

# Celebrating Life in West Hartford!

Concerts at Blue Back Square ... Celebrate! West Hartford ... Senior Dances ... Memorial Day Parade ... iCanBike ...  
Park Road Parade ... Om Street Yoga ... Holiday Stroll ... Westmoor Park's Pumpkin Festival



**Town of West Hartford, Connecticut**

## **ANNUAL BUDGET 2015-2016**

**Adopted by the Town Council**

# **Annual Budget**

**Fiscal Year July 1, 2015 - June 30, 2016**

**Adopted by the Town Council**

**West Hartford  
Connecticut**



April 20, 2015

Honorable Mayor and Members of the Town Council:

I am pleased to present the municipal and education budget for fiscal year 2016. This budget includes funding necessary to provide residents and guests of the Town of West Hartford the high quality programs and services they currently enjoy. The fiscal year 2016 General Fund budget totals \$257,514,043, which represents an increase of \$6,257,177 or 2.5% from fiscal year 2015.

The municipal services portion of the budget totals \$94,023,635, an increase of \$2,409,670 or 2.6% from the current year budget. The education budget totals \$148,370,424, an increase of \$2,481,667 or 1.7%. The capital financing portion of the budget for both municipal and education services is \$15,119,984, an increase from fiscal year 2015 of \$1,365,840 or 9.9%. In order to finance the budget, an increase in current year property tax revenue of \$6,222,045 or 2.9% is required. Of this amount, it is estimated \$718,374 will be generated as a result of growth in the Grand List. This additional tax revenue from Grand List growth effectively reduces the tax increase for existing taxpayers to 2.5%. A mill rate of 38.31 is needed to finance property tax revenue, representing an increase of 0.94 mills or 2.5% from the current mill rate.

There are a number of important policy issues included in the fiscal year 2016 budget:

- Inclusion of State Aid as recommended by the Governor in his 2016 proposed budget. The impact from the fiscal year 2015 adopted budget, is a reduction of approximately \$100,000.
- Funding a vacant Assistant Zoning Enforcement Officer position (within Community Services) for six months of the fiscal year. This position will assist with zoning permit applications and follow-up field work related to annual compliance inspections of special development districts.
- Reallocation of the salaries and benefit costs associated with two police officer positions to the Parking Lot Fund. There are currently two patrol officers assigned to West Hartford Center as a result of the increased foot traffic associated with the economic success of the commercial entities in the area.



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- The Capital Improvement Plan (CIP) includes a significant energy conservation project. The project will commence in July 2015. The project will focus on lighting, energy management systems and street lights. The overall cost is \$4,380,000; however, it is anticipated rebates from the utility company will total approximately \$1,180,000 and \$300,000 will be funded through on-bill financing. Upon completion, it is estimated the Town will benefit from \$500,000 in annual energy savings as a result of these projects.
- The purchase of electricity for the Town and School buildings is a significant expense in the budget. The Town has a contract in place through December 2015 to purchase electricity at 7.18 cents per kilowatt hour. Beginning January 1, 2016 this rate increases to 8.16 – 8.37 cents per kilowatt hour. In order to mitigate the increase and in conjunction with the proposed CIP energy conservation project, a letter of intent has been executed with a company constructing a solar generation facility this summer/fall. Once completed, this facility is designed to produce enough power to offset approximately 15% of the Town and Board of Education's annual electricity requirements. The cost of this solar power will be substantially offset by credits associated with this solar program. This virtual net metering project, when completed, will also result in significant savings further reducing our electric costs. This budget assumes \$100,000 in reduced electricity costs associated with this program.
- This budget continues the commitment to fund liabilities for pension and retiree health care costs. The budget funds the actuarially determined contribution (ADC) recommended by actuaries to bring the Town's Pension Fund to a fully funded level in twenty-three years while lowering the expected rate of return for future investment earnings from 7.95% to 7.54%. The pension ADC for both the Town and Board of Education increases by \$205,000 and the contribution to the retiree health reserve increases by \$1,050,000, over fiscal year 2015.

Throughout this budget process, my primary goal was to maintain the excellent programs and services the Town currently provides while not imposing an undue financial burden on the community. I believe this budget accomplishes that goal.

Sincerely,



Ronald F. Van Winkle  
Town Manager



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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 device. 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 summary of revenues and summaries of 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, goals 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.
- **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 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 (2) 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 communications 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 expand its efforts at being more inclusive of its residents in setting public policy, and to 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 2015-2016 Budget Process**

January 8, 2015	Budget guidelines distributed to departments
January 8 - January 30, 2015	Departments prepare budget submissions
January 31, 2015	Budget submissions reviewed for conformance with Budget guidelines
February 1 - March 9, 2015	Town Manager's budget review and production of Proposed Budget
<b>March 10, 2015</b>	<b>Proposed Budget presented to Town Council by Town Manager</b>
March 11 - April 16, 2015	Council review of budget and two public hearings on budget
<b>April 20, 2015</b>	<b>Town Council adoption of budget</b>
April 21 - June 15, 2015	Preparation of Adopted Budget documents

**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.

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

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.

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

**CDBG Housing Rehabilitation Fund** (Community 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** (Community Services) – accounts for state housing funds for community development programs.

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

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

**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.

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

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

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

**The Town That Cares Fund** (Human & Leisure Services) – accounts for donations used to provide financial assistance to the needy.

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

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

**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.

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

**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* (Capital Financing) – account for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds.

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

*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** (Human & Leisure Services) – 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** (Human & Leisure Services) – accounts for the operations of the Town's leisure activities.



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

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 (Employee Services) – 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* – the Town has one trust fund:

Pension Trust Fund (Employee Services)– accounts for the payment of pension benefits and other costs associated with the operation of the Town’s pension 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

**FISCAL POLICIES SECTION**

The Town of West Hartford is highly regarded by residents, business owners and visitors due to the quality and diversity of services it provides and the Town's premier education system. The primary goal of this budget is to maintain these amenities while minimizing the financial impact to the Town's taxpayers. With this goal in mind, the fiscal year 2016 budget represents the culmination of a structured review and approval process which considered the Town's finances and desired deliverables.

It is important to note that while this proposal primarily reflects a current services budget, costs associated with the provision of those same services are subject to structural cost increases. As in any organization, public or private, the cost to provide the same services a year from now will rise due to increased costs for supplies and materials, employee wages, employee benefits (i.e., health insurance, pension and other post-retirement employee benefits), and costs associated with necessary capital investments. Therefore, as a result of an expenditure driven budget, a careful and frequent examination of all expenditures and revenues is necessary to mitigate any tax increase associated with providing the same level of services.

One significant area currently under review, which has the greatest impact on current and future Town expenditures, is labor contracts. While labor negotiations continue with the majority of Town unions, there is optimism that when settled, the resolution will help the Town diminish the impact of future wage and benefit costs, as well as provide Town employees with wages and benefits in line with the economic times. Service and maintenance contracts are constantly increasing in cost therefore the Town continuously looks at areas where savings can be achieved through re-bidding existing services and negotiating multiyear contracts in order to lessen future price increases. In addition, opportunities to reduce operating expenses are constantly explored through capital investments such as the continued installation of fiber that has linked all Town buildings and is currently being expanded to the public schools (the Board of Education currently leases fiber), generating a savings for taxpayers; or, the implementation of projects associated with energy efficiencies. The 2016 Capital Improvement Program includes a comprehensive energy conservation project consisting of installation of energy efficient lighting, building energy management systems, and replacement of inefficient street lights. Once these projects are fully implemented, the energy savings are estimated to offset the cost of the debt service payments on the bonds issued, as well as provide a significant cost reduction to electric costs townwide. In line with reducing operating costs, the Town has signed a letter of intent to purchase power from a solar farm to be constructed in CT in the Summer or Fall of 2015. It is anticipated that the solar farm will be operational by the end of calendar year 2015 and will generate sufficient energy to offset approximately 15% of the Town's electric needs annually. Since solar power will be generated and provided to the Town through a virtual net metering system, the Town and BOE will receive significant credits related to the project which will further reduce energy costs.

These types of investments are essential in order to mitigate local tax increases since the primary revenue source for the Town is property taxes. Total current year property tax collections account for 87.0% of all revenues received by the Town, while other tax revenue accounts for 1.6%. Intergovernmental revenue (State Aid) provides 8.6% of the Town's revenue. All other non-tax categories such as building permits, fees and fines, charges for services, etc. make up the remaining 2.8% of operating revenue. As a result of this significant reliance on local taxes to finance the Town's operating budget, it is imperative that all non-tax revenue categories are reviewed and maximized, where prudent.

The State of Connecticut is also challenged by difficult budget decisions. The Governor's budget proposal reflects a reduction of approximately \$100,000 in State Aid to the Town. There is concern of further erosion of State Aid as the Governor's proposed budget advances through the legislative adoption process. The results will be unknown until after the adoption of the Town's budget. Accordingly, this budget reflects the best information to date, the Governor's proposed budget. The Town's Grand List has experienced a slight increase of 0.31%. Other non-current year tax categories such as Supplemental Motor Vehicle, Prior Year Taxes and Interest and Liens are all projected to increase. Building permits are estimated to increase due to new construction projects slated to start next fiscal year. These increases, while modest, will provide some relief to existing taxpayers; however, inevitably, an overall tax increase is necessary to balance this budget.

This budget maintains current services with no program eliminations or reductions. The following assumptions and significant changes are included in the fiscal year 2016 budget:

- A 99.0% tax collection rate;
- Grand List growth of approximately \$18.6 million or 0.31% over the prior year;
- Modest increases in non-current year tax revenue estimates;
- Inclusion of the Governor's fiscal year 2016 proposal for State Aid;
- Reallocation of the salaries and benefit costs associated with two police officer positions to the Parking Lot Fund;
- Participation in a virtual net metering project, which will result in significant electric cost savings;
- Full funding of the actuarially determined contribution to the Town's Pension Plan; and
- An increase in the contribution to the Retiree Health Reserve.

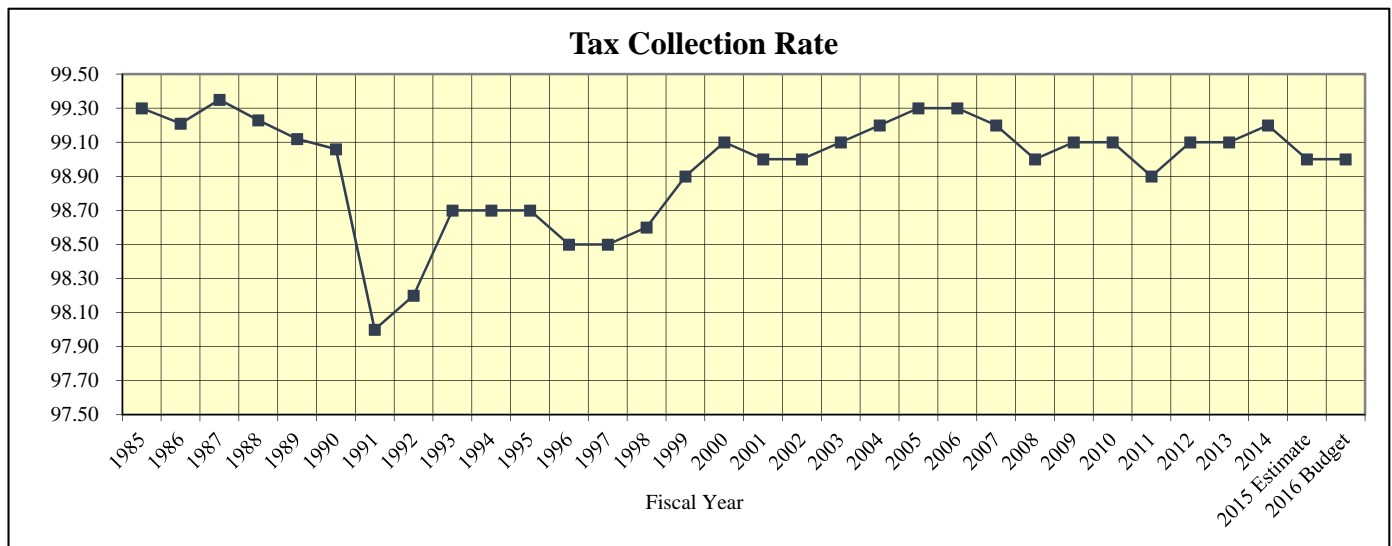
The fiscal year 2016 General Fund budget totals \$257,514,043 and represents an expenditure increase of \$6,257,177 or 2.5% from fiscal year 2015. The municipal services portion of the budget totals \$94,023,635, an increase of \$2,049,670 or 2.6% from the current year budget. The education budget totals \$148,370,424, an increase of \$2,481,667 or 1.7%. The capital financing portion of the budget for both municipal and education services is \$15,119,984, an increase from fiscal year 2015 of \$1,365,840 or 9.9%. In order to finance the budget, an increase in current year property tax revenue of \$6,222,045 or 2.9% is required. Of this amount, it is estimated \$718,374 will be generated as a result of growth in the Grand List. This additional tax revenue from Grand List growth effectively reduces the tax increase for existing taxpayers to 2.5%. All other non-current year tax revenue sources in the fiscal year 2016 budget show a net increase of \$35,132 from the current year adopted budget. The growth in the Grand List is not sufficient to provide the necessary additional revenue to support the cost of maintaining municipal and education services in fiscal year 2016. A mill rate of 38.31 is needed to generate property tax revenue, representing an increase of 0.94 mills or 2.5% from the current mill rate.

**SUMMARY OF REVENUES**

	FY 2015 <u>Adopted</u>	FY 2016 <u>Adopted</u>	Increase/ (Decrease)	Percent Change
Current Year Property Taxes	\$217,737,947	\$223,959,992	\$6,222,045	2.9%
Other Property Taxes	3,775,000	4,025,000	250,000	6.6%
Intergovernmental	22,553,908	22,198,732	(355,176)	-1.6%
Charges for Services	5,185,597	5,205,109	19,512	0.4%
Miscellaneous Revenue	979,419	1,086,500	107,081	10.9%
Transfers from Other Funds	<u>1,024,995</u>	<u>1,038,710</u>	<u>13,715</u>	1.3%
<b>TOTAL</b>	<b>\$251,256,866</b>	<b>\$257,514,043</b>	<b>\$6,257,177</b>	<b>2.5%</b>

**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 which has been reduced with the economic climate. The October 1, 2014 net taxable Grand List totals \$5,947,138,136; an increase of \$18,577,027 or 0.31%, which is expected to generate \$718,374 in additional revenue for FY 2016. 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 2015 was consistent with experience in prior years and it is anticipated that the 99.0% collection rate will be achieved in fiscal year 2015. The fiscal year 2016 budget maintains the 99.0% collection rate assumption. A one-tenth change in the collection rate for fiscal year 2016 would equate to \$228,309 in revenue.

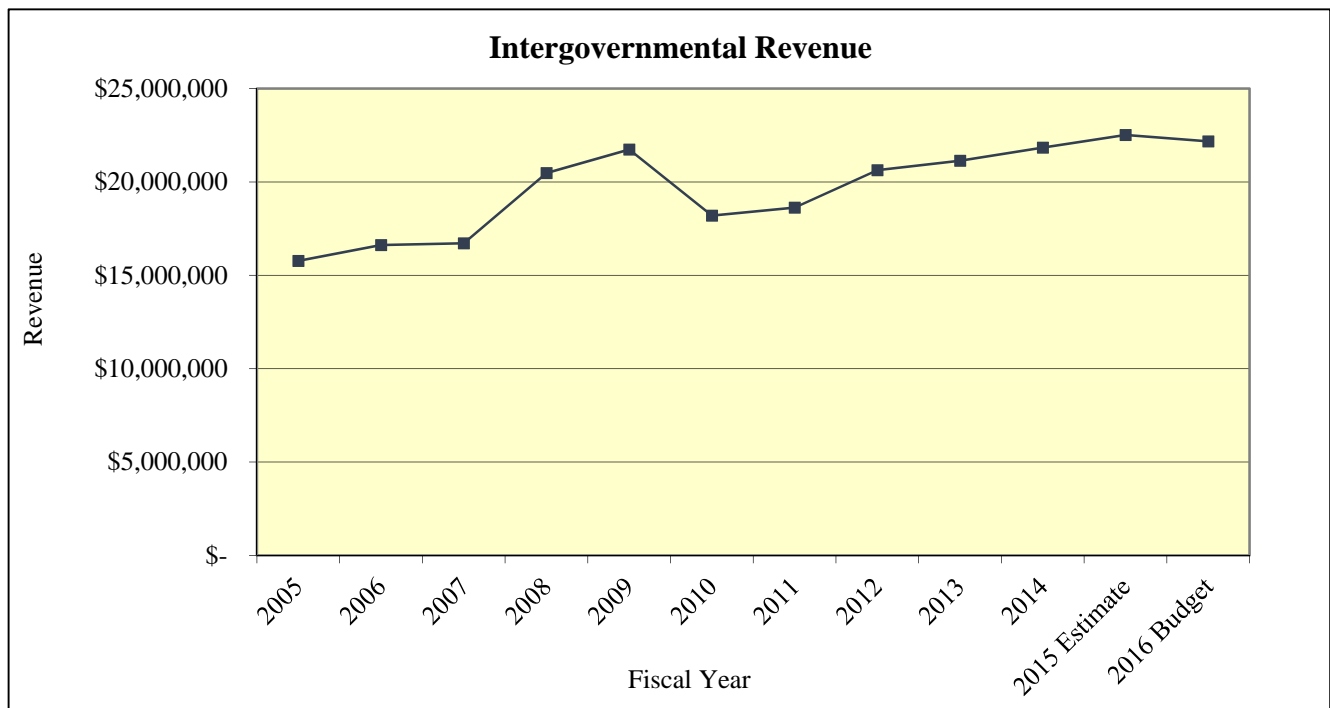


**Intergovernmental Revenue**

Estimated Intergovernmental Revenue to West Hartford reflects the Governor's proposed fiscal year 2016 State budget. The Town's fiscal year 2015 adopted budget also included the Governor's proposed budget as that was the latest information available at the time of adoption. The State budget that was subsequently adopted provided more favorable funding than the Town had estimated. Intergovernmental revenue, inclusive of the Governor's proposed formula grants, is as follows:

<u>Grant</u>	<u>FY 2015 Adopted</u>	<u>FY 2016 Adopted</u>	<u>Increase/ (Decrease)</u>
ECS Grant	\$ 18,181,174	\$ 18,181,174	\$ -
LoCIP Program*	459,237	436,682	(22,555)
Municipal Tax Relief (previously MRSA)	757,839	805,784	47,945
Payment in Lieu of Taxes (PILOT)	1,332,388	1,319,151	(13,237)
Pequot/Mohegan Fund Grant	219,669	211,359	(8,310)
Public School Transportation	256,021	181,304	(74,717)
Town Aid Road	689,311	687,452	(1,859)
Other State Revenue	<u>818,255</u>	<u>790,508</u>	<u>(27,747)</u>
Total	\$ 22,713,894	\$ 22,613,414	\$ (100,480)

\* Accounted for as a Transfer In from the Capital Projects Fund.

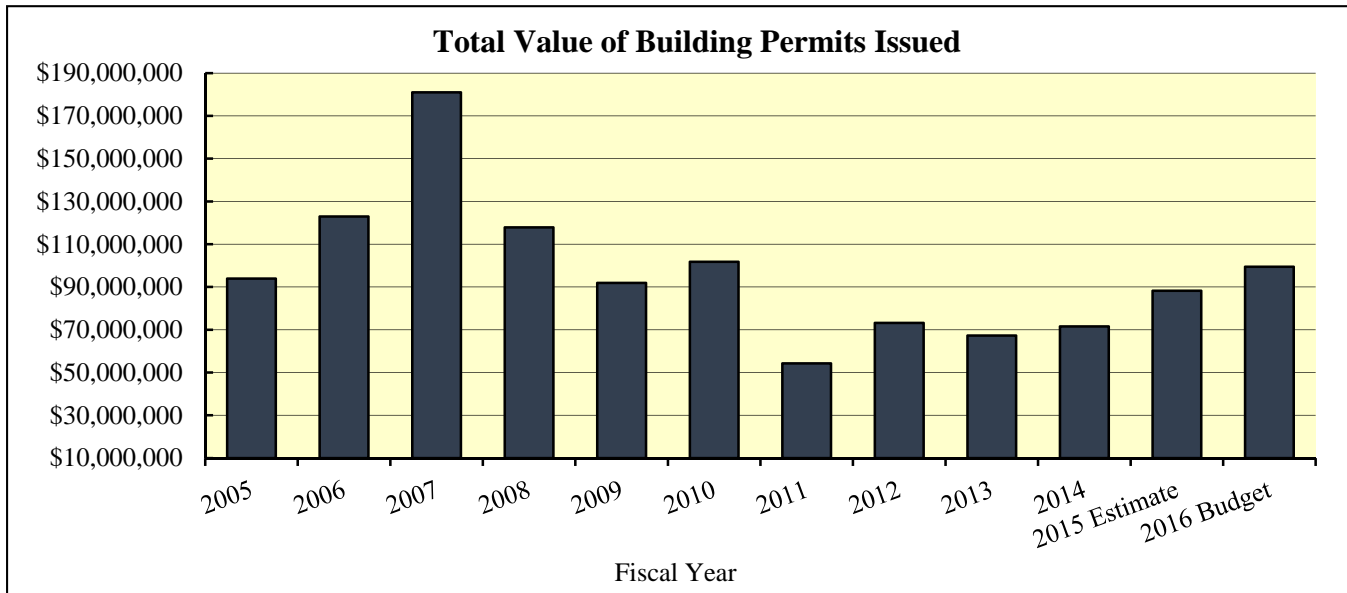




### Charges for Services

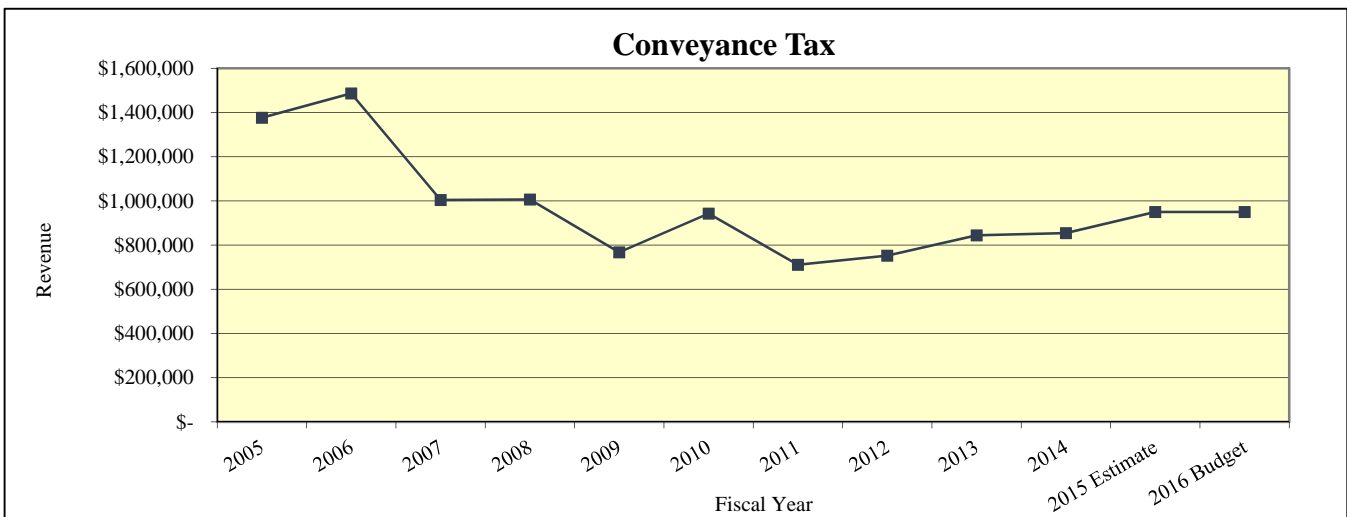
#### **Building Permits**

Estimated building permit revenue is expected to reach \$1,700,000 for fiscal year 2016, an increase of \$200,000 over the fiscal year 2015 adopted budget. The building permit fee is calculated based upon the value of new construction or building improvements. Permit revenue for fiscal year 2015 was budgeted at \$1,500,000 and is projected to reach this target. The value of permits is expected to increase in fiscal year 2016 due to improving economic conditions and a number of significant residential housing and commercial construction projects that are in process.



