Fern Street Bridge Replacement	1,200		3,000		4,200
Neighborhood Street Reconstruction	1,724				1,724
North Main Street Road Diet Trial	190				190
Pedestrian & Bicycle Management	424				424
Storm Water Management	1,070				1,070
Street Resurfacing	571		431		1,002
Traffic System Management		<u>91</u>			<u>91</u>
Sub-Total	6,755	91	3,431	0	10,277
<b><u>EDUCATION</u></b>					
Asbestos Removal	170		80		250
Computer Infrastructure		350			350
Exterior School Building Improvements	945		630		1,575
Furniture & Equipment Replacement		175			175
Heating & Ventilation Systems	800				800
Interior School Building Improvements	992		248		1,240
School Security Improvements	800		200		1,000
Site and Athletic Field Improvements	250				250
Stage & Auditorium Renovations	<u>200</u>				<u>200</u>
Sub-Total	4,157	525	1,158	0	5,840
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements		85			85
Park & Playfield Improvements	150				150
Park & Playscape Management		60			60
Westmoor Park Improvements				<u>100</u>	<u>100</u>
Sub-Total	150	145	0	100	395
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Energy Conservation		100			100
Police Shooting Range	50				50
Town Building Improvements	1,454	200			1,654
Town Facilities Paving				<u>200</u>	<u>200</u>
Sub-Total	1,504	300	0	200	2,004
<b><u>MISCELLANEOUS IMPROVEMENTS</u></b>					
Communications Infrastructure	300	337			637
Financial Management System	550				550
Public Works Rolling Stock	374				374
Recycling Center Modernization	1,250				1,250
Town Vehicles		<u>150</u>		<u>150</u>	<u>300</u>
Sub-Total	2,474	487	0	150	3,111
TOTAL	<u>\$15,040</u>	<u>\$1,548</u>	<u>\$4,589</u>	<u>\$450</u>	<u>\$21,627</u>

## Town of West Hartford Capital Improvement Program

Project Title				Arterial Street Reconstruction			
Department		Community Development		Expected Life		30 Years	
Category		Transportation & Circulation		Funding Schedule		Program Year: \$1,576,000	
Fiscal Year		2020-2021		Prior Year(s):		-	
Project Duration		Recurring		Total Cost:		\$1,576,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services	\$			Bonds		\$1,576,000	
Contractual Services	\$			Grants		\$	
Non-personnel Services	\$			CNRE Fund		\$	
Other	\$			Special Revenue Fund		\$	

### Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them sufficiently operational for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling, and transit use. Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all of the Town's roadway as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 28 percent or 17 miles of major roadways are rated poor or extremely poor. Arterial 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 paver driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program			
Project Title		Fern Street Bridge Replacement	
Department	Community Development	Expected Life	50 Years
Category	Transportation & Circulation	Funding Schedule	Program Year: \$4,200,000
Fiscal Year	2020-2021	Prior Year(s):	-
Project Duration	Non-Recurring	Total Cost:	\$4,200,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,200,000
Contractual Services	\$	Grants	\$3,000,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> This project replaces the Fern Street Bridge over Trout Brook, near Fernridge Park. This bridge was originally constructed in 1939, was rehabilitated in 2000, and currently has a weight restriction. Based upon a recent inspection, this bridge is recommended for replacement. The existing bridge is still safe and should remain open, but is not worth rehabilitating.			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Neighborhood Street Reconstruction	
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year:	\$1,724,000
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2020-2021		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,724,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,724,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them sufficiently operational for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 29 percent or 46 miles of local roadways are rated poor or extremely poor.</p> <p>These neighborhood streets provide access to thousands of residential properties and in addition to their function, they enhance the overall neighborhood appeal and value. Neighborhood Street Reconstruction may include the replacement of existing curb with granite curb; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete streets components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p> <p>The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.</p>			



Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		North Main Street Road Diet Trial	
<b>Department</b>		<b>Expected Life</b>	
Community Development			
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year:	\$190,000
<b>Fiscal Year</b>		Prior Year(s):	
2020-2021		\$125,000	
<b>Project Duration</b>		Total Cost:	
Year 2 of 2		\$315,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$190,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program provides the funding necessary to evaluate a road diet trial on North Main Street south of Haynes Road and north of Brace Road. The road diet trial contains traffic counts, traffic analyses, safety evaluations, public outreach, public meetings, staff and Town Council meetings, road diet concept plan, observations, and a final report with recommendations. The road diet implementation would include the modification of North Main Street from four travel lanes (two lanes in each direction) to one travel lane in each direction, a two-way center left turn lane/exclusive left turn lane at key intersections/driveways, and shoulders on both sides of the roadway possibly for bicycle usage.</p>			