#### **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 2016 budget reduces conveyance tax revenue to \$950,000 based upon the level of activity in the current fiscal year. The fiscal year 2016 budget reduces the estimated amount for land records fee revenue by \$125,000, consistent with current year and fiscal year 2014 experience. Land records fee revenue had achieved higher levels in prior years due to the volume of mortgage refinancings. As the refinancings have slowed, so has land records fee revenue.



### Miscellaneous Revenues

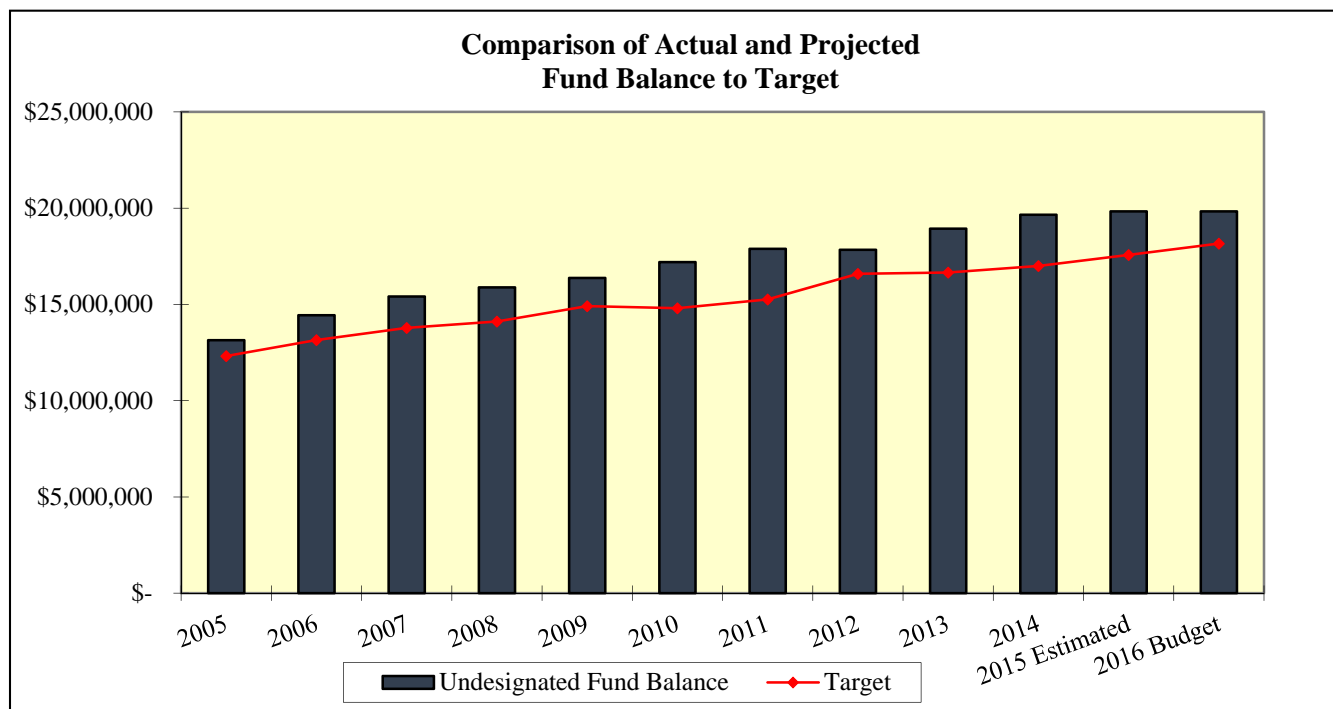
#### **Investment Income**

The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The estimated fiscal year 2016 interest income revenue is consistent with the fiscal year 2015 budget and experience after six months of the fiscal year. Historically, the Town invested all available cash in the State Treasurer's Short-Term Investment Fund (STIF), which is currently yielding approximately 0.15%. Due to this low rate, the Town is investing in money market accounts at several financial institutions at rates between 30 and 50 basis points to provide additional investment income above what STIF would have generated.

The Town has also employed a strategy whereby a balance is maintained in a non-interest bearing account with its primary bank. While no interest income is earned on these funds, the bank offers a 45 basis point earnings credit applied directly to banking fees the Town is charged. In this case, a decision not to invest those funds 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 four (out of five) star rating. Based on our current year projection and an assumption that the near term economic climate will not result in increased interest rates, the estimated interest income for fiscal year 2016 is budgeted at \$250,000.

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

Fund balance is cash that the Town has accumulated from prior year budgets when revenues exceeded actual expenditures. The Town's June 30, 2014, undesignated fund balance was \$19,658,041 or 8.1% of General Fund expenditures. The fiscal year 2016 budget does not anticipate any use of fund balance to cover operating expenditures.



**SUMMARY OF EXPENDITURES**

	<u>FY 2015 Adopted</u>	<u>FY 2016 Adopted</u>	<u>Increase/ (Decrease)</u>	<u>Percent Change</u>
<u>Town Services</u>				
Wages & Salaries	\$38,395,349	\$38,615,178	\$219,829	0.6%
Operating Expense	22,278,013	22,831,545	553,532	2.5%
Capital Equipment	21,185		(21,185)	-100.0%
Fringe Benefits & Insurance	<u>30,919,418</u>	<u>32,576,912</u>	<u>1,657,494</u>	5.4%
Total Town Services	\$91,613,965	\$94,023,635	\$2,409,670	2.6%
 Board of Education	 \$145,888,757	 \$148,370,424	 \$2,481,667	 1.7%
 Capital Financing	 <u>\$13,754,144</u>	 <u>\$15,119,984</u>	 <u>\$1,365,840</u>	 9.9%
 Total Expenditures	 <u>\$251,256,866</u>	 <u>\$257,514,043</u>	 <u>\$6,257,177</u>	 2.5%

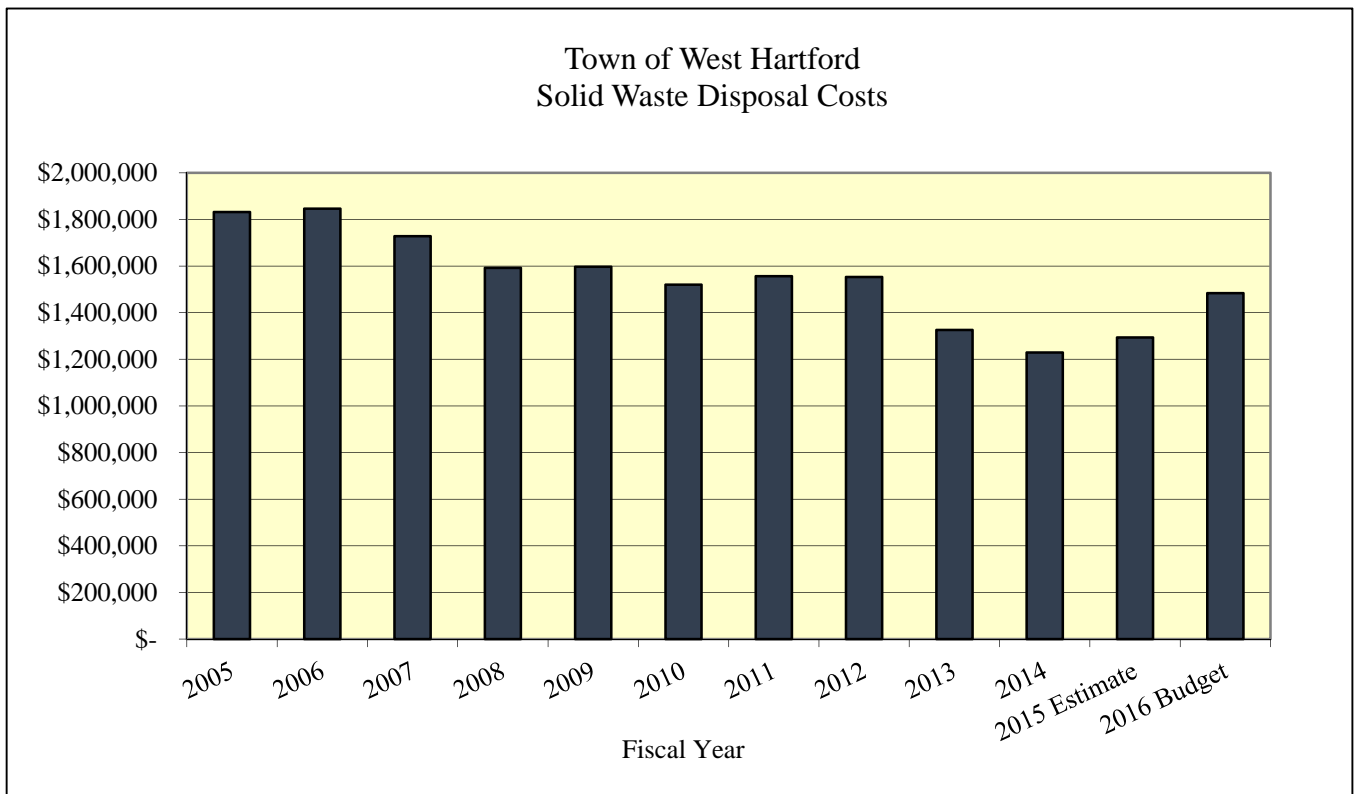
**Town Services**

**Wages & Salaries**

Regular payroll totals \$31,851,767; an increase of \$411,224 or 1.3% over the fiscal year 2015 adopted budget. This account represents the wages and salaries associated with all full-time employees. The budget includes applicable merit increases, but only includes cost of living adjustments for the Fire Union contract which settled in April 2014. The payroll budget does not include other cost of living adjustments as all other collective bargaining agreements have expired. A separate contingency has been established for potential wage settlements. This budget includes the addition of an Administrative Assistant position in the Police Department, offset by a reduction in temporary payroll. In addition, two police officers who are assigned to patrol West Hartford Center have been reallocated from the General Fund to the Parking Lot Fund, consistent with their responsibilities. Within the Human and Leisure Services department, 1.23 full-time equivalents have been transferred to the General Fund from the Leisure Services Fund, based upon duties performed for General Fund programs. The budget includes funding of an Assistant Zoning Enforcement Officer, effective January 1, 2016, which had been held vacant in fiscal year 2015. A hiring lag in the Police Department is budgeted at \$150,000, a reduction of \$30,000 from the fiscal year 2015 budget assumption. A vacant Building Maintenance Technician position in the Facilities Services department is unfunded and will be backfilled with temporary payroll. On an overall basis, the appropriation for temporary payroll in the fiscal year 2016 budget is consistent with the prior year. Increases in Public Works (\$36,000) and the Library (\$33,000) are offset by reductions in the Police department (\$35,000), Community Services (\$15,000), Registrar of Voters (\$8,000) and Human and Leisure Services (\$10,000). These fluctuations result from anticipated workflow needs and priorities amongst Town departments. The overtime appropriation increases \$19,000 in the Facilities Department consistent with overtime experience and workflow demands, offset by one-time grant funded overtime in the Police department of approximately \$196,000.

## Operating Expenses

Operating expenses have increased \$553,532 or 2.5% over the 2015 adopted budget. The Town's contribution to the Metropolitan District Commission (MDC) for sewer services, which is based upon the MDC's adopted budget and the Town's tax levy as a proportion of all the MDC members' tax levy, increases \$474,500. Contractual services for refuse and recycling collection (\$98,255) and solid waste disposal (\$101,288) increase within the Public Works department. Due to the rising cost of salt, the snow removal supplies budget has been increased \$30,000 and an additional \$22,850 is included in vehicle and equipment expense in response to vehicle repair costs. In response to reduced demand, \$36,579 has been removed from the regular Dial-A-Ride program. Utility costs decrease \$59,930 due to anticipated rates, average consumption and implementation of a new energy conservation capital project which is expected to reduce Town Operating Expenses \$100,000.



**Employee Benefits & Insurance**

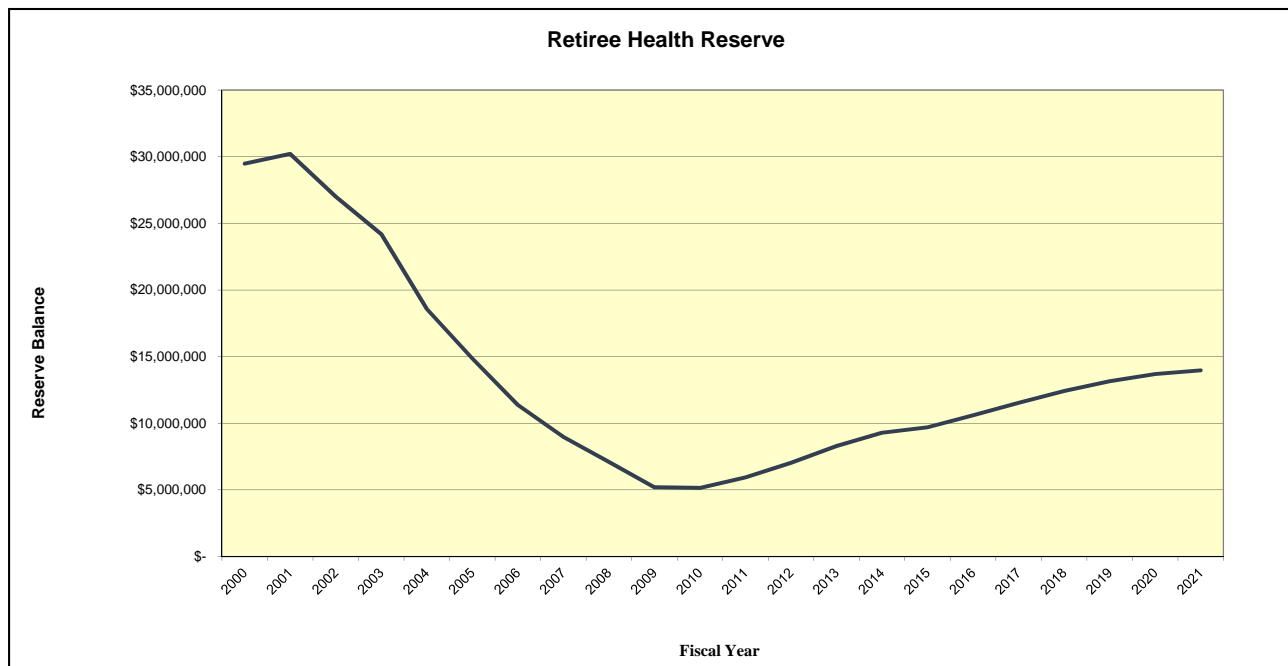
Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds. The Town's General Fund risk management expense increases \$944,559, or 6.3%, in fiscal year 2016. Town Health Program expense increases \$1,269,609, reflecting the General Fund portion of the \$650,000 increase in the contribution for retiree health and a significant increase in active employee health care costs. The contribution to the self-insured program is increased \$290,683 reflecting claims activity and a lower amortization of the program's accumulated surplus. Offsetting these increases are reductions in the contributions to the heart & hypertension program (\$191,316), insured program (\$221,385), and workers' compensation program (\$203,032) based upon claims activity and the amortization of accumulated surplus/deficit for each program.

**Retiree Medical & Pension Benefits**

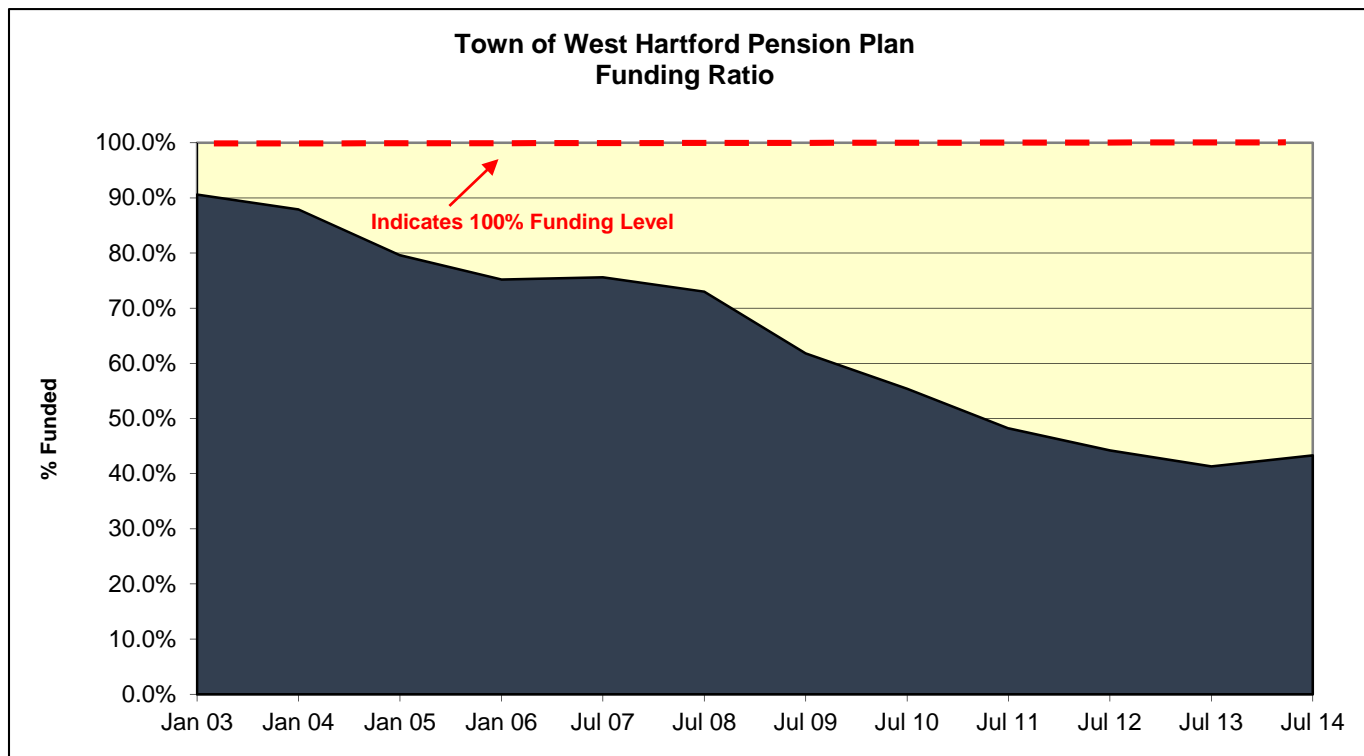
The Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2013, is \$118,864,906. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve 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 in response to the elimination of the General Fund's contribution to the reserve fund in fiscal years 2003 and 2004 and the continued use of the reserve to pay all retiree health care claims. As a result of these actions, the balance of the reserve fund declined from \$27,012,296 on July 1, 2003 to \$18,585,066 on June 30, 2004. The retiree health funding plan was developed to gradually restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The funding plan also maintained the financial benefit of the reserve fund, as retiree health claims paid from the reserve fund exceed the annual General Fund contribution to the reserve fund. The General Fund contribution to the retiree health care reserve fund increases \$1,050,000 and will total \$10,180,000 in fiscal year 2016 split between the Town (\$7,272,000) and Board of Education (\$2,908,000).

After almost a decade of declining fund balance, during which time all retiree claims were paid out of the fund and the contribution was gradually increasing, the reserve fund balance began growing again in fiscal year 2011. The transfer to the reserve fund and other revenue from employee contributions and investment income is expected to exceed the estimated claims payments in future years.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. A trust fund was established for these employees and the annual required contribution to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has recently begun phasing in contributions to reach the annual required contribution for employees hired prior to 2003 as well.



The most recent actuarial valuation of the Pension Plan, conducted on July 1, 2014, revealed an improvement in the funded status of the plan from 41.3% to 43.3%. The July 1, 2014 actuarial valuation reflects the Pension Board's decision to lower the expected rate of return for the Plan from 8.5% to 7.5% over a multi-year period. The assumed rate of return for the July 1, 2014 valuation is 7.54%, a reduction from the 7.95% used in the prior year. The actuarially determined contribution is the amount of funding the Town must contribute in fiscal year 2016 to achieve full funding of the Plan over twenty-three years. Based upon this valuation, a contribution of \$17,917,000 is required for fiscal year 2016, an increase of \$205,000.





### **Public Schools**

The fiscal year 2016 education budget totals \$148,370,424, an increase of \$2,481,667 or 1.7%.

- Salaries, which represent the largest portion (66%) of the education budget, are increasing \$2.1 million or 2.2%. This increase reflects a modest growth related to a contractual inflationary increase.
- Employee benefit expenses represent the second largest portion of the budget (19%). Medical expenses are reduced \$1.5 million or 5.0% from fiscal year 2015 as a result of lower growth in claims through January 2015.
- Transportation, utilities and tuition (9% of the total budget) increase \$1.5 million or 13%. This expense category includes costs for: out-of-district special education student placements (net of excess cost reimbursement from the State), Inter-district magnet tuition (net of Choice Program revenues) and tuition reimbursement for teachers and other professionals per contract.

### **Capital Financing**

The annual appropriation for capital financing is determined by the Town's long range Capital Improvement Plan. The 2016-2027 Capital Improvement Program (CIP) invests \$191,765,000 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 program ensures the Town is prepared to fund the necessary maintenance of streets, schools and town buildings.

Capital financing costs include three components: 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 \$15,729,984 for fiscal year 2016. Of this amount, \$15,029,984 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. The balance of \$700,000 is funded by bond premium received from previous Town bond issuances. The fiscal year 2016 budget includes no transfer to the CNRE Fund, as capital projects will be funded to the extent possible from current year surplus. Fiscal year 2016 debt service costs are partially offset by \$136,277 in school construction reimbursement grant revenue from the State of Connecticut.

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# TOWN OF WEST HARTFORD

## FISCAL YEAR 2015-2016

### BUDGET IN BRIEF

### ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
General Fund	\$243,521,877	\$251,256,866	\$251,580,184	\$257,514,043
Blue Back Square Fund	3,342,109	3,547,138	3,567,199	3,683,241
Community Development Block Grant Fund	539,418	1,150,026	1,150,026	696,863
CDBG – Housing Rehabilitation Fund	208,157	432,175	573,829	150,000
State Housing & Community Development Fund	19,354			
Westmoor Park Fund	629,056	642,000	632,422	660,259
Leisure Services Fund	3,122,088	2,979,164	2,950,311	2,970,041
Private School Services Fund	1,992,550	2,047,489	2,092,401	2,177,576
West Hartford Library Fund	44,019	30,000	30,120	30,000
Parking Lot Fund	2,496,754	2,966,218	2,983,157	2,956,115
Capital & Non-Recurring Expenditure Fund	1,722,328	100,000	100,000	
Police Private Duty Fund	2,047,838	2,100,750	2,100,000	2,100,000
Technology Investment Fund	25,477	25,500	18,350	18,350
Cemetery Operating Fund	301,946	347,000	347,000	347,000
<b>Total Revenue &amp; Other Resources</b>	<b>\$260,012,971</b>	<b>\$267,624,326</b>	<b>\$268,124,999</b>	<b>\$273,303,488</b>

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
General Fund	\$242,807,542	\$251,256,866	\$251,005,677	\$257,514,043
Blue Back Square Fund	4,065,556	3,921,500	3,921,500	3,877,700
Community Development Block Grant Fund	539,418	1,150,026	1,150,026	696,863
CDBG – Housing Rehabilitation Fund	208,157	432,175	573,829	150,000
State Housing & Community Development Fund				19,300
Westmoor Park Fund	657,817	624,191	616,103	683,821
Leisure Services Fund	3,065,363	2,978,564	2,999,440	2,957,187
Private School Services Fund	1,992,550	2,047,489	2,092,401	2,177,576
West Hartford Library Fund	36,691	66,446	66,566	30,000
Parking Lot Fund	2,531,658	2,495,199	2,479,221	2,953,694
Capital & Non-Recurring Expenditure Fund	1,494,758	100,000	100,000	
Police Private Duty Fund	2,030,050	2,038,570	2,033,570	2,048,645
Technology Investment Fund	20,150	72,478	68,678	15,000
Cemetery Operating Fund	324,129	384,141	382,761	387,132
<b>Total Expenditures &amp; Other Uses</b>	<b>\$259,773,839</b>	<b>\$267,567,645</b>	<b>\$267,489,772</b>	<b>\$273,510,961</b>

CHANGE IN FUND BALANCE	\$ 239,132	\$ 56,681	\$ 635,227	(\$ 207,473)
BEGINNING BALANCE	\$ 24,253,918	\$ 24,493,050	\$ 24,493,050	\$ 25,128,277
ENDING BALANCE	\$ 24,493,050	\$ 24,549,731	\$ 25,128,277	\$ 24,920,804

# ANNUAL BUDGET 2015-2016

## 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	\$227,984,992						
Intergovernmental	22,198,732		696,863	150,000			
Charges for Services	5,205,109	18,856				287,000	2,912,091
Miscellaneous	1,086,500	2,500				373,259	37,950
<b>Total Revenues</b>	<b>\$256,475,333</b>	<b>\$21,356</b>	<b>\$696,863</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$660,259</b>	<b>\$2,950,041</b>
<b><u>Other Resources</u></b>							
Transfers In	\$1,038,710	\$3,661,885					\$20,000
<b>Total Other Resources</b>	<b>\$1,038,710</b>	<b>\$3,661,885</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>
<b>Total Revenue &amp; Other Resources</b>	<b>\$257,514,043</b>	<b>\$3,683,241</b>	<b>\$696,863</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$660,259</b>	<b>\$2,970,041</b>
<b><u>Expenditures</u></b>							
Town Clerk	\$ 253,272						
Town Council	366,003						
Town Manager	281,828						
Corporation Counsel	418,908						
Registrar of Voters	268,362						
Information Technology	731,842						
Financial Services	2,112,083						
Assessor	660,999						
Employee Services	421,828						
Fire Department	10,761,597						
Police Department	14,890,685						
Community Services	2,532,688		246,720	150,000			
Public Works	11,388,494						
Plant & Facilities Services	2,031,670						
Human & Leisure Services	2,903,662		275,143			655,506	2,957,187
Library Services	3,248,413						
Education	148,370,424						
Debt Service	15,119,984						
Non-Departmental	39,287,954	3,877,700					
<b>Total Expenditures</b>	<b>\$256,050,696</b>	<b>\$3,877,700</b>	<b>\$521,863</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$655,506</b>	<b>\$2,957,187</b>
<b><u>Other Uses</u></b>							
Transfers Out	1,463,347		175,000		19,300	28,315	
<b>Total Other Uses</b>	<b>\$1,463,347</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$19,300</b>	<b>\$28,315</b>	<b>\$0</b>
<b>Total Expenditures and Other Uses</b>	<b>\$257,514,043</b>	<b>\$3,877,700</b>	<b>\$696,863</b>	<b>\$150,000</b>	<b>\$19,300</b>	<b>\$683,821</b>	<b>\$2,957,187</b>
<b>Change in Fund Balance</b>	<b>\$0</b>	<b>(\$194,459)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$19,300)</b>	<b>(\$23,562)</b>	<b>\$12,854</b>
<b>Estimated Fund Balance 7/1/15</b>	<b>\$20,232,548</b>	<b>\$812,097</b>	<b>\$0</b>	<b>\$54,394</b>	<b>\$19,354</b>	<b>\$513,128</b>	<b>(\$2,015,983)</b>
<b>Estimated Fund Balance 6/30/16</b>	<b>\$20,232,548</b>	<b>\$617,638</b>	<b>\$0</b>	<b>\$54,394</b>	<b>\$54</b>	<b>\$489,566</b>	<b>(\$2,003,129)</b>

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

# ANNUAL BUDGET 2015-2016

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

	Private School Services Fund	Library Fund	Parking Lot Fund	Capital & Non- Recurring Expenditure Fund	Police Private Duty Service Fund	Technology Investment Fund	Cemetery Operating Fund	Total All Funds
<b>Revenues</b>								
Property Taxes								\$227,984,992
Intergovernmental	777,396	15,000						23,837,991
Charges for Services		15,000	2,951,115		2,100,000	18,150	340,000	13,847,321
Miscellaneous			5,000			200	7,000	1,512,409
<b>Total Revenues</b>	\$777,396	\$30,000	\$2,956,115	\$0	\$2,100,000	\$18,350	\$347,000	\$267,182,713
<b>Other Resources</b>								
Transfers In	\$1,400,180							\$6,120,775
<b>Total Other Resources</b>	\$1,400,180	\$0	\$0	\$0	\$0	\$0	\$0	\$6,120,775
<b>Total Revenue &amp; Other Resources</b>	\$2,177,576	\$30,000	\$2,956,115	\$0	\$2,100,000	\$18,350	\$347,000	\$273,303,488
<b>Expenditures</b>								
Town Clerk								\$ 253,272
Town Council								366,003
Town Manager								281,828
Corporation Counsel								418,908
Registrar of Voters								268,362
Information Technology						15,000		746,842
Financial Services								2,112,083
Assessor								660,999
Employee Services								421,828
Fire Department								10,761,597
Police Department					1,923,645			16,814,330
Community Services								2,929,408
Public Works			2,953,694				383,908	14,726,096
Plant & Facilities Services								2,031,670
Human & Leisure Services								6,791,498
Library Services		30,000						3,278,413
Education								148,370,424
Debt Service								15,119,984
Non-Departmental	2,177,576							45,343,230
<b>Total Expenditures</b>	\$2,177,576	\$30,000	\$2,953,694	\$0	\$1,923,645	\$15,000	\$383,908	\$271,696,775
<b>Other Uses</b>								
Transfers Out					125,000		3,224	1,814,186
<b>Total Other Uses</b>	\$0	\$0	\$0	\$0	\$125,000	\$0	\$3,224	\$1,814,186
<b>Total Expenditures and Other Uses</b>	\$2,177,576	\$30,000	\$2,953,694	\$0	\$2,048,645	\$15,000	\$387,132	\$273,510,961
<b>Change in Fund Balance</b>	\$0	\$0	\$2,421	\$0	\$51,355	\$3,350	(\$40,132)	(\$207,473)
<b>Estimated Fund Balance 7/1/15</b>	\$0	\$0	\$1,988,173	\$657,498	\$818,693	(\$3,350)	\$2,051,725	\$25,128,277
<b>Estimated Fund Balance 6/30/16</b>	\$0	\$0	\$1,990,594	\$657,498	\$870,048	\$0	\$2,011,593	\$24,920,804

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

# TOWN OF WEST HARTFORD

## FISCAL YEAR 2015-2016

### BUDGET IN BRIEF

### GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Current Year Property Taxes	\$210,576,922	\$217,737,947	\$217,737,947	\$223,959,992
Other Property Taxes	4,345,994	3,775,000	4,025,000	4,025,000
Intergovernmental	21,978,579	22,553,908	22,814,082	22,198,732
Charges for Services	4,951,424	5,185,597	5,054,095	5,205,109
Miscellaneous	782,788	979,419	998,906	1,086,500
Transfers In	886,170	1,024,995	950,154	1,038,710
<b>Total Revenue &amp; Other Resources</b>	<b>\$243,521,877</b>	<b>\$251,256,866</b>	<b>\$251,580,184</b>	<b>\$257,514,043</b>

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Town Council	\$ 383,570	\$ 353,552	\$ 368,123	\$ 366,003
Town Clerk	288,249	272,695	256,447	253,272
Town Manager	270,526	271,038	278,152	281,828
Corporation Counsel	464,590	462,246	476,839	418,908
Registrar of Voters	188,487	265,708	257,984	268,362
Assessor	615,134	640,691	642,806	660,999
Information Technology	746,868	732,152	732,152	731,842
Financial Services	2,063,375	2,102,545	2,091,247	2,112,083
Employee Services	407,556	416,003	409,375	421,828
Fire	10,214,376	10,580,651	10,702,831	10,761,597
Police	15,200,132	15,164,165	15,253,942	14,890,685
Community Services	2,586,137	2,485,707	2,465,124	2,532,688
Public Works	10,906,641	11,157,034	11,116,918	11,451,661
Plant and Facilities Services	2,213,372	2,061,313	2,058,594	2,031,670
Human and Leisure Services	3,025,937	2,935,354	2,896,367	2,903,662
Library	3,184,683	3,189,443	3,229,249	3,248,413
Education	139,444,560	145,888,757	145,488,757	148,370,424
Capital Financing	15,093,321	13,754,144	13,754,144	15,119,984
Non-Departmental	35,510,028	38,523,668	38,526,626	40,688,134
<b>Total Expenditures &amp; Other Uses</b>	<b>\$242,807,542</b>	<b>\$251,256,866</b>	<b>\$251,005,677</b>	<b>\$257,514,043</b>

CHANGE IN FUND BALANCE	\$ 714,335	\$	\$ 574,507	\$
BEGINNING BALANCE	\$ 18,943,706	\$ 19,658,041	\$ 19,658,041	\$ 20,232,548
ENDING BALANCE	\$ 19,658,041	\$ 19,658,041	\$ 20,232,548	\$ 20,232,548

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

	<b><u>ACTUAL</u></b> <b><u>FY 2013-2014</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2014-2015</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2014-2015</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2015-2016</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
Town Council	\$ 383,570	\$ 353,552	\$ 368,123	\$ 366,003	3.5%
Town Clerk	288,249	272,695	256,447	253,272	-7.1%
Town Manager	270,526	271,038	278,152	281,828	4.0%
Corporation Counsel	464,590	462,246	476,839	418,908	-9.4%
Registrar of Voters	188,487	265,708	257,984	268,362	1.0%
Assessor's Office	615,134	640,691	642,806	660,999	3.2%
Information Technology	746,868	732,152	732,152	731,842	
Financial Services	2,063,375	2,102,545	2,091,247	2,112,083	0.5%
Employee Services	407,556	416,003	409,375	421,828	1.4%
Fire	10,214,376	10,580,651	10,702,831	10,761,597	1.7%
Police	15,200,132	15,164,165	15,253,942	14,890,685	-1.8%
Community Services	2,586,137	2,485,707	2,465,124	2,532,688	1.9%
Public Works	10,906,641	11,157,034	11,116,918	11,451,661	2.6%
Plant and Facilities Services	2,213,372	2,061,313	2,058,594	2,031,670	-1.4%
Human and Leisure Services	3,025,937	2,935,354	2,896,367	2,903,662	-1.1%
Library	3,184,683	3,189,443	3,229,249	3,248,413	1.8%
Education	139,444,560	145,888,757	145,488,757	148,370,424	1.7%
Capital Financing	15,093,321	13,754,144	13,754,144	15,119,984	9.9%
Non-Departmental	<u>35,510,028</u>	<u>38,523,668</u>	<u>38,526,626</u>	<u>40,688,134</u>	5.6%
<b>Total Expenditures &amp; Other Uses</b>	<b>\$242,807,542</b>	<b>\$251,256,866</b>	<b>\$251,005,677</b>	<b>\$257,514,043</b>	<b>2.5%</b>

# ANNUAL BUDGET 2015-2016

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2013-2014	Adopted 2014-2015	Actual 6 month	Estimated 2014-2015	Adopted 2015-2016	Percent Change
<b>PROPERTY TAXES</b>						
Current Year Taxes	\$210,576,922	\$217,737,947	\$140,323,668	\$217,737,947	\$223,959,992	2.9%
Motor Vehicle Supplement	1,910,428	1,775,000	608,001	2,025,000	1,925,000	8.5%
Prior Year Taxes	1,508,896	1,300,000	1,035,307	1,300,000	1,350,000	3.8%
Interest & Lien Fees	<u>926,670</u>	<u>700,000</u>	<u>418,831</u>	<u>700,000</u>	<u>750,000</u>	7.1%
<b>TOTAL PROPERTY TAXES</b>	<b>214,922,916</b>	<b>221,512,947</b>	<b>142,385,807</b>	<b>221,762,947</b>	<b>227,984,992</b>	<b>2.9%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
<b>Federal</b>						
Dial-A-Ride Assistance	85,475	84,460	5,643	84,460	22,000	-74.0%
Law Enforcement Grants	<u>57,234</u>	<u>214,791</u>	<u>53,646</u>	<u>214,791</u>		-100.0%
<b>Total Federal Revenues</b>	<b>142,709</b>	<b>299,251</b>	<b>59,289</b>	<b>299,251</b>	<b>22,000</b>	<b>-92.6%</b>
<b>State</b>						
ECS Grant	17,568,474	18,181,174	9,090,588	18,357,740	18,181,174	
School Building Subsidy	207,065	141,804	132,522	141,804	136,277	-3.9%
School Transportation	<u>278,606</u>	<u>256,021</u>		<u>271,164</u>	<u>181,304</u>	-29.2%
Sub-Total Education	18,054,145	18,578,999	9,223,110	18,770,708	18,498,755	-0.4%
Circuit Breaker	274,672	275,000	281,354	281,354	282,000	2.5%
Disabled Property Tax Relief	4,540	4,500	6,104	6,104	4,500	
Elderly Property Tax Relief	2,000	2,000				-100.0%
Municipal Tax Relief	757,839	757,839		757,839	805,784	6.3%
Payment in lieu of Taxes (PILOT)	1,342,285	1,332,388	1,385,646	1,385,646	1,319,151	-1.0%
Veterans Tax Relief	<u>69,849</u>	<u>70,000</u>	<u>69,077</u>	<u>70,000</u>	<u>70,000</u>	
Sub-Total Property Tax Relief	2,451,185	2,441,727	1,742,181	2,500,943	2,481,435	1.6%
Alcohol/Drug Abuse Grant	5,675	5,675	250	5,675	5,675	
YSB Grant	<u>42,898</u>	<u>35,056</u>	<u>27,904</u>	<u>35,056</u>	<u>35,056</u>	
Sub-Total Human Services	48,573	40,731	28,154	40,731	40,731	
Town Aid Road	689,311	689,311	343,726	687,452	687,452	-0.3%
Library Grant	1,284	1,250		1,250	1,000	-20.0%
Emergency 911 Service Grant	140,690	141,000	105,446	141,000	141,000	
Emergency Management Grant	35,619	15,000		20,899		-100.0%
Municipal Video Competition Trust	11,028					
Pequot/Mohegan Fund Grant	242,387	219,669	73,344	220,140	211,359	-3.8%
Telephone Grant	150,868	115,000		115,000	115,000	
Miscellaneous State Revenue	4,280	4,470	9,208	9,208		-100.0%
Preservation of Historic Documents	<u>6,500</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>		-100.0%
Sub-Total Other State Aid	1,281,967	1,193,200	539,224	1,202,449	1,155,811	-3.1%
<b>Total State Revenue</b>	<b>21,835,870</b>	<b>22,254,657</b>	<b>11,532,669</b>	<b>22,514,831</b>	<b>22,176,732</b>	<b>-0.4%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>21,978,579</b>	<b>22,553,908</b>	<b>11,591,958</b>	<b>22,814,082</b>	<b>22,198,732</b>	<b>-1.6%</b>



# ANNUAL BUDGET 2015-2016

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2013-2014	Adopted 2014-2015	Actual 6 month	Estimated 2014-2015	Adopted 2015-2016	Percent Change
<b>CHARGES FOR SERVICES</b>						
<b>Licenses &amp; Permits</b>						
Building Permits	1,224,888	1,500,000	704,775	1,500,000	1,700,000	13.3%
Dog Licenses	11,613	11,000	706	11,000	11,000	
Fire Occupancy/Use Permits	345,122	250,000	150,220	250,000	300,000	20.0%
Marriage Licenses	16,341	16,500	8,205	16,500	16,500	
Public Works Permits	107,711	110,000	51,934	110,000	110,000	
Weapons Permits	12,870	11,000	4,830	11,000	11,000	
Engineering Licenses & Permits	60,350	63,500	62,502	85,500	85,500	34.6%
Zoning Permits	22,557	32,500	19,956	35,000	35,000	7.7%
Miscellaneous Licenses & Permits	<u>2,544</u>	<u>2,900</u>	<u>1,389</u>	<u>2,700</u>	<u>2,650</u>	-8.6%
<b>Total Licenses &amp; Permits</b>	1,803,996	1,997,400	1,004,517	2,021,700	2,271,650	13.7%
<b>Charges for Services</b>						
Alarm Fees	27,334	22,000	12,291	22,000	22,000	
Birth Certificates	15,875	12,000	5,150	12,000	12,000	
Conveyance Taxes	854,132	975,000	519,181	950,000	950,000	-2.6%
Copies	53,626	54,900	23,863	53,943	54,900	
Day Care Services	47,662	45,638	26,623	45,638	46,839	2.6%
Death Certificates	55,118	55,000	24,360	55,000	55,000	
General Admissions	62,595	62,600	41,524	52,000	52,000	-16.9%
Land Records Fee	254,016	375,000	122,362	250,000	250,000	-33.3%
Land Records – Farmland Bill Fees	23,214	30,000	10,053	20,000	20,000	-33.3%
MERS Fee	66,860	60,000	31,618	60,000	60,000	
Memberships	119,017	83,000	53,817	95,000	80,000	-3.6%
Metal Recycling	17,116	11,000	2,392	11,000	11,000	
Recycling Revenue	74,923	70,000	30,561	70,000	70,000	
Miscellaneous Charges For Services	97,869	140,664	44,903	135,140	128,950	-8.3%
Program Registrations	436,124	434,000	325,594	428,487	429,250	-1.1%
Rental of Facilities	210,314	183,492	135,143	221,284	203,820	11.1%
Special Events	162,414	141,203	23,805	141,203	53,000	-62.5%
Revenue Cost Sharing	9,673	13,000	11,736	13,000	13,000	
TPZ/IWW Applications	32,052	39,500	11,720	25,000	25,000	-36.7%
Zoning Petitions	<u>68,528</u>	<u>15,000</u>	<u>4,242</u>	<u>15,000</u>	<u>40,000</u>	166.7%
<b>Total Charges for Services</b>	2,688,462	2,822,997	1,460,938	2,675,695	2,576,759	-8.7%
<b>Fines &amp; Forfeitures</b>						
Adult Library Fines	52,912	50,000	21,207	50,000	50,000	
Children's Library Fines	8,621	10,000	3,955	8,000	8,000	-20.0%
Lost Material Payment	5,934	7,000	3,759	7,000	7,000	
Moving Vehicle Violations	32,161	35,000	11,880	35,000	35,000	
Ordinance Violations	2,793	10,000	1,993	4,000	4,000	-60.0%
Parking Violation	354,185	250,000	143,314	250,000	250,000	
Miscellaneous Fines & Forfeitures	<u>2,360</u>	<u>3,200</u>	<u>1,515</u>	<u>2,700</u>	<u>2,700</u>	-15.6%
<b>Total Fines &amp; Forfeitures</b>	458,966	365,200	187,623	356,700	356,700	-2.3%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>4,951,424</b>	<b>5,185,597</b>	<b>2,653,078</b>	<b>5,054,095</b>	<b>5,205,109</b>	<b>0.4%</b>