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: \$424,000	
Fiscal Year		Prior Year(s):	
2020-2021		-	
Project Duration		Total Cost:	
Recurring		\$424,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$424,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 Town currently has over 2,000 resident sidewalk work order requests. 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>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Development	<b>Expected Life</b>	50 Years
<b>Category</b>	Transportation & Circulation	<b>Funding Schedule</b>	Program Year: \$1,070,000
<b>Fiscal Year</b>	2020-2021	<b>Prior Year(s):</b>	-
<b>Project Duration</b>	Recurring	<b>Total Cost:</b>	\$1,070,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,070,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 \$30,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$210,000 per year.</p> <p>The Public Works Department replaces catch basins in conjunction with street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.</p> <p>In addition, funding is included for the re-lining of storm pipes on Farmington Avenue and LaSalle Road to renew their service life.</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: \$1,002,000	
Fiscal Year			2020-2021			Prior Year(s):		-	
Project Duration			Recurring			Total Cost:		\$1,002,000	
Ongoing Operational Costs					Funding Source(s)				
Personnel Services		\$			Bonds		\$571,000		
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 program. Due to the escalating cost of asphalt over the past five years and current staffing levels, the Town has only been able to resurface an average of 8.8 miles during this period of time.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 29 percent or 63 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 police for traffic control. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

Town of West Hartford Capital Improvement Program			
Project Title		Traffic System Management	
Department	Community Development	Expected Life	5 Years
Category	Transportation & Circulation	Funding Schedule	Program Year: \$91,000
Fiscal Year	2020-2021	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$91,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$91,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the refreshing or installation of epoxy pavement markings including the following:</p> <ul style="list-style-type: none"> <li>• Center lines</li> <li>• Edge lines</li> <li>• Lane lines</li> <li>• Stop bars</li> <li>• Crosswalks</li> <li>• Bicycle symbols</li> <li>• On-street parking lines/symbols</li> <li>• Arrows</li> <li>• Slow School Lettering</li> </ul> <p>Pavement markings should be kept in good condition in order to keep motorists, pedestrians, and bicyclists aware of each other.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Asbestos Removal	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year:	\$250,000
Fiscal Year	2020-2021	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$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><b>Description &amp; Justification</b></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			
<b>Project Title</b>		Computer Infrastructure	
<b>Department</b>	Public Schools	<b>Expected Life</b>	3-5 Years
<b>Category</b>	Education	<b>Funding Schedule</b>	
		Program Year:	\$350,000
<b>Fiscal Year</b>	2020-2021	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$350,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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

<b>Project Title</b> Exterior School Building Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year: \$1,575,000	
<b>Fiscal Year</b> 2020-2021		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$1,575,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$945,000
Contractual Services	\$	Grants	\$630,000
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 the partial roof replacement at Braeburn and masonry repairs at Sedgwick and Hall.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>				Furniture and Equipment Replacement			
<b>Department</b>		Public Schools		<b>Expected Life</b>			
<b>Category</b>		Education		<b>Funding Schedule</b>			
<b>Fiscal Year</b>		2020-2021		Program Year:		\$175,000	
<b>Project Duration</b>		Recurring		Prior Year(s):		-	
<b>Ongoing Operational Costs</b>				Total Cost:		\$175,000	
<b>Funding Source(s)</b>							
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, unrepairable, 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:	\$800,000
Fiscal Year			
2020-2021		Prior Year(s):	-
Project Duration			
Recurring		Total Cost:	\$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	\$

### Description & Justification

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.

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 expense during the middle of a fiscal year.