**ANNUAL BUDGET 2015-2016**

**GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES**

	<b>Actual 2013-2014</b>	<b>Adopted 2014-2015</b>	<b>Actual 6 month</b>	<b>Estimated 2014-2015</b>	<b>Adopted 2015-2016</b>	<b>Percent Change</b>
<b>MISCELLANEOUS REVENUES</b>						
Miscellaneous Revenue	56,526	315,000		315,000	455,000	44.4%
Commissions	19,958		232	232		
Contributions	32,710	74,919	54,459	78,315	42,000	-43.9%
Private Bequests		20,000		20,000	20,000	
Interest Income	255,997	250,000	121,401	250,000	250,000	
Miscellaneous Reimbursements	35,601	19,500	6,972	20,348	19,500	
Workers Compensation Reimbursements	299,843	300,000	169,005	300,000	300,000	
Sale of Assets	<u>82,153</u>		<u>13,920</u>	<u>15,011</u>		
<b>TOTAL MISC REVENUES</b>	<b>782,788</b>	<b>979,419</b>	<b>365,989</b>	<b>998,906</b>	<b>1,086,500</b>	<b>10.9%</b>
<b>TRANSFERS IN</b>						
Financial Services (Accounting Services)	67,000	67,000		67,000	67,000	
Employee Services (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)	75,000	125,000		125,000	125,000	
Community Services (CPF)	54,933	125,000	29,168	85,000	100,000	-20.0%
Community Services (CDBG)	50,000	50,000		50,000	50,000	
Public Works (LoCIP Grant)	459,237	459,237		459,237	436,682	-4.9%
Facilities Services (CPF)	140,000	158,758		123,917	200,728	26.4%
Human Services (SHCDF)					<u>19,300</u>	
<b>TOTAL TRANSFERS IN</b>	<b>886,170</b>	<b>1,024,995</b>	<b>29,168</b>	<b>950,154</b>	<b>1,038,710</b>	<b>1.3%</b>
<b>GENERAL FUND TOTAL REVENUE</b>	<b>\$243,521,877</b>	<b>\$251,256,866</b>	<b>\$157,026,000</b>	<b>\$251,580,184</b>	<b>\$257,514,043</b>	<b>2.5%</b>

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**ANNUAL BUDGET 2015-2016**

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

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Town Council</u></b>					
Wages & Salaries	\$137,870	\$102,248	\$115,136	\$107,105	4.8%
Operating Expense	236,328	243,631	244,781	250,856	3.0%
Social Security	<u>9,372</u>	<u>7,673</u>	<u>8,206</u>	<u>8,042</u>	4.8%
<b>TOTAL</b>	<b>\$383,570</b>	<b>\$353,552</b>	<b>\$368,123</b>	<b>\$366,003</b>	<b>3.5%</b>
<b><u>Town Clerk</u></b>					
Wages & Salaries	\$168,207	\$154,379	\$146,277	\$151,223	-2.0%
Operating Expense	109,868	108,950	100,450	91,950	-15.6%
Social Security	<u>10,174</u>	<u>9,366</u>	<u>9,720</u>	<u>10,099</u>	7.8%
<b>TOTAL</b>	<b>\$288,249</b>	<b>\$272,695</b>	<b>\$256,447</b>	<b>\$253,272</b>	<b>-7.1%</b>
<b><u>Town Manager</u></b>					
Wages & Salaries	\$251,758	\$251,830	\$258,944	\$262,386	4.2%
Operating Expense	3,550	4,150	4,150	4,150	
Social Security	<u>15,218</u>	<u>15,058</u>	<u>15,058</u>	<u>15,292</u>	1.6%
<b>TOTAL</b>	<b>\$270,526</b>	<b>\$271,038</b>	<b>\$278,152</b>	<b>\$281,828</b>	<b>4.0%</b>
<b><u>Corporation Counsel</u></b>					
Wages & Salaries	\$311,963	\$303,636	\$318,229	\$324,959	7.0%
Operating Expense	130,281	136,360	136,360	71,360	-47.7%
Social Security	<u>22,346</u>	<u>22,250</u>	<u>22,250</u>	<u>22,589</u>	1.5%
<b>TOTAL</b>	<b>\$464,590</b>	<b>\$462,246</b>	<b>\$476,839</b>	<b>\$418,908</b>	<b>-9.4%</b>
<b><u>Registrar of Voters</u></b>					
Wages & Salaries	\$151,122	\$212,283	\$202,856	213,086	0.4%
Operating Expense	28,554	41,775	43,478	43,408	3.9%
Social Security	<u>8,811</u>	<u>11,650</u>	<u>11,650</u>	<u>11,868</u>	1.9%
<b>TOTAL</b>	<b>\$188,487</b>	<b>\$265,708</b>	<b>\$257,984</b>	<b>\$268,362</b>	<b>1.0%</b>
<b><u>Assessor</u></b>					
Wages & Salaries	\$540,990	\$556,975	\$559,090	\$562,514	1.0%
Operating Expense	34,023	42,304	42,304	56,815	34.3%
Social Security	<u>40,121</u>	<u>41,412</u>	<u>41,412</u>	<u>41,670</u>	0.6%
<b>TOTAL</b>	<b>\$615,134</b>	<b>\$640,691</b>	<b>\$642,806</b>	<b>\$660,999</b>	<b>3.2%</b>

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**ANNUAL BUDGET 2015-2016**

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

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
<b><u>Information Technology</u></b>					
Wages & Salaries	\$394,564	\$411,320	\$415,408	\$422,660	2.8%
Operating Expense	323,602	287,289	286,201	278,308	-3.1%
Social Security	<u>28,702</u>	<u>33,543</u>	<u>30,543</u>	<u>30,874</u>	-8.0%
<b>TOTAL</b>	<b>\$746,868</b>	<b>\$732,152</b>	<b>\$732,152</b>	<b>\$731,842</b>	
<b><u>Financial Services</u></b>					
Wages & Salaries	\$1,530,840	\$1,524,795	\$1,522,094	\$1,551,332	1.7%
Operating Expense	424,650	463,138	457,326	446,038	-3.7%
Social Security	<u>107,885</u>	<u>114,612</u>	<u>111,827</u>	<u>114,713</u>	0.1%
<b>TOTAL</b>	<b>\$2,063,375</b>	<b>\$2,102,545</b>	<b>\$2,091,247</b>	<b>\$2,112,083</b>	<b>0.5%</b>
<b><u>Employee Services</u></b>					
Wages & Salaries	\$322,410	\$326,700	\$326,600	\$328,053	0.4%
Operating Expense	61,675	64,375	58,850	69,650	8.2%
Social Security	<u>23,471</u>	<u>24,928</u>	<u>23,925</u>	<u>24,125</u>	-3.2%
<b>TOTAL</b>	<b>\$407,556</b>	<b>\$416,003</b>	<b>\$409,375</b>	<b>\$421,828</b>	<b>1.4%</b>
<b><u>Fire</u></b>					
Wages & Salaries	\$9,387,650	\$9,672,119	\$9,809,736	\$9,816,561	1.5%
Operating Expense	685,905	743,388	745,868	793,629	6.8%
Social Security	<u>140,821</u>	<u>165,144</u>	<u>147,227</u>	<u>151,407</u>	-8.3%
<b>TOTAL</b>	<b>\$10,214,376</b>	<b>\$10,580,651</b>	<b>\$10,702,831</b>	<b>\$10,761,597</b>	<b>1.7%</b>
<b><u>Police</u></b>					
Wages & Salaries	\$13,890,154	\$13,776,505	\$13,878,073	\$13,568,401	-1.5%
Operating Expense	1,022,385	1,096,733	1,082,811	1,026,513	-6.4%
Social Security	<u>287,593</u>	<u>290,927</u>	<u>293,058</u>	<u>295,771</u>	1.7%
<b>TOTAL</b>	<b>\$15,200,132</b>	<b>\$15,164,165</b>	<b>\$15,253,942</b>	<b>\$14,890,685</b>	<b>-1.8%</b>
<b><u>Community Services</u></b>					
Wages & Salaries	\$1,953,696	\$1,862,659	\$1,851,941	\$1,914,878	2.8%
Operating Expense	505,380	478,461	473,648	474,199	-0.9%
Social Security	<u>127,061</u>	<u>144,587</u>	<u>139,535</u>	<u>143,611</u>	-0.7%
<b>TOTAL</b>	<b>\$2,586,137</b>	<b>\$2,485,707</b>	<b>\$2,465,124</b>	<b>\$2,532,688</b>	<b>1.9%</b>

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

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
<b><u>Public Works</u></b>					
Wages & Salaries	\$3,825,740	\$3,948,642	\$3,917,056	\$3,953,551	0.1%
Operating Expense	6,742,751	6,845,247	6,847,841	7,140,071	4.3%
Equipment	5,117				
Social Security	<u>333,033</u>	<u>363,145</u>	<u>352,021</u>	<u>358,039</u>	-1.4%
<b>TOTAL</b>	<b>\$10,906,641</b>	<b>\$11,157,034</b>	<b>\$11,116,918</b>	<b>\$11,451,661</b>	<b>2.6%</b>
<b><u>Plant and Facilities Services</u></b>					
Wages & Salaries	\$1,060,180	\$1,071,312	\$1,043,616	\$1,082,194	1.0%
Operating Expense	1,075,357	907,370	936,356	867,762	-4.4%
Social Security	<u>77,835</u>	<u>82,631</u>	<u>78,622</u>	<u>81,714</u>	-1.1%
<b>TOTAL</b>	<b>\$2,213,372</b>	<b>\$2,061,313</b>	<b>\$2,058,594</b>	<b>\$2,031,670</b>	<b>-1.4%</b>
<b><u>Human and Leisure Services</u></b>					
Wages & Salaries	\$1,747,768	\$1,759,234	\$1,755,538	\$1,839,432	4.6%
Operating Expense	1,054,824	1,060,891	1,026,503	963,345	-9.2%
Equipment		21,185	21,185		-100.0%
Social Security	<u>223,345</u>	<u>94,044</u>	<u>93,141</u>	<u>100,885</u>	7.3%
<b>TOTAL</b>	<b>\$3,025,937</b>	<b>\$2,935,354</b>	<b>\$2,896,367</b>	<b>\$2,903,662</b>	<b>-1.1%</b>
<b><u>Library</u></b>					
Wages & Salaries	\$2,396,772	\$2,365,503	\$2,405,522	\$2,420,015	2.3%
Operating Expense	617,157	654,187	654,192	654,187	
Social Security	<u>170,754</u>	<u>169,753</u>	<u>169,535</u>	<u>174,211</u>	2.6%
<b>TOTAL</b>	<b>\$3,184,683</b>	<b>\$3,189,443</b>	<b>\$3,229,249</b>	<b>\$3,248,413</b>	<b>1.8%</b>
<b><u>Board of Education</u></b>					
Board of Education	<u>\$139,444,560</u>	<u>\$145,888,757</u>	<u>\$145,488,757</u>	<u>\$148,370,424</u>	1.7%
<b>TOTAL</b>	<b>\$139,444,560</b>	<b>\$145,888,757</b>	<b>\$145,488,757</b>	<b>\$148,370,424</b>	<b>1.7%</b>
<b><u>Capital Financing</u></b>					
Debt and Sundry	<u>\$15,093,321</u>	<u>\$13,754,144</u>	<u>\$13,754,144</u>	<u>\$15,119,984</u>	9.9%
<b>TOTAL</b>	<b>\$15,093,321</b>	<b>\$13,754,144</b>	<b>\$13,754,144</b>	<b>\$15,119,984</b>	<b>9.9%</b>

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**ANNUAL BUDGET 2015-2016**

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

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Non-Departmental</u></b>					
Wages & Salaries	\$338,763	\$95,209	\$95,209	\$96,828	1.7%
Operating Expense	8,687,316	9,099,764	9,085,764	9,599,304	5.5%
Fringe Benefits and Insurance	<u>26,483,949</u>	<u>29,328,695</u>	<u>29,345,653</u>	<u>30,992,002</u>	5.7%
<b>TOTAL</b>	<b>\$35,510,028</b>	<b>\$38,523,668</b>	<b>\$38,526,626</b>	<b>\$40,688,134</b>	<b>5.6%</b>
 <b>TOTAL ALL DEPARTMENTS</b>	 <b>\$242,807,542</b>	 <b>\$251,256,866</b>	 <b>\$251,005,677</b>	 <b>\$257,514,043</b>	 <b>2.5%</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 2016 budget contains 442 full-time funded positions, an increase of 2 positions from fiscal year 2015.

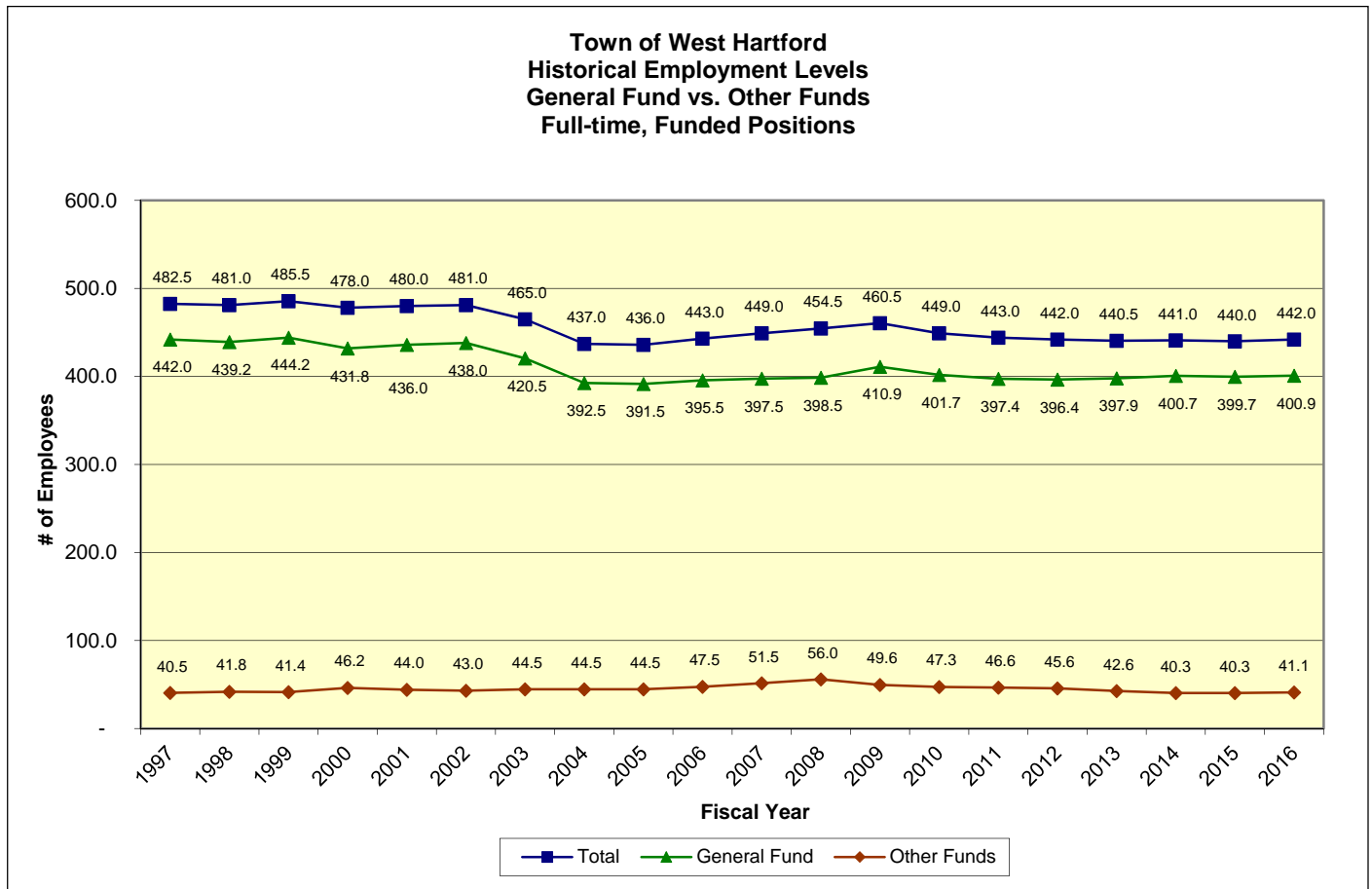
**Authorized and Funded Positions**

	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>Revised 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>
<u>General Government</u>					
General Fund	16.00	16.00	16.00	16.00	16.00
<u>Information Technology</u>					
General Fund	3.50	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>Employee Services</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>4.70</u>
TOTAL	9.50	9.50	9.50	9.50	9.50
<u>Fire</u>					
General Fund	92.00	92.00	92.00	92.00	92.00
<u>Police</u>					
General Fund	151.00	152.00	152.00	152.00	151.00
Parking Lot Fund	<u>1.00</u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>2.00</u>
	152.00	152.00	152.00	152.00	153.00
<u>Community Services</u>					
General Fund	24.00	23.50	23.25	23.25	24.25
CDGB Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	25.00	24.50	24.25	24.25	25.25
<u>Public Works</u>					
General Fund	47.00	47.00	47.00	47.00	47.00
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	58.00	58.00	58.00	58.00	58.00
<u>Plant and Facilities Services</u>					
General Fund	7.50	9.00	8.25	8.25	8.25

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

**Authorized and Funded Positions**

	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>Revised 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>
<b><u>Human and Leisure Services</u></b>					
General Fund	11.74	11.99	11.99	11.99	13.22
CDBG Fund	1.60	1.00	1.00	1.00	1.00
Westmoor Park Fund	2.33	2.33	2.33	2.33	2.30
Leisure Services Enterprise Fund	<u>10.33</u>	<u>9.68</u>	<u>9.68</u>	<u>9.68</u>	<u>8.48</u>
TOTAL	26.00	25.00	25.00	25.00	25.00
<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>
TOTAL	10.00	10.00	10.00	10.00	10.00
<b>TOTAL ALL FUNDS</b>	<b>440.50</b>	<b>441.00</b>	<b>440.00</b>	<b>440.00</b>	<b>442.00</b>





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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>WAGES &amp; SALARIES</u></b>				
<b>REGULAR PAYROLL</b>	<b>\$31,440,543</b>	<b>\$30,321,015</b>	<b>\$31,851,767</b>	<b>1.3%</b>
<p><b>Comment:</b> Regular payroll totals \$31,851,767, an increase of \$411,224 or 1.3% over the fiscal year 2015 budget. This account represents the wages and salaries associated with all full-time employees. The budget includes applicable merit increases, but includes cost of living adjustments for only the Fire Union, as all other collective bargaining agreements have expired. A separate contingency has been established for potential wage settlements. This budget includes the addition of an Administrative Assistant position in the Police Department, which is offset by a reduction in temporary payroll. In addition, two police officers who are assigned to patrol West Hartford Center have been reallocated from the General Fund to the Parking Lot Fund, consistent with their responsibilities. Within the Human and Leisure Services department, 1.23 full-time equivalents have been transferred to the General Fund from the Leisure Services Fund, based upon duties performed for General Fund programs. The budget includes funding of an Assistant Zoning Enforcement Officer, effective January 1, 2016, which had been held vacant in fiscal year 2015. In addition, a vacant Building Maintenance Technician position in the Facilities Services department is unfunded and will be backfilled with temporary payroll. A hiring lag in the Police Department is budgeted at \$150,000, a reduction of \$30,000 from the fiscal year 2015 budget assumption.</p>				
<b>TEMPORARY PAYROLL</b>	<b>2,446,509</b>	<b>2,497,330</b>	<b>2,443,903</b>	<b>-0.1%</b>
<p><b>Comment:</b> On an overall basis, the appropriation for temporary payroll in the fiscal year 2016 budget is consistent with the prior year. Increases in Public Works (\$36,000) and the Library (\$33,000) are offset by reductions in the Police department (\$35,000), Community Services (\$15,000), Registrar of Voters (\$8,000) and Human and Leisure Services (\$10,000). These fluctuations result from anticipated workflow needs and priorities amongst Town departments.</p>				
<b>OVERTIME</b>	<b>3,382,348</b>	<b>4,681,470</b>	<b>3,201,060</b>	<b>-5.4%</b>
<p><b>Comment:</b> Payroll for both planned and unplanned work that is above normal work hours, often subject to union contracts. The overtime appropriation increases \$19,000 in the Facilities Department consistent with overtime experience and workflow demands, offset by one-time grant funded overtime in the Police department of approximately \$196,000.</p>				
<b>HOLIDAY</b>	<b>957,949</b>	<b>953,935</b>	<b>958,643</b>	<b>0.1%</b>
<p><b>Comment:</b> Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off.</p>				

**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 2015</u></b>	<b><u>FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>CHANGE</u></b>

**WAGES & SALARIES (continued)**

<b>EDUCATION PREMIUM PAY</b>	<b><u>168,000</u></b>	<b><u>167,575</u></b>	<b><u>159,805</u></b>	<b>-4.9%</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 \$480 for an Associate's Degree or \$780 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 reduction reflects the number of Police officers currently eligible for this benefit.