This funding, as well as the funding for fiscal year 2020, will go toward the replacement of the boiler at King Philip in the summer of 2020.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Interior School Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year: \$1,240,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2020-2021		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,240,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$992,000
Contractual Services	\$	Grants	\$248,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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, 3 middle schools, and 2 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 system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at Norfeldt and Smith.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
School Security Improvements			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year: \$1,000,000	
<b>Fiscal Year</b>		Prior Year(s): \$1,000,000	
2020-2021			
<b>Project Duration</b>		Total Cost: \$2,000,000	
Year 2 of 2			
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$200,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This project will address security improvements in school facilities. Past projects in this category have included card access entry systems, exterior lock changes, installation of a rapid response communication and automatic building wide notification systems, interior and exterior camera surveillance systems and interior lock changes. The primary projects to be addressed in the next few years are to enhance the security features of several school main offices by creating a controlled entrance for visitors that will serve as the primary control point between the main entrance and all other areas of the school. These controlled entrances feature a security vestibule which allows school office personnel to electronically monitor and permit access to the building for visitors during the school day.</p> <p>This year's allocation will go toward enhanced security entrances at Aiken, Duffy, King Philip, Norfeldt, Smith, and Whiting Lane.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Site and Athletic Field Improvements	
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year: \$250,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2020-2021		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 resurfacing improvements of the parking lot at Norfeldt and the replacement of playground equipment at Wolcott.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year: \$200,000	
Fiscal Year 2020-2021		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><b>Description &amp; Justification</b></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 Hall.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Outdoor Pool Improvements	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 10 Years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year: \$85,000	
<b>Fiscal Year</b> 2020-2021		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$85,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$85,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 down-time 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			
<b>Project Title</b>		Park & Playfield Improvements	
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year: \$150,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2020-2021		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$150,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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. Recently the Town has worked to irrigate playfields to help save on maintenance costs and eliminate use of synthetic pesticides. Irrigation allows for conventional and/or organic slow-release fertilizers to be successful.</p> <p>This program year will fund renovation of the King Philip baseball field. The field will be stripped and laser graded. In addition, irrigation will be installed and soil amendments and fencing will be addressed. Remaining funds will cover ongoing field repairs at various park playfields.</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: \$60,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$60,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$60,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is an ongoing 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 be used to begin planning for a Kennedy Park renovation. The 5-step process includes 1) assessment of existing amenities; 2) community outreach; 3) prioritization of needs; 4) allocation of funding and 5) implementation. In the current program year, the Town will begin assessment, community outreach and collaboration with UConn Department of Landscape Architecture to develop the plan.</p> <p>Remaining funding will go towards playground equipment maintenance and hard surface crack sealing, as needed.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Westmoor Park Improvements	
Department	Leisure Services & Social Services	Expected Life	
Category	Parks & Recreation	Funding Schedule	
		Program Year:	\$100,000
Fiscal Year	2020-2021	Prior Year(s):	-
Project Duration	Non-Recurring	Total Cost:	\$100,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$100,000
<b>Description &amp; Justification</b> This project will fund repair of The Hunter House front entrance. This project will include repair of both the stairs and the ramp, which will improve ADA accessibility.			

Town of West Hartford Capital Improvement Program			
Project Title Energy Conservation			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year: \$100,000	
Fiscal Year 2020-2021		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	\$
<p><b>Description &amp; Justification</b></p> <p>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.</p> <p>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.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Police Shooting Range	
<b>Department</b>	Police Services	<b>Expected Life</b>	
<b>Category</b>	Building Improvements	<b>Funding Schedule</b>	
		Program Year:	\$50,000
<b>Fiscal Year</b>	2020-2021	Prior Year(s):	-
<b>Project Duration</b>	Year 1 of 2	Total Cost:	\$50,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$50,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <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 design costs (\$50,000). Construction costs are scheduled in fiscal year 2022.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Town Building Improvements			
<b>Department</b>		<b>Expected Life</b>	
Facilities Services			
<b>Category</b>		<b>Funding Schedule</b>	
Building Improvements		Program Year:	\$1,654,000
<b>Fiscal Year</b>		Prior Year(s):	-
2020-2021			
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,654,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,454,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$200,000
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, 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; and 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:	\$200,000
Fiscal Year	2020-2021	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$200,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$200,000
<b>Description &amp; Justification</b> <p>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 for Town residents.</p> <p>In fiscal year 2021, the interior parking lot at Beachland Park is planned using Community Development Block Grant funds.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Communications Infrastructure	
Department Information Technology Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year: \$637,000	
Fiscal Year 2020-2021		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$637,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$337,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></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 communication 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

<b>Project Title</b>			
Financial Management System			
<b>Department</b>		<b>Expected Life</b>	
Financial Services			
<b>Category</b>		<b>Funding Schedule</b>	
Miscellaneous		Program Year:	\$550,000
<b>Fiscal Year</b>		Prior Year(s):	\$1,850,000
2020-2021			
<b>Project Duration</b>		Total Cost:	\$2,400,000
Year 4 of 4			
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$550,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Town selected Dynamics AX in 2014 as its preferred Enterprise Resource Planning (ERP) system. In October 2016, the implementation of the Dynamics AX ERP core financial modules was completed and the system has been supporting Accounting, Finance, Purchasing, Budgeting, Accounts Receivable, Fixed Assets, and Cash & Bank Management. As a result of the release of a new ERP product (Microsoft Dynamics 365), Microsoft has announced the end of mainstream support for Dynamics AX as of October 2021 with extended support being offered through January 2023. The impact of this new release is the Town will be forced to purchase this new product or seek an alternate ERP system. With end of support on the horizon for Dynamics AX, the Town has the opportunity to migrate to the Munis ERP system at a reduced cost. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented. Therefore, the Town recently conducted a comprehensive evaluation to help determine a refreshed vision, with the goals of reducing IT application and infrastructure support costs, improving flexibility, increasing ease of use, facilitating further automation of business processes, and improving the quality and reliability of information for decision making. The cost of the migration to Munis rather than Microsoft Dynamics 365 will result in a cost avoidance of approximately \$1 million over the next four years.