<b>TOTAL WAGES AND SALARIES</b>	<b><u>\$38,395,349</u></b>	<b><u>\$38,621,325</u></b>	<b><u>\$38,615,178</u></b>	<b>0.6%</b>
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b> <b><u>FY 2015</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2015</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b>				
<b>OFFICE EXPENSE</b>	<b>\$704,518</b>	<b>\$696,779</b>	<b>\$606,785</b>	<b>-13.9%</b>
<b>Comment:</b> Includes copying, postage, office supplies, paper and other miscellaneous costs associated with program operation. These costs continue to be carefully scrutinized in all departments. Total office expense costs are reduced \$97,733 in fiscal year 2016. The reduction is primarily attributed to the SWAT Challenge (\$89,203), a self-funded event hosted by the Police department that will not recur in fiscal year 2016. A corresponding revenue reduction is reflected in the fiscal year 2016 budget. In addition, the office expense budget of the Town Clerk is reduced \$15,000 based upon anticipated absentee ballot volume for the November 2015 municipal election.				
<b>DUES AND TRAVEL</b>	<b>184,311</b>	<b>197,602</b>	<b>199,921</b>	<b>8.5%</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 relates to a \$5,225 increase in the dues for the Capital Regional Council of Governments and an increase in the Police Department's appropriation for training at the public safety training academy.				
<b>TRAINING</b>	<b>62,015</b>	<b>54,041</b>	<b>59,915</b>	<b>-3.4%</b>
<b>Comment:</b> Used for customer service training programs as well as department specific training. The decrease relates to a non-recurring grant from Sunrise New England pertaining to solar photovoltaic installation and permitting in Community Services.				
<b>ADVERTISING</b>	<b>66,800</b>	<b>63,897</b>	<b>64,140</b>	<b>-4.0%</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. Advertising costs are reduced \$2,660 as departments continue to move toward electronic advertising wherever possible.				
<b>PROFESSIONAL SERVICES</b>	<b>714,573</b>	<b>741,318</b>	<b>741,054</b>	<b>3.7%</b>
<b>Comment:</b> This appropriation funds services provided by outside consultants and contractual costs such as emergency medical services (\$280,000), internal mail, switchboard and copying services (\$95,000), and paramedic communication network operations (\$50,000). The increase for fiscal year 2016 is attributable to a \$50,000 appropriation for capital projects management based upon the volume of projects in construction. A corresponding transfer from the Capital Projects Fund to offset this cost is reflected in General Fund estimated revenues.				

**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 2015</u></b>	<b><u>FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>CHANGE</u></b>

**OPERATING EXPENSES** (continued)

<b>CONTRACTUAL SERVICES</b>	<b>4,087,354</b>	<b>4,187,901</b>	<b>4,210,961</b>	<b>3.0%</b>
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**Comment:** Cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects an increase of \$123,607 over fiscal year 2015. The Town's refuse and recycling collection programs include contractual increases of \$98,755, while the Facilities Services department reflects a \$10,000 increase for specialized services provided by contractors that 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, boiler tune-ups, etc.

<b>SOLID WASTE DISPOSAL</b>	<b>1,382,212</b>	<b>1,293,310</b>	<b>1,483,500</b>	<b>7.3%</b>
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**Comment:** The appropriation for tipping fees paid for refuse and recycling disposal reflects an increase of \$101,288 from fiscal year 2015. This increase is attributed to contractual increases with Covanta, the Town's refuse disposal contractor, and an estimate of the cost of a new green waste disposal contract.

<b>PRINTING/BINDING SERVICES</b>	<b>16,380</b>	<b>13,513</b>	<b>15,830</b>	<b>-3.4%</b>
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**Comment:** Use of the BOE Print Shop for large departmental printing jobs such as publications, forms and communications.

<b>OFFICE &amp; MINOR EQUIPMENT</b>	<b>173,574</b>	<b>174,068</b>	<b>170,690</b>	<b>-1.7%</b>
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**Comment:** Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works departments.

<b>BOARDS &amp; COMMISSIONS</b>	<b>10,675</b>	<b>10,675</b>	<b>10,675</b>	
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**Comment:** This appropriation includes \$5,000 for the West Hartford Police Cadets and \$5,675 for the Substance Abuse Commission, which is funded through a State grant.

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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u> (continued)</b>				
<b>MEALS</b>	<b>21,200</b>	<b>22,567</b>	<b>23,200</b>	<b>9.4%</b>
<b>Comment:</b> Meal reimbursement payments required by collective bargaining agreements and for individuals serving on oral boards.				
<b>UNIFORMS &amp; LAUNDRY</b>	<b>236,453</b>	<b>238,971</b>	<b>228,515</b>	<b>-3.4%</b>
<b>Comment:</b> Pays for uniform and laundry costs for public safety and Public Works departments, per union contracts. The reduction relates primarily to the non-recurring purchase of respirator fit test equipment (\$12,810) for the Fire department in fiscal year 2015.				
<b>EDUCATION TUITION REIMBURSEMENT</b>	<b>45,000</b>	<b>40,000</b>	<b>45,000</b>	
<b>Comment:</b> This appropriation pays for certain approved employee courses, primarily for public safety employees (\$30,000), but also townwide (\$15,000) in Employee Services.				
<b>GENERAL CONTRIBUTIONS</b>	<b>811,059</b>	<b>813,401</b>	<b>820,682</b>	<b>1.2%</b>
<b>Comment:</b> This appropriation funds costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$494,974), youth services provided by The Bridge, Inc. (\$183,180), a contractual contribution to the West Hartford Revolver Club (\$500), and utility costs at the Noah Webster House (\$10,000), Sarah Whitman Hooker House (\$6,500) and the West Hartford Art League (\$12,000). In addition, the Town Council makes contributions to several non-profit agencies serving West Hartford residents (\$113,528).				
<b>INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE</b>	<b>382,762</b>	<b>381,715</b>	<b>405,818</b>	<b>6.0%</b>
<b>Comment:</b> 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 2016 budget is \$10,000 for diagnostic software for the Fleet Maintenance division of Public Works. In addition, the appropriation reflects the increased number of software licenses required.				
<b>MISCELLANEOUS</b>	<b>16,101</b>	<b>16,452</b>	<b>970</b>	<b>-94.0%</b>
<b>Comment:</b> This appropriation primarily represents the annual cost the Town was required to pay the Department of Motor Vehicles for the processing of files to prohibit delinquent taxpayers from registering a vehicle. The State has eliminated this fee for fiscal year 2016. The balance is for incidental administrative expenditures.				

CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND

	<u>ADOPTED FY 2015</u>	<u>ESTIMATED FY 2015</u>	<u>ADOPTED FY 2016</u>	<u>PERCENT CHANGE</u>
<b><u>OPERATING EXPENSES</u> (continued)</b>				
<b>UTILITIES</b>	<b>1,303,758</b>	<b>1,303,758</b>	<b>1,243,828</b>	<b>-4.6%</b>
<b>Comment:</b> This appropriation 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. The overall contribution decreases 4.6%, or \$59,930, based upon average consumption, anticipated rates, energy savings measures and the amortization of surplus in the USF. The cost of leasing hydrants from the Metropolitan District Commission (MDC) has increased approximately \$30,000 from the prior year budget due to a rate increase and water rates are expected to increase due to the surcharge to finance the MDC's Clean Water Project. The contribution for natural gas, electricity and streetlighting are also expected to increase slightly. Offsetting these increases is assumed savings of \$100,000 relating to the execution of a virtual net metering letter of agreement, as more fully discussed in the Utilities Services Fund. In addition, savings (\$100,000) is expected from the implementation of a new energy savings program included in the Town's Capital Improvement Program. The fiscal year 2016 budget reflects a planned use of \$334,295 of Utility Services Fund fund balance accumulated in prior years, shared by the Town (\$200,886) and Board of Education (\$133,409).				
<b>MDC</b>	<b>7,955,650</b>	<b>7,955,650</b>	<b>8,430,150</b>	<b>6.0%</b>
<b>Comment:</b> Payment to the MDC results from their adopted budget and is apportioned to the member towns based upon local property tax levy. The Town's payment increases \$474,500 in fiscal year 2016.				
<b>TELECOMMUNICATIONS</b>	<b>229,480</b>	<b>216,634</b>	<b>224,785</b>	<b>-2.0%</b>
<b>Comment:</b> Maintenance and operating costs for the townwide telephone system, data communications network and radio system.				
<b>BUILDING MAINTENANCE</b>	<b>210,157</b>	<b>208,215</b>	<b>210,157</b>	
<b>Comment:</b> Building repairs, supplies and contractual services are included in this appropriation.				
<b>VEHICLES &amp; EQUIPMENT EXPENSE</b>	<b>1,035,400</b>	<b>998,047</b>	<b>1,058,250</b>	<b>2.2%</b>
<b>Comment:</b> Includes vehicle fuel and maintenance costs. The increase is attributed to \$20,000 budgeted in Public Works for the replacement of tires on three loaders.				
<b>OPERATING EXPENSE – MISCELLANEOUS</b>	<b>41,727</b>	<b>42,243</b>	<b>41,890</b>	<b>0.4%</b>
<b>Comment:</b> Includes expenses primarily related to small machines or equipment repairs and maintenance.				

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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b> (continued)				
	<b>112,851</b>	<b>125,168</b>	<b>115,181</b>	<b>2.1%</b>
<b>GROUNDS MAINTENANCE</b>				
<b>Comments:</b> Includes grounds supplies such as fertilizer, seeds, plants and irrigation upgrades.				
<b>MAINTENANCE &amp; REPAIRS</b>	<b>528,155</b>	<b>526,899</b>	<b>549,587</b>	<b>4.1%</b>
<b>Comments:</b> This appropriation pays for equipment repair and maintenance, inclusive of the townwide radio system, which increases \$9,482 in fiscal year 2016. In addition, an increase of \$10,000 is reflected in the Police department budget for the cost of maintenance agreements for Watch Guard in-car video systems.				
<b>SNOW REMOVAL SUPPLIES</b>	<b>320,550</b>	<b>320,550</b>	<b>350,550</b>	<b>9.4%</b>
<b>Comment:</b> The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget for fiscal year 2016 represents funding based upon a three year historical average of events per year and an anticipated increase in the cost of the product.				
<b>STREET MAINTENANCE SUPPLIES</b>	<b>110,000</b>	<b>114,570</b>	<b>110,675</b>	<b>0.6%</b>
<b>Comment:</b> Street repair supplies such as cement, sand, bituminous materials and catch basins.				
<b>SIDEWALK MAINTENANCE</b>	<b>4,540</b>	<b>6,592</b>	<b>4,540</b>	
<b>Comment:</b> Minor supplies for maintenance and repair of sidewalks.				
<b>STREET LIGHT MAINTENANCE</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	
<b>Comment:</b> Minor supplies for maintenance of street lights.				
<b>SIGNAL &amp; LIGHT MAINTENANCE</b>	<b>43,200</b>	<b>43,200</b>	<b>43,200</b>	
<b>Comment:</b> Minor supplies for signal and light materials.				
<b>MISCELLANEOUS SUPPLIES</b>	<b>70,525</b>	<b>69,900</b>	<b>73,900</b>	<b>4.8%</b>
<b>Comment:</b> Supplies for public safety including self-contained breathing apparatus and emergency medical supplies for the Fire department and bullet-proof vests for the Police department.				
<b>RECREATIONAL SUPPLIES</b>	<b>30,273</b>	<b>25,440</b>	<b>30,273</b>	
<b>Comment:</b> The cost of supplies relating to the Town's Leisure Services recreational programs.				

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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES (continued)</u></b>				
<b>RECREATIONAL CONTRACTUAL</b>	<b>192,789</b>	<b>187,169</b>	<b>178,789</b>	<b>-7.3%</b>
<b>Comment:</b> The cost of instructors who run the Town's recreational programs in the Human & Leisure Services department, which is offset by user fees for these programs. The reduction relates to an Elmwood Community Center program that will be conducted by a temporary employee rather than a contractor.				
<b>SPECIAL EVENTS</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	
<b>Comment:</b> Funds special event programming at the West Hartford Senior Center and Elmwood Senior Center. These programs are offset by program registration revenues.				
<b>TOWN ASSISTANCE</b>	<b>362,614</b>	<b>324,931</b>	<b>271,250</b>	<b>-25.2%</b>
<b>Comment:</b> Funds the cost of the Town's Dial-A-Ride contract (\$235,000) and administrative costs of Probate Court (\$24,250). This appropriation reflects a reduction of \$99,039 to the Dial-A-Ride program resulting from an assumption of fewer rides based upon current year experience and elimination of the supplemental Dial-A-Ride grant (\$62,460) for which the Town has not yet received notification for fiscal year 2016.				
<b>ADA EXPENDITURES</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	
<b>Comment:</b> Miscellaneous costs to administer the Americans with Disabilities Act. There is an anticipated need for a deaf interpreter for the Persons with Disabilities Commission meetings.				
<b>RENTAL/LEASES</b>	<b>262,867</b>	<b>258,217</b>	<b>278,394</b>	<b>5.9%</b>
<b>Comment:</b> Various land and operating equipment and system leases within the Information Technology, Financial Services, Public Works, Library and Radio Maintenance departments. The increase relates to the cost associated with being connected to the State network.				
<b>INFO SYSTEMS RENTAL &amp; MAINTENANCE EXPENSE</b>	<b>82,917</b>	<b>87,193</b>	<b>62,917</b>	<b>-24.1%</b>
<b>Comment:</b> 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. A reduction of \$20,000 reflects savings achieved by leveraging multi-year contracts.				
<b>LIBRARY MATERIALS</b>	<b><u>429,573</u></b>	<b><u>430,297</u></b>	<b><u>429,573</u></b>	
<b>Comment:</b> Materials for the public libraries including books, subscriptions, and periodicals.				
<b>TOTAL OPERATING EXPENSES</b>	<b>\$22,278,013</b>	<b>\$22,226,883</b>	<b>\$22,831,545</b>	<b>2.5%</b>



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

	<b><u>ADOPTED</u></b> <b><u>FY 2015</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2015</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>EQUIPMENT</u></b>				
<b>OPERATING EQUIPMENT</b>	<b>\$21,185</b>	<b>\$21,185</b>		<b>-100.0%</b>
<b>Comment:</b> There are no operating equipment requests included in the fiscal year 2016 budget. Fiscal year 2015 expenditures related to the purchase and installation of a clock in memory of Richard Patrissi, which was funded via donations.				
<b>TOTAL EQUIPMENT</b>	<b>\$21,185</b>	<b>\$21,185</b>		<b>-100.0%</b>

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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				

<b>SOCIAL SECURITY</b>	<b>\$1,534,840</b>	<b>\$1,491,847</b>	<b>\$1,529,150</b>	<b>-0.4%</b>
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**Comment:** Determined by payroll costs and anticipated step or merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.

<b>PENSION</b>	<b>12,089,620</b>	<b>12,089,620</b>	<b>12,146,580</b>	<b>0.5%</b>
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**Comment:** The fiscal year 2016 contribution to the Pension Fund reflects the actuarially determined contribution required to achieve full funding of the pension plan over the next twenty-three years. The total contribution for fiscal year 2016 is \$17,917,000, an increase of \$205,000 over the fiscal year 2015 adopted budget. This contribution is split amongst the budgets for the Town, Board of Education, and other funds. The Town portion of the increase is \$153,750. Based upon budgeted payroll and the reallocation of full-time position between funds the impact to the Town's General Fund budget is \$56,960. The increase in the required contribution reflects the reduction in the discount rate assumption from 7.95% to 7.54%.

<b>RISK MANAGEMENT EXPENSE</b>	<b>15,068,276</b>	<b>15,068,276</b>	<b>16,012,835</b>	<b>6.3%</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 \$944,559, or 6.3%, in fiscal year 2016. Town Health Program expense increases \$1,269,609, reflecting the General Fund portion of the \$650,000 increase in the contribution for retiree health and a significant increase in active employee health care costs. The contribution to the self-insured program is increased \$290,683 reflecting claims activity and a lower amortization of the program's accumulated surplus. Offsetting these increases are reductions in the contributions to the heart & hypertension program (\$191,316), insured program (\$221,385), and workers' compensation program (\$203,032) based upon claims activity and the amortization of accumulated surplus/deficit for each program.

<b>CONTINGENCY</b>	<b>875,000</b>	<b>875,000</b>	<b>1,425,000</b>	<b>62.9%</b>
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**Comment:** This appropriation is an estimate of potential wage settlements for collective bargaining agreements that are in negotiation.

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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				
<b>TRANSFERS OUT</b>	<b><u>1,351,682</u></b>	<b><u>1,368,640</u></b>	<b><u>1,463,347</u></b>	<b>8.3%</b>
<p><b>Comment:</b> The Private School Services Fund subsidy increases \$111,665 to \$1,400,180 for fiscal year 2016. The transfer for the private school transportation program increases \$72,846 as the State grant for this program is reduced \$28,719 and expenditure increase \$44,127 due to the contractual increase in the Town's bus contract and the need to maintain the number of buses in order to transport students to school in a timely manner. The transfer for the private school nurse program increases \$38,819 from fiscal year 2015 due to salary and benefit increases, and the need to provide health services at an additional non-public school. The State reimbursement percentage for health services is budgeted at 56%, versus the 80% the Town should receive under existing State statutes, based upon experience. A transfer of \$63,167 from the Public Works department to the Board of Education for grounds maintainers' health benefits remains consistent with the prior year.</p>				
<b>TOTAL FRINGE BENEFITS, INSURANCE &amp; MISC.</b>	<b>\$30,919,418</b>	<b>\$30,893,383</b>	<b>\$32,576,912</b>	<b>5.4%</b>
<b>TOTAL TOWN GENERAL FUND</b>	<b>\$91,613,965</b>	<b>\$91,762,776</b>	<b>\$94,023,635</b>	<b>2.6%</b>

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

	<b><u>ADOPTED FY 2015</u></b>	<b><u>ESTIMATED FY 2015</u></b>	<b><u>ADOPTED FY 2016</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>13,564,144</b>	<b>13,564,144</b>	<b>15,029,984</b>	<b>10.8%</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 totals \$15,729,984 in fiscal year 2016, an amount \$1,815,840 greater than the current year payments. Debt service includes principal payments of \$11,550,000 and interest payments of \$4,179,984. Of this total, \$15,029,984 is funded via transfer from the General Fund and \$700,000 from bond premiums received on prior debt issuances.				
<b>TRANSFER TO CNRE</b>	<b><u>100,000</u></b>	<b><u>100,000</u></b>	<b>_____</b>	<b>-100.0%</b>
<b>Comment:</b> Annual contribution to the Capital Improvement 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 2016 there is no contribution to this fund, as detailed in the 2016-2027 Capital Improvement Plan.				
<b>TOTAL CAPITAL FINANCING</b>	<b>\$13,754,144</b>	<b>\$13,754,144</b>	<b>\$15,119,984</b>	<b>9.9%</b>
<b><u>BOARD OF EDUCATION</u></b>				
<b>DIRECT APPROPRIATION</b>	<b><u>\$145,888,757</u></b>	<b><u>\$145,488,757</u></b>	<b><u>\$148,370,424</u></b>	<b>1.7%</b>
<b>Comment:</b> Annual direct appropriation to the Board of Education for public education.				
<b>TOTAL BOARD OF EDUCATION</b>	<b>\$145,888,757</b>	<b>\$145,488,757</b>	<b>\$148,370,424</b>	<b>1.7%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$251,256,866</b>	<b>\$251,005,677</b>	<b>\$257,514,043</b>	<b>2.5%</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 2013-2014</u></b>	<b><u>Adopted 2014-2015</u></b>	<b><u>Estimated 2014-2015</u></b>	<b><u>Adopted 2015-2016</u></b>	<b><u>Percent Change</u></b>
Town Council	\$ 383,570	\$ 353,552	\$ 368,123	\$ 366,003	3.5%
Town Clerk	288,249	272,695	256,447	253,272	-7.1%
Town Manager	270,526	271,038	278,152	281,828	4.0%
Corporation Counsel	464,590	462,246	476,839	418,908	-9.4%
Registrar of Voters	188,487	265,708	257,984	268,362	1.0%
Assessor	<u>615,134</u>	<u>640,691</u>	<u>642,806</u>	<u>660,999</u>	3.2%
<b>TOTAL</b>	<b>\$2,210,556</b>	<b>\$2,265,930</b>	<b>\$2,280,351</b>	<b>\$2,249,372</b>	<b>-0.7%</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.

**BUDGET SUMMARY  
TOWN COUNCIL**

<b><u>Expenditures:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$ 137,870	\$ 102,248	\$ 50,308	\$ 115,136	\$ 107,105	4.8%
Operating Expense	236,328	243,631	239,781	244,781	250,856	3.0%
Social Security	<u>9,372</u>	<u>7,673</u>	<u>3,540</u>	<u>8,206</u>	<u>8,042</u>	4.8%
<b>TOTAL</b>	<b>\$383,570</b>	<b>\$353,552</b>	<b>\$293,629</b>	<b>\$368,123</b>	<b>\$366,003</b>	<b>3.5%</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>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	2.0	2.0	1.5	1.5	1.5

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Council's budget increases \$12,451 or 3.5% in fiscal year 2016. Wages and salaries increase \$4,857, or 4.8%, due to the filling of a vacant position higher in the range than budgeted. Applicable merit increases are reflected, but no cost-of-living adjustment is included as union contracts are in negotiation. Operating expense increases \$7,225 as a result of increases to dues for the Capital Region Council of Governments (\$5,225) and professional services (\$2,000). The change in social security is consistent with wage changes.

### SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$133,364	\$102,248	\$ 42,785	\$101,136	\$107,105	4.8%
Temporary Payroll	4,173		7,523	14,000		
Education Premium Pay	333					
Dues	87,603	87,603	87,603	87,603	92,828	6.0%
Professional Services	41,850	42,500	43,650	43,650	44,500	4.7%
General Contribution	106,875	113,528	108,528	113,528	113,528	
Social Security	<u>9,372</u>	<u>7,673</u>	<u>3,540</u>	<u>8,206</u>	<u>8,042</u>	4.8%
<b>Total Department</b>	<b>\$383,570</b>	<b>\$353,552</b>	<b>\$293,629</b>	<b>\$368,123</b>	<b>\$366,003</b>	<b>3.5%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Town Clerk	1	1	1	1	1
Assistant to Town Council	1	1			
Senior Staff Assistant			<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>2</b>	<b>2</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 Senior Staff Assistant position is shared with the Town Clerk's office. The increase in this appropriation reflects the filling of this position higher in the range than budgeted. No cost-of-living adjustments are reflected as union contracts are in negotiation.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$500 for an Associate's Degree or \$800 for a Bachelor's degree.

**Dues and Travel:** The Town pays dues to several organizations as detailed in the chart below. Dues for fiscal year 2016 increase \$5,225.

<u>Dues to Outside Agencies</u>				
<u>Agency</u>	<u>Actual</u> <u>2014</u>	<u>Adopted</u> <u>2015</u>	<u>Estimated</u> <u>2015</u>	<u>Adopted</u> <u>2016</u>
Capital Region Council of Governments (CRCOG)	\$38,332	\$38,332	\$38,332	\$43,557
Greater Hartford Transit District (GHTD)	8,225	8,225	8,225	8,225
CT Conference of Municipalities (CCM)	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>
<b>TOTAL</b>	<b>\$87,603</b>	<b>\$87,603</b>	<b>\$87,603</b>	<b>\$92,828</b>

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**ANNUAL BUDGET 2015-2016**

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**Professional Services:** This appropriation, which reflects an increase of \$2,000, 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 numerous not-for-profit organizations as detailed below. These contributions are level funded with the prior fiscal year.

<b>Contributions to Outside Agencies</b>				
<u>Agency</u>	<u>Actual 2014</u>	<u>Adopted 2015</u>	<u>Estimated 2015</u>	<u>Adopted 2016</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	20,100	20,100	20,100
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	4,428
Community Renewal Team	4,000	4,000	4,000	4,000
Interval House	3,000	3,000	3,000	3,000
West Hartford Community Theater	4,000	4,000	4,000	4,000
West Hartford Symphony	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
<b>TOTAL</b>	<b>\$113,528</b>	<b>\$113,528</b>	<b>\$113,528</b>	<b>\$113,528</b>

**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 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>
Number of Public Hearings	11	20	22	26	34
Number of Town Council Meetings	21	20	20	19	20
Special Services District Meetings	5	5	5	5	5



**TOWN CLERK**

**MISSION**

The 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, and a place where the public can become informed about on-going events in local government.

**BUDGET SUMMARY  
TOWN CLERK**

	<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>Revenues:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Intergovernmental	\$ 6,500	\$ 7,500	\$ 7,500	\$ 7,500	\$	-100.0%
Licenses and Permits	29,220	28,950	9,475	28,950	28,950	
Charges for Services	<u>1,385,376</u>	<u>1,574,800</u>	<u>741,723</u>	<u>1,415,150</u>	<u>1,439,800</u>	-8.6%
<b>TOTAL</b>	<b>\$1,421,096</b>	<b>\$1,611,250</b>	<b>\$758,698</b>	<b>\$1,451,600</b>	<b>\$1,468,750</b>	<b>-8.8%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$168,207	\$154,379	\$75,493	\$146,277	\$151,223	-2.0%
Operating Expense	109,868	108,950	51,808	100,450	91,950	-15.6%
Social Security	<u>10,174</u>	<u>9,366</u>	<u>3,993</u>	<u>9,720</u>	<u>10,099</u>	7.8%
<b>TOTAL</b>	<b>\$288,249</b>	<b>\$272,695</b>	<b>\$131,294</b>	<b>\$256,447</b>	<b>\$253,272</b>	<b>-7.1%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	2	2	2	1.9	1.9

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Clerk's budget decreases \$19,423, or 7.1%, in fiscal year 2016. A payroll decrease of \$3,516 or 2.0% reflects a reduction in temporary payroll attributed to fewer absentee ballots projected for the November 2015 municipal election versus the gubernatorial election in fiscal year 2015. Operating expense decreases \$17,000, or 15.6%, due to reductions in office expense (\$7,500), professional services (\$4,000), and a historic document preservation grant (\$7,500) offset by an increase in advertising (\$2,000) for public hearings. Social security is increased based upon fewer temporary employees utilizing the alternative social security program.

Revenues in the Town Clerk's office reflect a net reduction of \$142,500. Conveyance taxes decrease \$25,000 and land records are scaled back \$125,000 based upon actual experience. Further reductions are reflected in the Farmland bill revenue (\$10,000) and the historical document preservation grant (\$7,500) which has not been awarded yet for fiscal year 2016. Offsetting these reductions is an increase of \$25,000 in zoning petition revenue based upon anticipated activity in fiscal year 2016.

**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Intergovernmental Revenue	\$ 6,500	\$ 7,500	\$ 7,500	\$ 7,500	\$	-100.0%
Licenses and Permits	29,220	28,950	9,475	28,950	28,950	
Conveyance Taxes	854,132	975,000	519,181	950,000	950,000	-2.6%
Land Records Fee	254,016	375,000	122,362	250,000	250,000	-33.3%
Charges for Services	<u>277,227</u>	<u>224,800</u>	<u>100,180</u>	<u>215,150</u>	<u>239,800</u>	6.7%
<b>Total Department</b>	<b>\$1,421,095</b>	<b>\$1,611,250</b>	<b>\$758,698</b>	<b>\$1,451,600</b>	<b>\$1,468,750</b>	<b>-8.8%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$120,276	\$109,099	\$ 54,456	\$104,965	\$109,911	0.7%
Temporary Payroll	47,151	44,500	20,907	41,000	41,000	-7.9%
Education Premium Pay	780	780	130	312	312	-60.0%
Office Expense	35,918	41,000	21,636	34,500	26,000	-36.6%
Dues and Travel	435	550	420	550	550	
Advertising	16,460	11,000	8,209	13,000	13,000	18.2%
Professional Services	21,007	19,000	7,376	15,000	15,000	-21.1%
Printing/Binding Services	468	400	81	400	400	
Office Equipment	2,000	2,000	499	2,000	2,000	
Information Technology	31,587	33,000	12,618	33,000	33,000	
Telecommunications	1,993	2,000	969	2,000	2,000	
Social Security	<u>10,174</u>	<u>9,366</u>	<u>3,993</u>	<u>9,720</u>	<u>10,099</u>	7.8%
<b>Total Department</b>	<b>\$288,249</b>	<b>\$272,695</b>	<b>\$131,294</b>	<b>\$256,447</b>	<b>\$253,272</b>	<b>-7.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Deputy Town Clerk			0.5	0.4	0.4
Assistant to Town Council	1	1			
Clerk of Vital Statistics	1	1	1	1	1
Senior Staff Assistant			<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1.9</b>	<b>1.9</b>

## TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Department was restructured in fiscal year 2015 such that a supervisory position is shared with the Registrar of Voters department and a Senior Staff Assistant position is shared with the Town Council's office. The appropriation includes applicable merit increases, but does not include cost-of-living adjustments as contracts are under negotiation.

**Temporary Payroll:** The temporary payroll appropriation reflects a decrease of \$3,500. In fiscal year 2015 there was a primary and gubernatorial election resulting in the need for additional staff hours. In addition to daily responsibilities, the temporary staff also covers lunch hours, vacations, high volume periods and special projects (elections, dog licensing month).

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** The office expense appropriation is reduced by \$15,000 or 36.6% in fiscal year 2016. The appropriations for supplies, printing and postage have been decreased \$7,500 based upon anticipated need in a municipal election year while the Town has not yet been notified if it will receive a Historic Document Preservation grant for fiscal year 2016, resulting in a decrease to both revenue and appropriations of \$7,500.

**Dues and Travel:** This appropriation maintains membership to the CT 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 increased \$2,000 based upon anticipated needs.

**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. This appropriation is reduced \$4,000 based upon actual experience and anticipated public hearings in fiscal year 2016.

**Printing/Binding Services:** Costs for printing of Town Council Agendas, Absentee Ballots for Referendums, or costs for printing of larger volume printing projects. The department is utilizing the Board of Education print shop more as it is deemed cost beneficial.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Calendar Year)</b>				
	<b><u>Actual</u></b> <b><u>2010</u></b>	<b><u>Actual</u></b> <b><u>2011</u></b>	<b><u>Actual</u></b> <b><u>2012</u></b>	<b><u>Actual</u></b> <b><u>2013</u></b>	<b><u>Actual</u></b> <b><u>2014</u></b>
Land Records Processed	12,286	10,851	12,666	12,158	8,856
Birth Certificates	651	619	580	612	596
Death Certificates	825	780	713	662	698
Marriage Certificates	489	391	431	438	550
Burial/Cremation permits	444	568	541	417	584
Certified Copies Vital Statistics	4,150	4,379	3,981	3,751	4,041
Dog Licenses	3,069	2,952	2,965	2,900	3,100
Liquor permits	123	144	126	136	122
Trade Names	170	128	167	144	150
Notary Commission	141	115	121	158	144
Notary Fees	464	437	455	446	385
Absentee Ballots Processed	2,794	572	5,431	812	2,032

**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 is the organization's chief executive officer overseeing the administrative operations of the Town government. Responsibilities 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 Town Manager implements and monitors policies adopted by the Town Council.

**BUDGET SUMMARY  
TOWN MANAGER**

<b><u>Expenditures:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$251,758	\$251,830	\$121,338	\$258,944	\$262,386	4.2%
Operating Expense	3,550	4,150	966	4,150	4,150	
Social Security	<u>15,218</u>	<u>15,058</u>	<u>4,667</u>	<u>15,058</u>	<u>15,292</u>	1.6%
<b>TOTAL</b>	<b>\$270,526</b>	<b>\$271,038</b>	<b>\$126,971</b>	<b>\$278,152</b>	<b>\$281,828</b>	<b>4.0%</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>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	2	2	2	2	2

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for the Town Manager's office for fiscal year 2016 increases \$10,790 or 4.0%. Wages and salaries reflect a contractual increase for the Town Manager and applicable wages for the staff position. These amounts do not reflect a cost-of-living increase for the non-union position, as increases generally follow union contracts, which are in negotiation. Operating expenses are level funded. Social security reflects the increase in wages and the IRS regulations regarding base wages subject to tax.

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

### SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Regular Payroll	\$250,958	\$251,030	\$121,005	\$258,144	\$261,586	4.2%
Education Premium Pay	800	800	333	800	800	
Office Expense	2,760	3,100	763	3,100	3,100	
Dues and Travel	100	500		500	500	
Printing/Binding Services	10	50		50	50	
Office Equipment	132					
Telecommunications	485	500	203	500	500	
Town Assistance	63					
Social Security	<u>15,218</u>	<u>15,058</u>	<u>4,667</u>	<u>15,058</u>	<u>15,292</u>	1.6%
<b>Total Department</b>	<b>\$270,526</b>	<b>\$271,038</b>	<b>\$126,971</b>	<b>\$278,152</b>	<b>\$281,828</b>	<b>4.0%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Town Manager	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>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The department is staffed with two full-time employees. The Town Manager's salary schedule was adjusted for fiscal year 2015 and this increase is reflected in the fiscal year 2016 budget. The Executive Assistant is a non-union position and includes all applicable wages but reflects no cost-of-living increase at this time.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$500 for an Associate's Degree and or \$800 for a Bachelor's degree.

**Office Expense:** This appropriation covers the cost of office supplies and postage.

**Dues and Travel:** This appropriation is for dues to professional organizations; no appropriation is included for travel.

**Printing/Binding Services:** This appropriation covers this department's copy machine costs.

**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 mission of the Corporation Counsel's office is to appear for and protect the rights of the Town in all actions, suits or proceedings brought by or against the Town or any of its departments, offices, agencies, boards, commissions or employees.

**BUDGET SUMMARY  
CORPORATION COUNSEL**

	<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>Revenues:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Charges for Services	\$ 14	\$ 50	\$ 225	\$ 241	\$ 50	
<b>TOTAL</b>	<b>\$ 14</b>	<b>\$ 50</b>	<b>\$ 225</b>	<b>\$ 241</b>	<b>\$ 50</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$311,963	\$303,636	\$149,446	\$318,229	\$324,959	7.0%
Operating Expense	130,281	136,360	94,710	136,360	71,360	-47.7%
Social Security	22,346	22,250	9,012	22,250	22,589	1.5%
<b>TOTAL</b>	<b>\$464,590</b>	<b>\$462,246</b>	<b>\$253,168</b>	<b>\$476,839</b>	<b>\$418,908</b>	<b>-9.4%</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>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	3	3	3	3	3

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Corporation Counsel's budget is decreased \$43,338 or 9.4% in fiscal year 2016. Wages and salaries reflect applicable salary ranges and anticipated merit increases, but no estimate for cost of living adjustments. Operating expense has been reduced \$65,000, as the appropriation for Board of Education legal services has been transferred to the Board of Education budget. Social security reflects the anticipated wage increase.



**Fund: General Fund**
**Department: Corporation Counsel**
**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Copies	\$ 14	\$ 50	\$ 9	\$ 25	\$ 50	
Miscellaneous			216	216		
<b>Total Department</b>	<b>\$ 14</b>	<b>\$ 50</b>	<b>\$ 225</b>	<b>\$ 241</b>	<b>\$ 50</b>	

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$311,963	\$303,636	\$149,446	\$318,229	\$324,959	7.0%
Office Expense	21,147	19,100	5,512	19,100	19,100	
Dues and Travel	423	700	34	700	700	
Professional Services	65,172	73,000	67,715	73,000	8,000	-89.0%
Contractual Services	42,664	42,500	21,086	42,500	42,500	
Printing/Binding Services		60		60	60	
Telecommunications	875	1,000	363	1,000	1,000	
Social Security	22,346	22,250	9,012	22,250	22,589	1.5%
<b>Total Department</b>	<b>\$464,590</b>	<b>\$462,246</b>	<b>\$253,168</b>	<b>\$476,839</b>	<b>\$418,908</b>	<b>-9.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Administrative Assistant	1	1	1	1	1
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

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

**Regular Payroll:** Consistent with the prior year, the department is staffed with 3 full-time positions. The budget reflects anticipated merit increases but no estimate for cost of living adjustments.

**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 (2) by the State of Connecticut, and payment for seminars as required.

**Professional Services:** This appropriation is for outside legal services. For fiscal year 2016 the appropriation related to the Board of Education (\$65,000) has been transferred to their budget.

**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

Together with the Town Clerk, the Registrar of Voters Office is charged with carrying out responsibilities in regard to the holding of elections. Specifically, the Registrar of Voters Office is responsible for all work related to the registration of voters and the administration of elections, primaries and referenda. 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. The mission of the Registrar of Voters is to fulfill these responsibilities as mandated by State statute.

### BUDGET SUMMARY REGISTRAR OF VOTERS

<b><u>Expenditures:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$151,122	\$212,283	\$119,796	\$202,856	\$213,086	0.4%
Operating Expense	28,554	41,775	36,961	43,478	43,408	3.9%
Social Security	<u>8,811</u>	<u>11,650</u>	<u>5,363</u>	<u>11,650</u>	<u>11,868</u>	1.9%
<b>TOTAL</b>	<b>\$188,487</b>	<b>\$265,708</b>	<b>\$162,120</b>	<b>\$257,984</b>	<b>\$268,362</b>	<b>1.0%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2014-2015</u></b>	<b><u>Adopted 2015-2016</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>		
General Fund	–	–	0.5	0.6	0.6

### BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' fiscal year 2016 budget increases \$2,654 or 1.0% from fiscal year 2015. Wages and salaries reflect a net increase of \$803. An increase in regular payroll (\$8,841) resulting from the restructure of the department in fiscal year 2015 is offset almost entirely by reductions in temporary payroll (\$8,038) for office staff and election workers. Operating expense increases \$1,633, or 3.9%, primarily due to an increase in professional services (\$1,445) for moderator and other staff training. The increase to social security reflects wage modifications.

**Fund: General Fund**  
**Department: Registrar of Voters**

**SUMMARY OF EXPENDITURES**

<b>Expenditures</b>	<b>Actual 2013-14</b>	<b>Adopted 2014-15</b>	<b>Actual 6 Months</b>	<b>Estimated 2014-15</b>	<b>Adopted 2015-16</b>	<b>Percent Change</b>
Regular Payroll	\$ 6,512	\$43,283	\$ 23,807	\$51,460	\$51,656	19.3%
Temporary Payroll	144,610	169,000	95,793	150,928	160,962	-4.8%
Education Premium Pay			196	468	468	
Office Expense	21,130	19,700	18,779	22,466	19,375	-1.6%
Dues and Travel	1,965	4,575	2,711	4,108	4,075	-10.9%
Advertising	134	500	147	147	500	
Professional Services	60		150	150	1,445	
Printing/Binding						
Services	161	250	257	400	1,000	300.0%
Telecommunications	3,979	5,000	3,651	4,941	5,100	2.0%
Operating Expense –						
Miscellaneous	1,125	11,750	11,266	11,266	11,913	1.4%
Social Security	<u>8,811</u>	<u>11,650</u>	<u>5,363</u>	<u>11,650</u>	<u>11,868</u>	1.9%
<b>Total Department</b>	<b>\$188,487</b>	<b>\$265,708</b>	<b>\$162,120</b>	<b>\$257,984</b>	<b>\$268,362</b>	<b>1.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2014-15</b>	<b>2015-16</b>
Deputy Town Clerk	—	—	<u>0.5</u>	<u>0.6</u>	<u>0.6</u>
<b>TOTAL</b>			0.5	0.6	0.6

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Calendar Year)

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Actual 2014</b>
Percent Voting:					
Gubernatorial	68%				61%
Municipal		30%		27%	
Presidential			81%		
Number of Eligible Voters	38,019	37,387	39,733	38,826	39,517

## REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Beginning in fiscal year 2015, a full-time supervisory position with administrative oversight is shared with the Town Clerk department. The fluctuation in this line item reflects the actual cost of this restructuring.

**Temporary Payroll:** This appropriation funds the salaries of the Registrars and Deputy Registrars, which are set via Town Council resolution, as well as office staff for the department. Per IRS regulations poll workers are also funded under Temporary Payroll. The appropriation assumes a primary and a municipal election. In total, the appropriation is reduced \$8,038.

**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. A slight reduction (\$325) is reflected.

**Dues and Travel:** This appropriation funds the cost of membership in the Registrar of Voters Association of CT, as well as costs for semi-annual conferences, meals for poll workers, and mileage reimbursement. The appropriation reflects a \$500 reduction in meals.

**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.

**Printing/Binding Services:** The department utilizes the Board of Education print shop for large printing jobs. The increase reflects the cost of having a printed list of registered voters at each polling place.

**Telecommunications:** This appropriation funds the costs associated with desktop telephone services for maintenance, long distance calls and circuits. In addition, the cost of telephones at polling places is included in this line item.

**Operating Expense - Miscellaneous:** This line item funds costs related to the optical scan voting machines including moving the machines to polling places, programming them for elections and performing annual maintenance on all machines, a cost previously paid by the State.

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

**ASSESSOR'S OFFICE**

**MISSION**

To provide the highest quality services, exceeding customer expectations through effective and convenient service and communication, consistent and equitable assessments and processes, and the availability of accurate and timely information.

<b>BUDGET SUMMARY ASSESSOR'S OFFICE</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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Charges for Services	\$2,023	\$2,000	\$ 1,179	\$2,000	\$2,000	
<b>TOTAL</b>	<b>\$2,023</b>	<b>\$2,000</b>	<b>\$ 1,179</b>	<b>\$2,000</b>	<b>\$2,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$540,990	\$556,975	\$271,139	\$559,090	\$562,514	1.0%
Operating Expense	34,023	42,304	13,375	42,304	56,815	34.3%
Social Security	40,121	41,412	18,657	41,412	41,670	0.6%
<b>TOTAL</b>	<b>\$615,134</b>	<b>\$640,691</b>	<b>\$303,171</b>	<b>\$642,806</b>	<b>\$660,999</b>	<b>3.2%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	7	7	7	7	7

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2016 budget for the Assessor's Office increases \$20,308, or 3.2%, from the prior year budget. Wages and salaries reflect anticipated merit increases and deferred compensation matching, but do not include an estimate for cost of living adjustments as union contracts are in negotiation. Operating expenses increase \$14,511, or 34.3%, due to software maintenance licenses and social security increases reflect changes to wages and salaries.

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**ANNUAL BUDGET 2015-2016**

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**SUMMARY OF REVENUES**

<u>Revenues</u>	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Copies	\$2,023	\$2,000	\$ 1,179	\$2,000	\$2,000	
<b>TOTAL</b>	<b>\$2,023</b>	<b>\$2,000</b>	<b>\$ 1,179</b>	<b>\$2,000</b>	<b>\$2,000</b>	

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Regular Payroll	\$536,981	\$553,465	\$270,275	\$555,580	\$559,004	1.0%
Temporary Payroll	1,425					
Overtime	1,024	1,950	214	1,950	1,950	
Education Premium Pay	1,560	1,560	650	1,560	1,560	
Office Expense	16,570	19,955	6,237	19,955	19,955	
Dues and Travel	3,201	3,100	805	3,100	3,100	
Training	3,426	4,515	660	4,515	4,515	
Advertising		200		200	200	
Printing/Binding Services	478	2,220	144	2,220	2,220	
Information Technology	7,325	9,364	3,750	9,364	23,875	155.0%
Telecommunications	1,796	2,000	953	2,000	2,000	
Vehicles & Equipment Expense	1,227	950	826	950	950	
Social Security	<u>40,121</u>	<u>41,412</u>	<u>18,657</u>	<u>41,412</u>	<u>41,670</u>	0.6%
<b>Total Department</b>	<b>\$615,134</b>	<b>\$640,691</b>	<b>\$303,171</b>	<b>\$642,806</b>	<b>\$660,999</b>	<b>3.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</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	<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>

## ASSESSMENT OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Assessment office is staffed with 7 full-time positions and the budget for fiscal year 2016 maintains existing personnel levels. Regular payroll reflects anticipated merit increases and changes to benefit elections, but does not include an estimate for cost of living adjustments as union contracts are in negotiation.

**Temporary Payroll:** No funding is budgeted for fiscal year 2016.

**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 \$480 for an Associate's Degree or \$780 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 for fiscal year 2016 is consistent with the prior year.

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

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

**Advertising:** This appropriation funds all State mandated notice requirements.

**Printing & Binding Services:** This appropriation finances the cost associated with printing and binding of the Grand List, the use of the Board of Education's print shop, and cost associated with various forms.

**Information Technology:** This appropriation funds the annual cost of web hosting for Vision software (\$3,800) and software maintenance and support contracts for Vision (\$7,775) and Quality Data Systems (\$12,300). The payment to Quality Data Systems is new for fiscal year 2016, as maintenance was included in the purchase price for the first five years of the contract.

**Telecommunications:** This appropriation funds the cost for (2) cell phones used by field appraisal staff, as well as desktop telephone services for maintenance, long distance calls and circuits.