The accounting and payroll system are used by both the Town and Board of Education and financial operations are highly dependent upon these systems for day to day operations. This allocation will be used for migration to the Munis ERP system, which will allow for an integrated financial system that meets the Town and School's fund accounting and business operating needs.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Public Works Rolling Stock			
<b>Department</b> Public Works		<b>Expected Life</b> 15-20 Years	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year: \$374,000	
<b>Fiscal Year</b> 2020-2021		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$374,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$374,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

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.

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.

This year's funding will replace a large mower and dump truck.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Recycling Center Modernization	
<b>Department</b>	Public Works	<b>Expected Life</b>	25 Years
<b>Category</b>	Miscellaneous	<b>Funding Schedule</b>	
		Program Year:	\$1,250,000
<b>Fiscal Year</b>	2020-2021	Prior Year(s):	\$1,450,000
<b>Project Duration</b>	Year 3 of 3	Total Cost:	\$2,700,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The property at 25 Brixton Street is owned by the Town and serves as the Town's Yard Waste and Recycling Center. The future plans for the site includes the demolition of the incineration building to support waste reduction and separation activities and for a redesign of the Yard Waste and Recycling Center to better serve the public and improve on operational efficiency. The lot is 15.78 acres, 8.61 of which are utilized for a transfer station, scale house and volume reduction facility.</p> <p>The incinerator facility has been dormant since 1974. 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 generated green waste such as woody vegetation, leaves, and other organic landscaping waste. The incinerator building is not operational and currently offers no or limited opportunity for re-use</p> <p>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 funding, the Town completed the Environment Assessment and Remedial Action Plan in 2018. In fiscal year 2020 funds were allocated for abatement and demolition of the building and site clearing.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Town Vehicles	
<b>Department</b>	Public Works	<b>Expected Life</b>	
<b>Category</b>	Miscellaneous	<b>Funding Schedule</b>	
		Program Year:	\$300,000
<b>Fiscal Year</b>	2020-2021	Prior Year(s):	-
<b>Project Duration</b>	Recurring	Total Cost:	\$300,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$150,000
<b>Description &amp; Justification</b> The Department of Public Works maintains 226 vehicles for the Town. This project funds the planned replacement of vehicles based on vehicle condition and the operational needs of the Town. Funding for replacement vehicles for Town departments will come from the CNRE Fund. In addition, police vehicles will be funded from the Reserve for Police Vehicles, which accumulates revenue from cruiser charges on police private duty jobs.			

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**ANNUAL BUDGET 2019-2020**

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ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2019

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, 2018 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2019 to June 30, 2020 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	\$ 191,934	\$ 76,670	\$	\$ 12,910	\$ 281,514
Town Council	117,914	265,320		8,702	391,936
Town Manager	351,757	16,350		22,794	390,901
Corporation Counsel	301,410	78,300		20,750	400,460
Registrar of Voters	191,375	41,420		10,254	243,049
Information Technology	463,655	516,111		32,834	1,012,600
Financial Services	1,711,233	575,061		125,177	2,411,471
Assessor	638,281	61,170		47,023	746,474
Human Resources	368,148	114,750		26,371	509,269
Fire	10,370,878	1,272,315		163,152	11,806,345
Police	15,368,274	970,841		325,828	16,664,943
Community Development	2,172,119	249,283		157,835	2,579,237
Public Works	4,237,239	6,122,446		416,076	10,775,761
Facilities Services	1,141,854	858,934		80,187	2,080,975
Leisure Services & Social Services	2,028,037	1,038,532		114,926	3,181,495
Library	2,608,096	654,587		179,905	3,442,588
Education				168,800,689	168,800,689
Debt Service/Capital Financing				17,333,303	17,333,303
Payments to Probate		45,260			45,260
Contingency				1,525,000	1,525,000
Radio Maintenance	104,964	62,283		8,030	175,277
Private School Health Services				852,199	852,199
Revaluation Litigation		25,000			25,000
Health District		664,541			664,541
Private School Transportation				887,329	887,329
Risk Management Contributions				37,798,250	37,798,250
Metropolitan District Commission		11,467,700			11,467,700
<b>TOTALS</b>	<b>\$42,367,168</b>	<b>\$25,176,874</b>	<b>\$</b>	<b>\$228,949,524</b>	<b>\$296,493,566</b>

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.