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

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



<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(calendar year)</b>				
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	<b><u>(GL 2008)</u></b>	<b><u>(GL 2009)</u></b>	<b><u>(GL 2010)</u></b>	<b><u>(GL 2011)</u></b>	<b><u>(GL 2012)</u></b>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,831	2,678	2,668	2,629	2,650
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,453	2,034	2,038	2,119	2,492
Real property transfers	1,922	2,015	1,946	2,014	2,238
Elderly, veterans, blind and disability applications	*	*	1,072	982	1,022

\* Data not available

DEPARTMENT: GENERAL GOVERNMENT

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant to Town Council	1	1			
Senior Staff Assistant			0.5	0.5	0.5
TOTAL	2	2	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk			0.5	0.4	0.4
Assistant Town Clerk	1	1			
Clerk of Vital Statistics	1	1	1	1	1
Senior Staff Assistant			0.5	0.5	0.5
TOTAL	2	2	2	1.9	1.9
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
TOTAL	2	2	2	2	2
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Administrative Assistant	1	1	1	1	1
TOTAL	3	3	3	3	3
<u>REGISTRAR OF VOTERS</u>					
Deputy Town Clerk	—	—	0.5	0.6	0.6
TOTAL			0.5	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	2	2	2	2	2
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	16	16	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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF INFORMATION TECHNOLOGY</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Expenditures:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$394,565	\$411,320	\$210,249	\$415,408	\$422,660	2.8%
Operating Expense	323,602	287,289	244,071	286,201	278,308	-3.1%
Social Security	28,702	33,543	13,243	30,543	30,874	-8.0%
<b>TOTAL</b>	<b>\$746,869</b>	<b>\$732,152</b>	<b>\$467,563</b>	<b>\$732,152</b>	<b>\$731,842</b>	

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	3.5	4	4	4	4

### BUDGET & PROGRAM HIGHLIGHTS

In total, the fiscal year 2016 budget for the Department of Information Technology is consistent with the prior year. Wages and salaries increase \$11,340, or 2.8%, based upon anticipated merit increases, but do not include a cost of living adjustment as union contracts are in negotiation. Operating expenses decrease \$8,981, or 3.1%. This is predominantly attributed to network maintenance savings (\$20,000) achieved by leveraging multi-year agreements and telecommunications savings (\$15,000), offset by increases to operating equipment leases (\$10,308), software maintenance (\$6,811) and services agreements (\$10,000). The social security reduction reflects estimated cost based upon wages and withholdings.

**COST CENTER: INFORMATION TECHNOLOGY**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$391,077	\$411,320	\$206,161	\$411,320	\$422,660	2.8%
Temporary Payroll	3,487		4,088	4,088		
Office Expense	1,532	1,100	768	1,000		-100.0%
Dues and Travel	443	1,000		1,000	1,000	
Training	7,371	10,000	30	3,350	10,000	
Professional Services	35,412	15,000	22,099	23,000	25,000	66.7%
Information Technology	131,182	127,189	133,851	133,851	134,000	5.4%
Telecommunications	63,849	50,000	12,796	36,000	35,000	-30.0%
Rental & Leases	23,844	23,000	10,295	23,000	33,308	44.8%
Information Systems	59,970	60,000	64,232	65,000	40,000	-33.3%
Social Security	<u>28,702</u>	<u>33,543</u>	<u>13,243</u>	<u>30,543</u>	<u>30,874</u>	-8.0%
<b>TOTAL</b>	<b>\$746,869</b>	<b>\$732,152</b>	<b>\$467,563</b>	<b>\$732,152</b>	<b>\$731,842</b>	

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3	3	3	3	3
Network Engineer*	—	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>3.5</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

\* This position is 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, but does not include cost-of-living adjustments as union contracts are still in negotiation.

**Temporary Payroll:** There is no appropriation for temporary payroll. With savings achieved in the current year, the department was able to fund an intern to handle workflow needs of the department.

**Office Expense:** The office expense appropriation finances laser printing supplies for shared networked printers, paper products for centralized printing jobs and office supplies. This appropriation is eliminated based upon anticipated needs.

**Dues and Travel:** This appropriation (\$1,000) 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 our existing applications for business software, and the GIS application. This account is increased \$10,000 due to a service agreement for the Town's back-up system, including repair and maintenance if hardware failures occur.

**Information Technology:** This appropriation finances the cost of annual software maintenance contracts and licenses used by the various Town departments. These maintenance contracts provide technical support, annual updates and new releases of the software, and end user support. Maintenance contracts on software products used by other departments include call before you dig, GIS system, and document management software. There are also annual licenses fees associated with software products used to protect and defend our computer network. These software licenses include anti-virus software for desktop computers and servers, web filtering software, and spam firewall. The account increases \$6,811 as the number of user licenses required continues to grow.

**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. The fiscal year 2016 appropriation decrease (\$15,000) results from finalization of the move from leased circuits to the Town-owned fiber network.

**Rental & Leases:** This appropriation is for internet bandwidth services and is increased \$10,308 based upon rising costs associated with connection to the State network.

**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. A reduction of \$20,000 reflects savings achieved by leveraging multi-year contracts.

**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\***

	<b><u>Actual FY 2012</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>
Number of Municipal/School Sites on Town Owned Fiber	n/a	26	28
Number of Physical Servers Consolidated to Virtual Servers	n/a	80	84
Number of Sites with Building-wide Wireless	2	19	19
Percentage of PCs still with Windows XP	95%	3%	2%
Number of Municipal/School Sites on Voice over IP (VoIP)	8	16	32
<b><u>IT Helpdesk:</u></b>			
Number of Town Work Orders Received	n/a	224**	1,099
Number of BOE Work Orders Received	5,525	6,341	7,097
Percentage Completed	100%	100%	100%
Average Number of Days to Complete	6.5	4.1	5.7
<b><u>Website Statistics:</u></b>			
Unique Visitors to www.westhartfordct.gov	n/a	121,944	217,908
Unique Visitors to West Hartford's GIS Site	n/a	10,272	16,260

n/a – not applicable

\* Department established in fiscal year 2013.

\*\* Reflects 3 months of history.

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

## TECHNOLOGY INVESTMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Charges for Services	\$ 25,318	\$ 25,150	\$ 18,150	\$ 18,150
Interest on Investments	<u>159</u>	<u>350</u>	<u>200</u>	<u>200</u>
Total Revenues & Other Resources	\$ 25,477	\$ 25,500	\$ 18,350	\$ 18,350

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Technology Investments	\$ 20,150	\$ 72,478	\$ 68,678	\$ 15,000
Total Expenditures & Other Uses	\$ 20,150	\$ 72,478	\$ 68,678	\$ 15,000

CHANGE IN FUND BALANCE	\$ 5,327	(\$46,978)	(\$50,328)	\$ 3,350
BEGINNING BALANCE	\$ 41,651	\$ 46,978	\$ 46,978	(\$ 3,350)
ENDING BALANCE	\$ 46,978	\$	(\$ 3,350)	\$

**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 and ordinance violations and the sale of electronic information and maps.

**LONG-TERM STRATEGY**

The surcharge revenue and revenue from sale of electronic information will be maintained at their current levels 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. In fiscal year 2015 this fund will be utilized exclusively for the maintenance of the fiber optic network which is the backbone for all e-business activity.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$22,000	\$28,000	\$33,000	\$27,000	\$25,000
Interest Income					
<b>TOTAL REVENUES</b>	<b>\$22,000</b>	<b>\$28,000</b>	<b>\$33,000</b>	<b>\$27,000</b>	<b>\$25,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$9,000	\$97,000	\$44,000	\$31,000	\$20,000
<b>TOTAL EXPENDITURES</b>	<b>\$9,000</b>	<b>\$97,000</b>	<b>\$44,000</b>	<b>\$31,000</b>	<b>\$20,000</b>
<b>OPERATING RESULTS</b>	\$13,000	(\$69,000)	(\$11,000)	(\$4,000)	\$5,000
<b>FUND BALANCE</b>	<b>\$126,000</b>	<b>\$ 57,000</b>	<b>\$ 46,000</b>	<b>\$ 42,000</b>	<b>\$ 47,000</b>

**FISCAL YEAR 2015 OPERATING RESULTS**

The Fund is projected to earn revenue in the amount of \$18,350. Expenditures are expected to total \$68,678 and are comprised of costs to maintain the fiber optic network and system hardware for the Town's new financial management system. A fund deficit of \$3,350 is anticipated at June 30, 2015.

**FISCAL YEAR 2016 BUDGET**

The budget for fiscal year 2016 assumes revenues derived from charges for services of \$18,150 and \$200 from interest income. Expenditures for the maintenance of the fiber optic network are expected to total \$15,000, fully expending fund balance.



DEPARTMENT: INFORMATION TECHNOLOGY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3	3.0	3.0	3.0	3.0
Network Engineer*	—	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL INFORMATION TECHNOLOGY	3.5	4.0	4.0	4.0	4.0

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

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## DEPARTMENT OF FINANCIAL SERVICES

### MISSION

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

This 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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF FINANCIAL 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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Charges for Services	\$ 2,268	\$ 6,050	\$6,056	\$ 8,500	\$ 5,000	-17.4%
Fines & Forfeitures	675	1,000	210	500	500	-50.0%
Transfers from Other Funds	<u>67,000</u>	<u>67,000</u>	<u>        </u>	<u>67,000</u>	<u>67,000</u>	
<b>TOTAL</b>	<b>\$69,943</b>	<b>\$74,050</b>	<b>\$6,266</b>	<b>\$76,000</b>	<b>\$72,500</b>	<b>-2.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,530,840	\$1,524,795	\$745,926	\$1,522,094	\$1,551,332	1.7%
Operating Expense	424,650	463,138	231,859	457,326	446,038	-3.7%
Social Security	<u>107,885</u>	<u>114,612</u>	<u>49,212</u>	<u>111,827</u>	<u>114,713</u>	0.1%
<b>TOTAL</b>	<b>\$2,063,375</b>	<b>\$2,102,545</b>	<b>\$1,026,997</b>	<b>\$2,091,247</b>	<b>\$2,112,083</b>	<b>0.5%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	17	17	17	17	17

### BUDGET & PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$9,538 or 0.5% from the current fiscal year. Wages and salaries increase \$26,537, or 1.7%, and reflect anticipated merit increases but do not include an estimate for cost of living adjustments, as union contracts are in negotiation. Operating expense decreases \$17,100, primarily attributable to the elimination of the fee charged by the State Department of Motor Vehicles for delinquent taxpayers (\$15,131). In addition, reductions in software maintenance costs incurred by Financial Services (\$4,066) and contractual services (\$2,923) are partially offset by increased lockbox fees (\$3,500). Social Security reflects wage and salary changes. Responsibility for mailroom services has been transferred to Financial Services from the Facilities Services Department. Historical and adopted budgetary figures are included in the Financial Services budget for comparative purposes.

**COST CENTER: FINANCIAL OPERATIONS**

**SUMMARY OF REVENUES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
NSF Check Fees	\$ 675	\$ 1,000	\$ 210	\$ 500	\$ 500	-50.0%
Transfer In	<u>67,000</u>	<u>67,000</u>	<u>      </u>	<u>67,000</u>	<u>67,000</u>	
<b>TOTAL</b>	<b>\$67,675</b>	<b>\$68,000</b>	<b>\$ 210</b>	<b>\$67,500</b>	<b>\$67,500</b>	<b>-0.7%</b>

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$645,387	\$625,657	\$309,606	\$634,889	647,073	3.4%
Temporary Payroll	25,814	26,000	13,094	26,000	26,000	
Overtime	707	2,000	277	1,200	2,000	
Education Premium Pay	960	960	400	960	960	
Office Expense	13,959	16,650	3,115	14,731	16,650	
Dues and Travel	1,851	3,605	555	2,530	2,810	-22.1%
Professional Services	753	950	739	750	750	-21.1%
Contractual Services	24,693	21,000		25,000	21,000	
Printing/Binding Services	836	1,000	425	1,000	1,000	
Office Equipment	1,115					
Information Technology	31,685	33,807	33,269	33,269		-100.0%
Telecommunications	1,668	1,750	696	1,750	1,750	
Social Security	<u>46,938</u>	<u>48,200</u>	<u>21,195</u>	<u>48,200</u>	<u>48,882</u>	1.4%
<b>TOTAL</b>	<b>\$796,366</b>	<b>\$781,579</b>	<b>\$383,371</b>	<b>\$790,279</b>	<b>\$768,875</b>	<b>-1.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>
	<u><b>2012-13</b></u>	<u><b>2013-14</b></u>	<u><b>2014-15</b></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	1	1
Accountant Auditor	1	1			
Financial Analyst	1	1	1	1	1
Accountant I			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 7 full-time positions. The budget reflects anticipated step and merit increases for eligible employees.

**Temporary Payroll:** Temporary payroll totals \$26,000 for a Senior Staff Assistant (900 hours) who provides staffing for weekly office functions, supports the accounts payable process and produces the 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).

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** This appropriation is used primarily 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 announcements, GAAP updates and legal changes to payroll requirements.

**Dues & Travel:** The appropriation for dues and travel is reduced to \$2,810 and maintains memberships and attendance at educational seminars that are important to the core mission of the financial operations activity. The appropriation for fiscal year 2016 funds memberships in the National and Connecticut Government Finance Officers Associations and the American Payroll Association, as well as registration fees 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. The annual fee for Dun & Bradstreet is eliminated.

**Contractual Services:** This appropriation finances the contract for banking services for the Financial Operations division. During fiscal year 2009, the Town implemented a new contract for banking services with a fixed monthly rate, generating significant savings for the Town. Beginning February 2014 the Town's fee structure changed from a fixed amount to activity based. However, it is anticipated that the earnings interest credit on available balances offered by the bank will continue to offset any increase in fees.

**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.

**Information Technology:** This appropriation financed the costs of annual software maintenance contracts and licenses (\$33,807) for the accounting system and budgeting system, both of which have been transferred to the Financial System division's budget.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual 2010</u></b>	<b><u>Actual 2011</u></b>	<b><u>Actual 2012</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</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%	98%	98%	97%	97%
% of FT Electronic Direct Deposit Stmtts	94%	93%	94%	90%	93%
% of Electronic Payments	19%	24%	24%	25%	26%
Fund Balance as a % of General Fund Expenditures	8.1%	8.2%	7.5%	8.0%	8.1%
<b>Investment Strategy:</b>					
Short-Term Investment Fund Return	0.34%	0.23%	0.16%	0.16%	0.14%
Other Investment Vehicle Return*	1.02%	0.90%	0.46%	0.49%	0.38%
<b>Capital Financing:</b>					
Debt Service as a % of General Fund Expenditures (excluding BBS)	7.2%	7.1%	6.7%	5.9%	5.5%
Debt per Capita	\$2,477	\$2,293	\$2,302	\$2,104	\$2,226
Long Term Bonded Debt to Net Assessed Value	3.1%	2.9%	2.9%	2.3%	2.4%
WH General Obligation Bond Rate	2.91%	2.37%	1.92%	n/a	2.49%
Benchmark GO Bond Rate	3.58%	2.87%	2.37%	n/a	3.04%

n/a – not applicable, debt not issued in fiscal year

\* Investments with maturity terms of 3-6 months

**COST CENTER: PURCHASING**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Miscellaneous Charges for Services	\$ 17	\$ 50	\$	\$	\$	-100.0%
Sales	<u>1,550</u>	<u>4,000</u>	<u>5,850</u>	<u>7,500</u>	<u>4,000</u>	
<b>TOTAL</b>	<b>\$1,567</b>	<b>\$4,050</b>	<b>\$5,850</b>	<b>\$7,500</b>	<b>\$4,000</b>	<b>-1.2%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$327,307	\$330,117	\$163,367	\$328,870	\$333,245	0.9%
Temporary Payroll	20,562	22,000	5,744	17,848	22,000	
Office Expense	4,041	3,800	1,641	2,700	3,800	
Dues and Travel	1,572	1,520	720	1,430	1,520	
Training	1,253	200			200	
Advertising	3,485	2,600	1,782	3,564	3,500	34.6%
Printing/Binding Services	160		80	200	200	
Information Technology	32,602	17,602	18,482	18,482		-100.0%
Telecommunications	551	600	225	540	540	-10.0%
Vehicles & Equipment Expense	184	100		100	50	-50.0%
Social Security	<u>25,518</u>	<u>26,937</u>	<u>11,565</u>	<u>26,347</u>	<u>26,994</u>	0.2%
<b>TOTAL</b>	<b>\$417,235</b>	<b>\$405,476</b>	<b>\$203,606</b>	<b>\$400,081</b>	<b>\$392,049</b>	<b>-3.3%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
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. The requested budget reflects anticipated merit increases, but no cost of living increases as contracts are in negotiation.

**Temporary Payroll:** The FY 2016 budget continues to include 900 hours of part-time Accounting Assistant staffing.

**Office Expense:** The office expense appropriation reflects the costs associated with copying and mailing procurement notices and specifications.

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

**Advertising:** This appropriation funds weekly newspaper advertisements directing interested parties to the Town's website to learn about our current procurement opportunities. The increase reflects actual experience in this line item.

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

**Information Technology:** This appropriation, which financed the costs of annual software maintenance contracts and licenses for the electronic purchasing system, has been transferred to the Financial Systems division's budget.

**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.

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



**COST CENTER: REVENUE COLLECTION**

**SUMMARY OF REVENUES**

	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Copies	\$ 701	\$2,000	\$ 206	\$1,000	\$1,000	-50.0%
<b>TOTAL</b>	<b>\$ 701</b>	<b>\$2,000</b>	<b>\$ 206</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>-50.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Regular Payroll	\$283,403	\$284,565	\$140,428	\$284,561	\$285,650	0.4%
Temporary Payroll	29,040	36,230	14,656	31,000	36,230	
Overtime	1,692	2,500	879	2,000	2,500	
Education Premium Pay	480	480	200	480	480	
Office Expense	75,919	87,750	17,609	83,250	89,750	2.3%
Dues and Travel	864	1,700	293	1,015	1,700	
Training	200	350			350	
Advertising	435	800		800	800	
Professional Services	19,379	24,000	8,344	21,500	30,700	27.9%
Contractual Services	42,008	36,923	19,500	39,633	37,500	1.6%
Printing/Binding Services	511	2,200	440	2,000	2,200	
Information Technology		28,700	23,700	28,700	16,000	-44.3%
Miscellaneous						
Administrative Expense	15,182	15,131	15,131	15,182		-100.0%
Telecommunications	908	1,500	371	1,000	1,500	
Maintenance & Repairs	1,543	1,100	169	1,100	1,100	
Social Security	<u>21,239</u>	<u>24,080</u>	<u>9,845</u>	<u>22,593</u>	<u>24,080</u>	
<b>TOTAL</b>	<b>\$492,803</b>	<b>\$548,009</b>	<b>\$251,565</b>	<b>\$534,814</b>	<b>\$530,540</b>	<b>-3.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised 2014-15</u>	<u>Adopted 2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</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 and the budget maintains existing staffing levels.

**Temporary Payroll:** Two positions support the Revenue Collection Office (1900 hours). One staff assistant position supports the full-time customer service representatives during peak collection periods and in the absence of any of the full-time employees. Another staff assistant is responsible for the daily processing and depositing of cash deposits to the Town.

**Overtime:** The overtime appropriation (\$2,500) provides resources for peak collection periods (January and July).

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** The office expense appropriation reflects the cost of postage (\$55,500) for the mailing of tax bills, the increased cost of an outside contract (\$30,500) to print, stuff and mail the property tax bills, and general office supplies (\$3,750).

**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.

**Advertising:** This appropriation (\$800) 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. An additional amount is budgeted in fiscal year 2016 for TaxServ, a company the Town has contracted with to collect delinquent parking tickets.

**Contractual Services:** This appropriation finances the portion of the contract for banking services (\$28,500) used by the Revenue Collection Office and the contract for the hearing officer (\$9,000) for parking ticket and ordinance violation appeals. The increase in fiscal year 2016 relates to lockbox fees, a cost increase that the department will mitigate to the extent possible through earnings interest credit on available balances, offset by savings anticipated with a new hearing officer.

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

**Information Technology:** This appropriation finances the costs of annual software maintenance for the tax collection and billing software and maintenance on the currency counter. The reduction results from the transfer of the portion of the software maintenance contract that relates to Assessment activities to that department's budget.

**Miscellaneous Administrative Expense:** This appropriation was for the annual cost the Town was required to pay the Department of Motor Vehicles for the processing of files of delinquent taxpayers and prohibiting them from registering a vehicle. The State has eliminated this charge for fiscal year 2016.

**Telecommunications:** This appropriation funds the costs associated with the desktop telephone services (\$1,500) for maintenance, long distance calls and circuits.

**Maintenance & Repairs:** This appropriation (\$1,100) primarily finances the costs associated with the security cameras and recording system used by the division.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual 2010</u></b>	<b><u>Actual 2011</u></b>	<b><u>Actual 2012</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>
<b>Revenue Collection:</b>					
Current Year Tax Collection Rate	99.1%	98.9%	99.1%	99.1%	99.2%
% of Parking Tickets Collected	82.0%	82.1%	76.4%	81.8%	76.7%
% Ordinance Violations Collected	75.0%	74.5%	63.9%	71.0%	66.1%

### **Using Technology to Improve the Customer Experience**

Concurrent with the habits of individuals, the Revenue Collection division continues to shift to electronic forms of communication. Usage of both the online bill payment and presentment system and the online tax information lookup system is strong. In calendar year 2014 over 17,000 payments, totaling about \$15,750,000 in revenue, were made on line. As payments are made, email addresses are captured, resulting in email notifications for subsequent tax billings. These notifications have resulted in more timely payments because if the bill remains unpaid, additional email reminders are sent, notifying the taxpayer that the deadline to pay the taxes is approaching.

The on-line tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. This system has seen 144,000 visitors from February 2011 to February 2015.

**COST CENTER: FINANCIAL SYSTEMS**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$195,488	\$194,286	\$97,275	\$194,286	\$195,194	0.5%
Office Expense	6,693	8,900	6,123	8,900	8,900	
Dues and Travel	195		200	200	200	
Professional Services	2,048	4,500		4,500	3,000	-33.3%
Information Technology	34,618	37,400	25,744	37,400	97,443	160.5%
Telecommunications		1,200		1,200		-100.0%
Information Systems	3,195	4,625	3,210	4,625	4,625	
Social Security	<u>14,190</u>	<u>15,395</u>	<u>6,607</u>	<u>14,687</u>	<u>14,757</u>	-4.1%
<b>TOTAL</b>	<b>\$256,427</b>	<b>\$266,306</b>	<b>\$139,159</b>	<b>\$265,798</b>	<b>\$324,119</b>	<b>21.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst 1	<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>

## FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The division is staffed with two (2) full-time positions. The appropriation does not include cost-of-living adjustments as contracts are currently in negotiation.