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**ANNUAL BUDGET 2019-2020**

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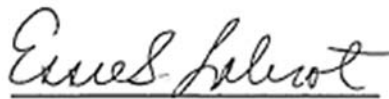
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And further, that from revenues to be derived from other funds as shown in the budget document the following is hereby appropriated:

Separately Appropriated <u>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	\$	\$	\$	\$3,891,250	\$3,891,250
Community Development Block Grant Fund	251,050	241,346	72,098	237,567	802,061
CDBG – Housing Rehabilitation Fund		165,000			165,000
State Housing & Community Development Fund				27,500	27,500
Westmoor Park Fund	364,535	135,332		229,866	729,733
Leisure Services Fund	1,111,852	2,411,600		674,406	4,197,858
Private School Services Fund	898,081	873,421		754,672	2,526,174
West Hartford Library Fund		15,000			15,000
Parking Lot Fund	913,018	1,149,217	406,000	840,127	3,308,362
Technology Investment Fund		10,000			10,000
Capital & Non-Recurring Expenditure Fund				1,600,000	1,600,000
Police Private Duty Fund	1,200,000	17,500		661,383	1,878,883
Cemetery Operating Fund	124,785	142,635		117,082	384,502

And further, that increases or decreases to said appropriations may be made only upon certification by the Town Treasurer that anticipated expenditures do not exceed anticipated revenues.

**ATTEST:**



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager



Patrick Alair, Corporation Counsel

Approved as to form and legality:

**RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2018**

BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2018, 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 forty-one and eighty hundredths (41.80) mills on the dollar. Said taxes shall become due on July first, two thousand nineteen (July 1, 2019) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand nineteen (July 1, 2019), and January first, two thousand twenty (January 1, 2020) 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 nineteen (July 1, 2019). 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

  
\_\_\_\_\_  
Matthew W. Hart, Town Manager

AN ORDINANCE DEAUTHORIZING \$1,950,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2019-2020, APPROPRIATING \$2,524,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2019-2020, APPROPRIATING \$16,198,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2020-2021 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$16,772,000 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 \$1,950,000, previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2019-2020, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2019-2020</u>
Financial Management System	\$550,000
Recycling Center Modernization	1,250,000
Town Building Improvements	<u>150,000</u>
Total	<u>\$1,950,000</u>

Section 2. The sum of \$2,524,000 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 2019-2020, 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>2019-2020</u>
Communications Infrastructure	\$300,000
Fire Apparatus	532,000
North Main Street Road Diet	125,000
Park & Playfield Improvements	150,000
Public Works Rolling Stock	44,000
Storm Water Management	200,000
Street Resurfacing	73,000
Town Facilities Paving	<u>100,000</u>
Town Total	\$1,524,000
<u>School Projects</u>	
School Security Improvements	<u>\$1,000,000</u>
School Total	\$1,000,000
Total	<u>\$2,524,000</u>

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**ANNUAL BUDGET 2019-2020**

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Section 3. The sum of \$16,198,000 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 2020-2021, 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>2020-2021</u>
Arterial Street Reconstruction	\$ 1,576,000
Communications Infrastructure	300,000
Financial Management System	550,000
Fern Street Bridge	1,200,000
Neighborhood Street Reconstruction	1,724,000
North Main Street Road Diet	190,000
Park & Playfield Improvements	150,000
Pedestrian & Bicycle Management	424,000
Police Shooting Range	50,000
Public Works Rolling Stock	374,000
Recycling Center Modernization	1,250,000
Storm Water Management	1,070,000
Street Resurfacing	571,000
Town Building Improvements	<u>1,454,000</u>
Town Total	\$10,883,000
<u>School Projects</u>	
Asbestos Removal	\$ 250,000
Exterior School Building Improvements	1,575,000
Heating & Ventilation Systems	800,000
Interior School Building Improvements	1,240,000
School Security Improvements	1,000,000
Site & Athletic Field Improvements	250,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$5,315,000
Total	<u>\$16,198,000</u>
Grand Total	<u>\$16,772,000</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 \$16,772,000, 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:

  
\_\_\_\_\_  
Patrick Alair, Corporation Counsel

AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL  
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2019

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, the following amounts are hereby appropriated from the Capital and Non-Recurring Expenditure  
Fund to the Capital Improvement Fund for appropriation to the following projects:

<u>Project</u>	<u>Amount</u>
<u>Transportation</u>	
Traffic System Management	\$ <u>62,000</u>
Total	62,000
<u>Board of Education</u>	
Computer Infrastructure	350,000
Furniture & Equipment Replacement	130,000
Modular Classroom Removal	<u>250,000</u>
Total	730,000
<u>Parks &amp; Recreation</u>	
Outdoor Pool Improvements	60,000
Park & Playscape Management	<u>80,000</u>
Total	140,000
<u>Town Building Improvements</u>	
Energy Conservation	100,000
Town Building Improvements	<u>100,000</u>
Total	200,000
<u>Miscellaneous</u>	
Communications Infrastructure	318,000
Town Vehicles	<u>150,000</u>
Total	468,000
TOTAL	\$1,600,000

ATTEST:



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager

Approved as to form and legality:



Patrick Alair, 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**

<b><u>Office</u></b>	<b><u>Town Council</u></b>	<b><u>Manner of Selection and Length of Service</u></b>
Mayor/President of Council	Shari G. Cantor	Appointed 12/04-11/05 Elected 11/05-11/19
Deputy Mayor/Vice President of Council	Beth Kerrigan	Elected 11/15-11/19
Minority Leader	Chris Barnes	Elected 11/13-11/19
	Leon S. Davidoff	Elected 11/07-11/19
	Dallas Dodge	Appointed 5/16-11/17 Elected 11/17-11/19
	Mary Fay	Elected 11/17-11/19
	Liam Sweeney	Elected 11/17-11/19
	Ben Wenograd	Elected 11/15-11/19
	Chris Williams	Elected 11/15-11/19
	<b><u>Other Elected Officials</u></b>	
Town Clerk	Essie Labrot	Elected 1/08-1/20
Registrar of Voters	Patrice Peterson	Elected 1/19-1/21
	Beth Kyle	Elected 1/19-1/21
	<b><u>Board of Education</u></b>	
Chairperson	Carol A. Banks	Elected 11/15-11/19
Vice-Chairperson	Deb Polun	Elected 11/17-11/19
	Cheryl Greenberg	Elected 11/15-11/21
	Robert Levine	Elected 11/17-11/21
	Dave Pauluk	Elected 11/17-11/21
	Lorna Thomas-Farquharson	Appointed 11/12-11/15
	Mark Zydanic	Elected 11/15-11/19

Principal Taxpayers				
(Amounts Expressed in Thousands)				
Name of Taxpayer		Nature of Business	Value at October 1, 2018	Percent of Total*
1	Sof-Ix Blue Back Square Holdings LP	Retail, Office, Apartments, Residential	\$80,035	1.27%
2	West Farms Mall LLC	Mall	52,580	0.83%
3	Connecticut Light & Power	Utility	44,539	0.71%
4	Corbins Corner Shopping Center LLC	Shopping Center	42,378	0.67%
5	SF WH Property Owner LLC	Shopping Center/Hotel	29,271	0.46%
6	Town Center West Associates	Office, Retail	28,069	0.44%
7	McAuley Center Inc	Assisted Living	25,530	0.40%
8	BFN Westgate LLC	Apartments	20,516	0.32%
9	Steele Road LLC	Apartments	20,048	0.32%
10	Bishop's Corner (E&A) LLC	Shopping Center	18,884	0.30%
			\$361,850	5.72%

\*Percent of total based on 10/1/2018 Net Taxable Grand List of \$6,314,734.

Note: Assessments include Real Property, Personal Property and Motor Vehicles.

Source: Assessor's Office.

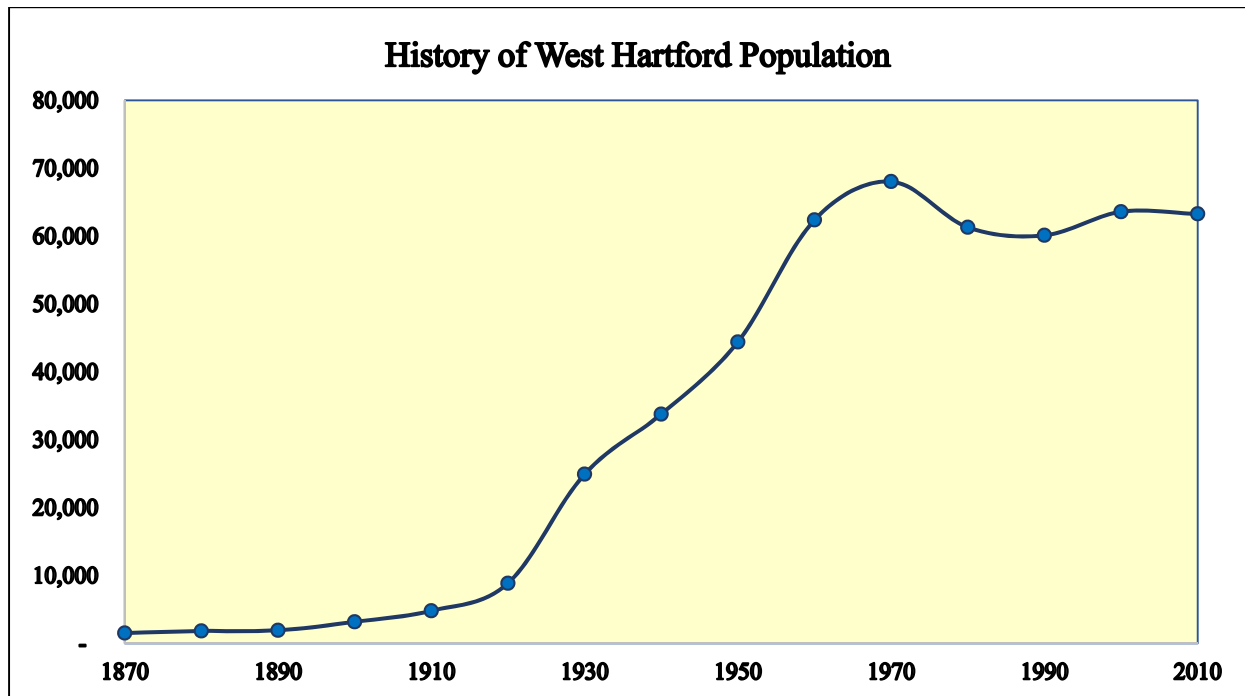
<b>Major Employers</b>		
<b>Employer</b>	<b>Business</b>	<b>Number of Employees</b>
Town of West Hartford	Government	2,003
University of Hartford	Education	1,512
Hospital at Hebrew Health Care	Hospital	750
Wiremold/Legrand Products, Inc.	Manufacturing	750
UTC Aerospace/Triumph Engine Control Systems	Manufacturing	375
Colt Manufacturing	Manufacturing	375
American School for the Deaf	Education	375
American Medical Response	Ambulance Service	375
St. Mary's Home	Nursing Home	375
Cheesecake Factory	Restaurant	<u>375</u>
Total		7,265

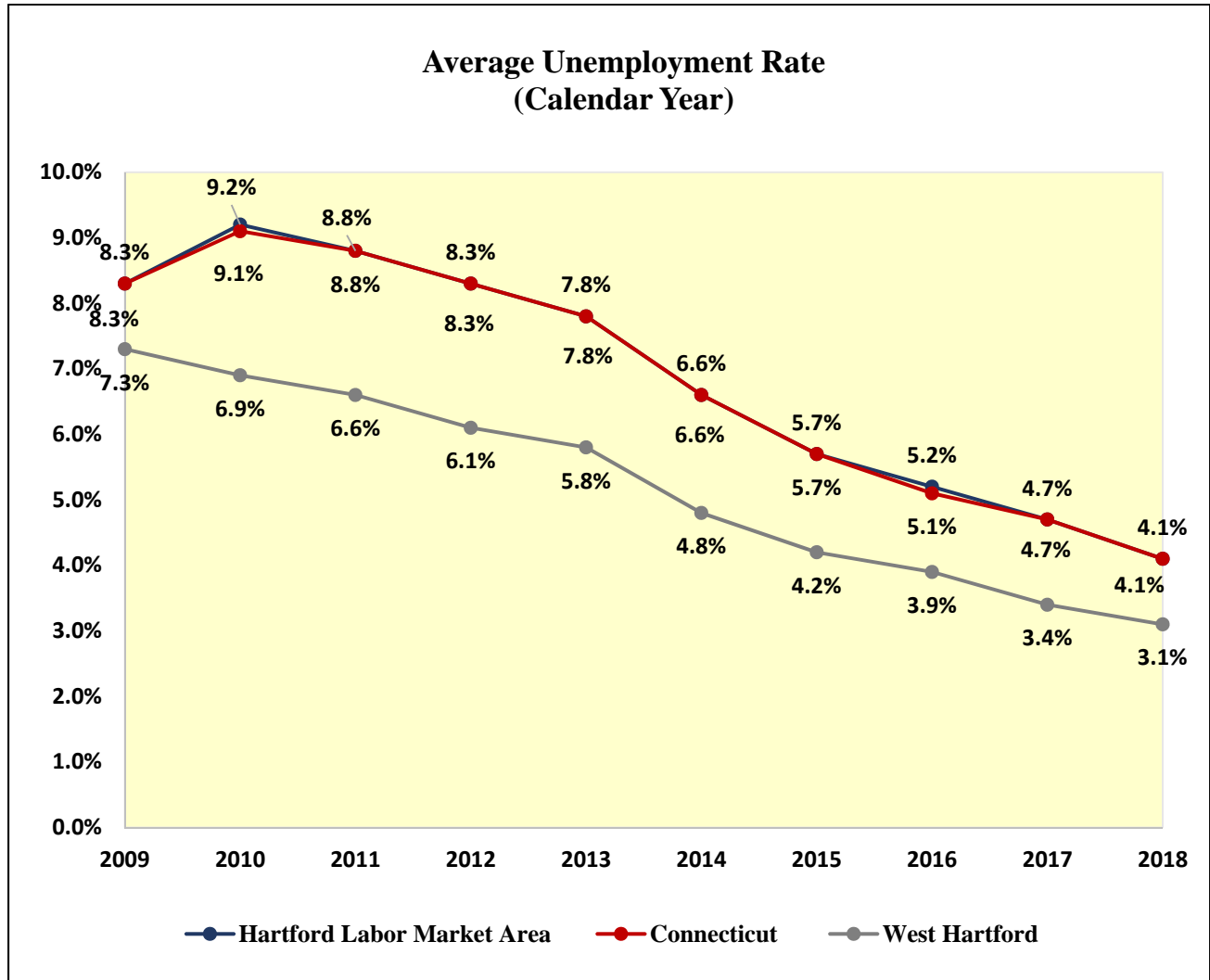
Source: Connecticut Department of Labor, 2018.

## West Hartford: Census Data

<b><u>CATEGORY</u></b>	<b><u>2000</u></b>	<b><u>2010</u></b>	<b><u>Percent Change</u></b>
Total Population	61,045	63,268	3.6%
Male	28,018	29,365	4.8%
Female	33,027	33,903	2.7%
Median Age	40.0	41.5	3.8%
Percent 65 And Older	20.3%	17.1%	-15.8%
Number of Households	24,576	25,258	2.8%
Number of Families	15,935	16,139	1.3%
Average Household Size	2.39	2.42	1.3%
Average Family Size	3.00	3.06	2.0%
Number of Housing Units	25,332	26,396	4.2%
Per Capita Income	\$33,468	\$43,998	31.5%
Median Household Income	\$61,665	\$77,156	25.1%

Source: U.S. Census Bureau.





**Municipal Profile**

As of June 30, 2018

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
<b>Public Works Information</b>	
<b>Miles of Street</b>	<b>Municipal Parking</b>
Town Streets 217	Metered 1,689
Private Streets 15	Leased 393
State Highways 17	Gated 779
Miles of Sidewalks 300	Parking Garages 2
Number of Catch Basins 7,640	
Miles of Curbs 222	
Miles of Storm Sewers 170	
<b>Parks and Recreation Information</b>	<b>Elections Information</b>
Senior Centers 2	Registered Voters (as of 2018) 40,568
Community Centers 1	
Neighborhood Parks 7	<b>Percent of voters voting in</b>
Acres of Park Land 1,182	Last national election (2016) 78%
Neighborhood Playgrounds 29	Last state election (2018) 75%
Golf Courses 2	Last municipal election (2017) 32%
Aquatic Facilities 5	
Indoor Skating Rink 1	<b>Police Protection</b>
Tennis Courts 42	Police Cars 76
Athletic Fields 92	Employees 153
Basketball Courts (2 lighted) 9	
Municipal Cemeteries 3	<b>Fire Protection</b>
	Stations 5
	Pieces of Equipment 8
	Employees 93
<b>Education System Information</b>	<b>Library</b>
Students:	Branches 3
Senior High Schools (2) 3,032	Employees (full-time) 24
Middle Schools (3) 2,259	
Elementary Schools (11) 4,109	<b>Town Employees</b>
	Town Funded 443
	Federally Funded 2
	Board of Education 1,541



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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 are commonly used throughout the budget document.

BBS – Blue Back Square

CCM – Connecticut Conference of Municipalities

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

CNRE – Capital and Non-Recurring Expenditure Fund

CPF – Capital Projects Fund

CRCOG – Capital Region Council of Governments

DAR – Dial-A-Ride

DSF – Debt Service Fund

FEMA – Federal Emergency Management Association

FTE – Full-time equivalent

FY – Fiscal year

GFOA – Government Finance Officers Association

GHTD – Greater Hartford Transit District

HUD – United States Department of Housing and Urban Development

LoCIP – Local Capital Improvement Grant Program

LSF – Leisure Services Fund

MDC – Metropolitan District Commission

NCAAA – North Central Area Agency on Aging

OPEB – Other Post Employment Benefits

PPD – Police Private Duty Fund

PLF – Parking Lot Fund

RMF – Risk Management Fund

SHCDF – State Housing and Community Development Fund

SIR – Self-Insured Risk

SSD – Special Services District

STIF – State of Connecticut’s Short-Term Investment Fund

WHBHD – West Hartford/Bloomfield Health District

WHC – West Hartford Center

WHHA – West Hartford Housing Authority



## **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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