**Office Expense:** The office expense appropriation (\$8,900) covers office supplies, paper products, and printing and copying.

**Dues and Travel:** This appropriation funds the annual Government Finance Officers Association membership for the Financial Systems Manager.

**Professional Services:** This appropriation is for outside consultants and funds professional services to maintain and enhance existing financial applications. The budget is reduced for fiscal year 2016 based upon anticipated needs.

**Information Technology:** This appropriation finances the costs of annual software maintenance contracts and licenses used by the Department of Finance. In fiscal year 2016, the annual license fees for the Performance Series Financial System are consolidated in this division. Corresponding reductions are seen in the Accounting Services and Purchasing divisions.

**Telecommunications:** This appropriation is eliminated for fiscal year 2016.

**Information Systems:** This appropriation reflects the costs associated with printer maintenance and operations (\$4,625).

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

**COST CENTER: MAIL & DELIVERY SERVICES DIVISION**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,450	\$ 2,400	\$1,256	\$ 1,500	\$ 1,500	-37.5%
Professional Services	<u>99,093</u>	<u>98,775</u>	<u>48,040</u>	<u>98,775</u>	<u>95,000</u>	-3.8%
<b>TOTAL</b>	<b>\$100,543</b>	<b>\$101,175</b>	<b>\$49,296</b>	<b>\$100,275</b>	<b>\$96,500</b>	<b>-4.6%</b>

**MAIL & DELIVERY SERVICES DIVISION - 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 slight reduction reflects a contractual adjustment to the monthly fee based upon a recently negotiated contract with the provider.

DEPARTMENT: FINANCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Supervisor of Payroll & Accounting	1	1	1	1	1
Accountant Auditor	1	1			
Financial Analyst	1	1	1	1	1
Accountant I			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

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## DEPARTMENT OF EMPLOYEE SERVICES

### MISSION

Recognizing that the workforce of an organization is its most vital asset, it is the mission of this department to improve the performance of the organization through effective selection, utilization, development and retention of the Town's human resources.

### BUDGET SUMMARY DEPARTMENT OF EMPLOYEE SERVICES

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</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	\$322,410	\$326,700	\$152,349	\$326,600	\$328,053	0.4%
Operating Expense	61,675	64,375	23,150	58,850	69,650	8.2%
Social Security	23,471	24,928	10,137	23,925	24,125	-3.2%
<b>TOTAL</b>	<b>\$407,556</b>	<b>\$416,003</b>	<b>\$185,636</b>	<b>\$409,375</b>	<b>\$421,828</b>	<b>1.4%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
General Fund	3.2	3.2	3.2	3.2	3.2
Risk Management Fund	4.7	4.7	4.7	4.7	4.7
Pension Fund	1.6	1.6	1.6	1.6	1.6
<b>TOTAL</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

### BUDGET AND PROGRAM HIGHLIGHTS

The Department of Employee Services budget reflects an increase of \$5,825 or 1.4%, from the prior year. Wages and salaries reflect estimated increases but do not include cost of living adjustments. Operating expenses increases \$5,275 due to an increase in professional services (\$7,000) offset by a reduction in printing services (\$2,000). Social security reflects an estimate based upon employee withholdings and the social security base wage rate.

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$321,910	\$325,900	\$152,141	\$325,900	\$327,253	0.4%
Education Premium Pay	500	800	208	700	800	
Office Expense	6,790	9,000	2,569	8,050	8,250	-8.3%
Dues and Travel	1,103	1,650	758	1,550	1,650	
Training	5,176	10,000	2,815	8,500	10,000	
Advertising	7,449	9,000	461	9,000	9,000	
Professional Services	28,682	3,500	5,650	8,500	10,500	200.0%
Contractual Services	1,890	2,600	1,890	2,600	3,600	38.5%
Printing/Binding Services	211	3,000	223	1,000	1,000	-66.7%
Meals	2,056	2,000	732	2,000	2,000	
Education Tuition Reimbursement	3,738	15,000	3,000	10,000	15,000	
Information Technology	3,054	6,900	4,380	6,000	7,000	1.4%
Telecommunications	1,525	1,725	672	1,650	1,650	-4.3%
Social Security	<u>23,471</u>	<u>24,928</u>	<u>10,137</u>	<u>23,925</u>	<u>24,125</u>	-3.2%
<b>Total Department</b>	<b>\$407,555</b>	<b>\$416,003</b>	<b>\$185,636</b>	<b>\$409,375</b>	<b>\$421,828</b>	<b>1.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Employee Services	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 with the Board of Education

## BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Employee Services operation is staffed with 3.2 full-time equivalent positions, consistent with the prior year. The budget reflects anticipated increases but no cost of living adjustments are included.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$500 for an Associate's Degree and or \$800 for a Bachelor's degree. The budget reflects the allocation for the Office Operations Specialist position.

**Office Expense:** This budget funds office supplies, postage and printing, as well as subscriptions to the CCM Municipal Labor Relations Data Service, Lexis Nexus Updates on Labor Agreements, CT Employee Law Updates and the CT Human Relations Report Newsletter. This line is reduced \$750 in the areas of postage and printing.

**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 maintains the existing allocation of funds for town-wide staff training.

**Advertising:** This appropriation reflects the need to recruit for critical positions and is consistent with the prior year.

**Professional Services:** This appropriation is for legal counsel on complex employment or labor issues and other professional consultants as required. The increase reflects the anticipated use of legal services in conjunction with union contract issues and negotiations.

**Contractual Services:** This appropriation, which is increased \$1,000, licenses the Town to issue Wonderlic testing and assessment products, in both on-line and paper testing processes. The increase is to address Plant and Facilities promotional exam processes.

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

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

**Education Tuition Reimbursement:** This appropriation funds the tuition reimbursement policy for town employees pursuing advanced educational degrees. The requested appropriation maintains the existing level of funding.

**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 and reflects a slight increase.

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

**Social Security:** Required federal payments based upon actual wages paid. The variance reflects the social security base wage rate and employee withholdings.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>Fiscal Year</b>				
	<b><u>Actual</u></b> <b><u>2010</u></b>	<b><u>Actual</u></b> <b><u>2011</u></b>	<b><u>Actual</u></b> <b><u>2012</u></b>	<b><u>Actual</u></b> <b><u>2013</u></b>	<b><u>Actual</u></b> <b><u>2014</u></b>
<b><u>Applications Processed</u></b>					
Police Officer	170	236	336	260	146
Open Competitive	107	972	269	379	626
Promotional	<u>100</u>	<u>107</u>	<u>314</u>	<u>68</u>	<u>85</u>
Total Applications Processed	377	1,315	919	707	857
<b><u>New Hires</u></b>					
Public Safety	3	7	9	20	8
Non-Public Safety	<u>3</u>	<u>6</u>	<u>4</u>	<u>11</u>	<u>15</u>
Total New Hires	6	13	13	31	23
<b><u>Terminations</u></b>					
Public Safety	4	7	26	22	10
Non-Public Safety	<u>10</u>	<u>6</u>	<u>5</u>	<u>14</u>	<u>11</u>
Total Terminations	14	13	31	36	21
<b><u>Reason for Separation (All Personnel)</u></b>					
Retirement	12	9	26	31	17
Resignation	1	3	4	4	3
Dismissal	0	1	0	1	1
Layoff	1	0	1	0	0

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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**TOWN PROGRAM**

Employee Benefit Contributions	\$ 872,722	\$ 875,000	\$ 893,058	\$ 900,000
Interest on Investment	386,073	280,000	136,248	160,000
Amortization		520,000		520,000
Subrogation/Recoveries	102,522	100,000	199,107	100,000
Transfer In	<u>17,060,066</u>	<u>17,967,912</u>	<u>17,967,912</u>	<u>19,189,399</u>
Total Revenues & Other Resources	\$ 18,421,383	\$ 19,742,912	\$ 19,196,325	\$ 20,869,399

**SCHOOL PROGRAM**

Employee Benefit Contributions	\$ 3,918,214	\$ 4,505,396	\$ 4,675,513	\$ 4,986,315
Amortization		356,296		894,988
Interest on Investment	232,452		30,000	
Transfer In	<u>20,747,657</u>	<u>23,586,168</u>	<u>23,663,097</u>	<u>22,046,864</u>
Total Revenues & Other Resources	\$ 24,898,323	\$ 28,447,860	\$ 28,368,610	\$ 27,928,167

Total Revenues & Other Resources	\$ 43,319,706	\$ 48,190,772	\$ 47,564,935	\$ 48,797,566
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EXPENSES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Administration-Employee Services	\$ 199,696	\$ 212,570	\$ 212,570	\$ 214,144
Town Program Expense	17,454,205	19,530,342	19,346,631	20,655,255
School Program Expense	<u>24,457,924</u>	<u>28,447,860</u>	<u>25,404,438</u>	<u>27,928,167</u>
Total Expenses & Other Uses	\$ 42,111,825	\$ 48,190,772	\$ 44,963,639	\$ 48,797,566

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**ANNUAL BUDGET 2015-2016**

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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 EMPLOYEE SERVICES**

	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$ 214,790	\$ 392,826	\$ 395,680	\$ 399,492	1.7%
Operating Expense	17,384,572	19,269,970	19,083,405	20,389,369	1.7%
Fringe Benefits	54,539	80,116	80,116	80,538	0.5%
<b>TOTAL</b>	<b>\$17,653,901</b>	<b>\$19,742,912</b>	<b>\$19,559,201</b>	<b>\$20,869,399</b>	<b>5.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Exec. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Asst. Director of Employee Services	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Claims Administrator	1	1	1	1	1
Safety Analyst	1	1	1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>

**SUMMARY OF EXPENSES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Risk Management					
Administration	\$ 199,696	\$ 212,570	\$ 212,570	\$ 214,144	0.7%
Workers' Compensation	2,168,850	2,419,497	2,218,879	2,366,115	-2.2%
Health Program	12,459,709	14,334,118	14,450,559	15,720,044	9.7%
Heart and Hypertension	9,478	246,112	203,679	79,639	-67.6%
Self-Insured Program	1,509,123	1,046,165	1,114,339	1,241,007	18.6%
Insured Program	<u>1,307,045</u>	<u>1,484,450</u>	<u>1,359,175</u>	<u>1,248,450</u>	-15.9%
<b>TOTAL</b>	<b>\$17,653,901</b>	<b>\$19,742,912</b>	<b>\$19,559,201</b>	<b>\$20,869,399</b>	<b>-5.7%</b>

**Fund: Risk Management**  
**Department: Employee Services**

**Risk Management Administration**

The Risk Management Administration budget includes the salary of the Risk Manager and a full-time Safety Analyst. 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 RISK MANAGEMENT ADMINISTRATION</b>					
<b><u>Expenses</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$172,660	\$182,472	\$182,472	\$183,934	0.8%
Office Expense	3,136	2,800	2,800	2,800	
Dues and Travel	870	2,500	2,500	2,500	
Printing/Binding Services	50	300	300	300	
Telecommunications	431	500	500	500	
Social Security	12,510	13,959	13,959	14,071	0.8%
Transfers Out	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
<b>TOTAL</b>	<b>\$199,696</b>	<b>\$212,570</b>	<b>\$212,570</b>	<b>\$214,144</b>	<b>0.7%</b>

**Fund: Risk Management**  
**Department: Employee Services**

**Workers' Compensation Program**

The contribution required from other funds to support this program totals \$2,521,773 in fiscal year 2016, a decrease of \$107,752 from FY 2015. While claims activity continues to be high, amortization of accumulated deficits in the program is reduced from \$300,000 for fiscal year 2015 to \$200,000 in fiscal year 2016.

<b>WORKERS' COMPENSATION PROGRAM</b>					
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Revenues</u></b>					
Interest on Investments	\$206,388	\$125,000	\$ 68,492	\$ 80,000	-36.0%
Subrogation	<u>30,000</u>	<u>50,000</u>	<u>149,107</u>	<u>50,000</u>	
<b>Total Revenues</b>	<b>\$236,388</b>	<b>\$175,000</b>	<b>\$217,599</b>	<b>\$130,000</b>	<b>-25.7%</b>
<b><u>Expenses</u></b>					
Dues and Travel	\$	\$250	\$250	\$250	
Professional Services	35,375	28,000	28,000	28,000	
Claims Administration	107,905	109,464	112,159	115,000	5.1%
Insurance Services		15,500	13,973	15,500	
Bank Fee		1,000	1,000	1,000	
Software Maintenance	2,000	5,000	5,000		-100.0%
Excess Insurance	157,546	190,000	179,755	190,000	
WC Assessments-State	86,631	96,000	93,088	96,000	
Workers' Compensation Claims	<u>1,779,393</u>	<u>1,974,283</u>	<u>1,785,654</u>	<u>1,920,365</u>	-2.7%
<b>Total Expenses</b>	<b>\$2,168,850</b>	<b>\$2,419,497</b>	<b>\$2,218,879</b>	<b>\$2,366,115</b>	<b>-2.2%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$79,879	\$85,028	\$85,028	\$85,658	0.7%
Program Amortization		300,000		200,000	-33.3%
Operating Income/(Loss)	<u>159,936</u>		<u>543,217</u>		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$2,172,278</b>	<b>\$2,629,525</b>	<b>\$2,629,525</b>	<b>\$2,521,773</b>	<b>-4.1%</b>



**Fund: Risk Management**  
**Department: Employee Services**

**Health Benefits Program**

Health Claims Cost

The net contribution from other funds for this program totals \$14,465,044, an increase of \$1,400,926 or 10.7%. The contribution to the retiree health care reserve for FY 2016 is \$10,180,000 split between the Town and Board of Education. The Town's contribution for FY 2016 is \$7,272,000, an increase of \$650,000 from the current fiscal year. The cost to provide long-term disability insurance to active employees and life insurance to active and retired employees (\$204,500) has been transferred to this program from the Insured program for fiscal year 2016. Claims expense in FY 2015 is expected to exceed budget. As a result, the appropriation for claims expense in FY 2016 increases \$460,318 to \$6,710,318.

<b>HEALTH BENEFITS PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Interest on Investments	\$ 22,642	\$ 50,000	\$ 24,330	\$ 25,000	-50.0%
Employee Contributions	<u>872,722</u>	<u>875,000</u>	<u>893,058</u>	<u>900,000</u>	2.9%
<b>Total Revenues</b>	<b>\$895,364</b>	<b>\$925,000</b>	<b>\$917,388</b>	<b>\$925,000</b>	
<b><u>Expenses</u></b>					
Regular Payroll	\$124,558	\$119,629	\$122,483	\$125,384	4.8%
Education Premium	617	800	800	800	
Office Expenses	2,126	1,450	1,900	1,700	17.2%
Active Employee Claims	5,199,098	6,250,000	6,495,678	6,710,318	7.4%
Normal Retirement Cost	6,122,000	6,622,000	6,622,000	7,272,000	9.8%
Life/Long-term Disability				204,500	
Program Expense	796,516	1,087,000	962,000	1,120,000	3.0%
Stop Loss Insurance	167,020	204,000	196,459	235,750	15.6%
Social Security	7,774	9,239	9,239	9,592	3.8%
Transfer Out	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
<b>Total Expenses</b>	<b>\$12,459,709</b>	<b>\$14,334,118</b>	<b>\$14,450,559</b>	<b>\$15,720,044</b>	<b>9.7%</b>
<b><u>Other</u></b>					
Program Amortization	\$	\$(345,000)	\$	\$(330,000)	-13.0%
Operating Income/(Loss)	<u>1,135,932</u>		<u>(469,053)</u>		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$12,700,277</b>	<b>\$13,064,118</b>	<b>\$13,064,118</b>	<b>\$14,465,044</b>	<b>10.7%</b>

**Fund: Risk Management**  
**Department: Employee Services**

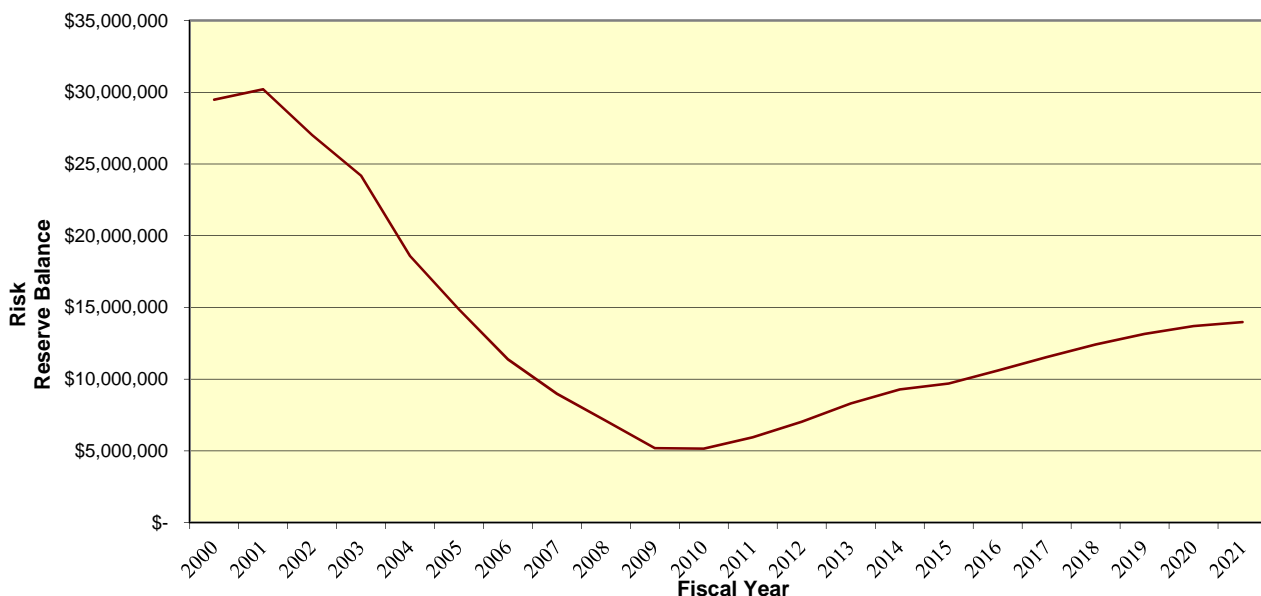
**Risk Management Health Reserve**

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, 2013, is \$118,864,906. 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 in response to the elimination of the General Fund's contribution to the reserve fund in fiscal years 2003 and 2004 and the continued use of the reserve to pay all retiree health care claims. As a result of these actions, the balance of the reserve fund declined from \$27,012,296 on July 1, 2003 to \$18,585,066 on June 30, 2004. The retiree health funding plan was developed to gradually restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The funding plan also maintained the financial benefit of the reserve fund, as retiree health claims paid from the reserve fund exceed the annual General Fund contribution to the reserve fund. The General Fund contribution to the retiree health care reserve fund increases \$1,050,000 and will total \$10,180,000 in fiscal year 2016 split between the Town (\$7,272,000) and Board of Education (\$2,908,000).

After almost a decade of declining fund balance, during which time all retiree claims were paid out of the fund and the contribution was gradually increasing, the reserve fund balance began growing again in fiscal year 2011. The transfer to the reserve fund and other revenue from employee contributions and investment income is expected to exceed the estimated claims payments in future years.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. A trust fund was established for these employees and the annual required contribution to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has recently begun phasing in contributions to reach the annual required contribution for employees hired prior to 2003 as well.

**Retiree Health Reserve**



**Fund: Risk Management**  
**Department: Employee Services**

**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 \$36,053 from other funds is required to support this program in FY 2016, a reduction of \$191,316. The heart and hypertension claims expense decreases to reflect current experience and fiscal year 2016 includes amortization of \$40,000 in 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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Interest on Investments	\$73,647	\$40,000	\$19,490	\$25,000	-37.5%
<b>Total Revenues</b>	<b>\$73,647</b>	<b>\$40,000</b>	<b>\$19,490</b>	<b>\$25,000</b>	<b>-37.5%</b>
<b><u>Expenses</u></b>					
Medical Exams	\$3,048	\$5,000	\$5,000	\$5,525	10.5%
Insurance Services	4,000	4,500	4,000	4,500	
Claims Administration		1,000	1,000	1,000	
Claims Expense	<u>2,430</u>	<u>235,612</u>	<u>193,679</u>	<u>68,614</u>	-70.9%
<b>Total Expenses</b>	<b>\$9,478</b>	<b>\$246,112</b>	<b>\$203,679</b>	<b>\$79,639</b>	<b>-67.6%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$19,970	\$21,257	\$21,257	\$21,414	0.7%
Program Amortization				(40,000)	
Operating Income/(Loss)	<u>182,065</u>		<u>21,923</u>		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$137,866</b>	<b>\$227,369</b>	<b>\$227,369</b>	<b>\$36,053</b>	<b>-84.1%</b>

**Fund: Risk Management**  
**Department: Employee Services**

**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 self-administered by in-house risk management staff and actuarial services are procured. The self-insured program's required interfund transfer for FY 2016 is \$1,046,665, an increase of \$380,472 from the FY 2015 contribution. The increase is primarily the result of a planned \$150,000 decrease in program amortization as well as a \$198,842 increase in anticipated expenses. 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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Interest on Investments	\$ 83,396	\$ 65,000	\$ 23,936	\$ 30,000	-53.8%
Subrogation	<u>72,522</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	
<b>Total Revenues</b>	<b>\$155,918</b>	<b>\$115,000</b>	<b>\$73,936</b>	<b>\$80,000</b>	<b>-30.4%</b>
<b><u>Expenses</u></b>					
Regular Payroll	\$89,616	\$89,925	\$89,925	\$89,374	-0.6%
Professional Services	29,780	50,000	50,000	50,000	
Claims Administration Expense	94,600	111,600	111,600	116,700	4.6%
SIR Retention Claims (GL/AL/LEL)	1,005,392	479,761	547,935	658,097	27.1%
Other SIR Program Expense	282,970	308,000	308,000	320,000	3.9%
Social Security	<u>6,765</u>	<u>6,879</u>	<u>6,879</u>	<u>6,836</u>	-0.6%
<b>Total Expenses</b>	<b>\$1,509,123</b>	<b>\$1,046,165</b>	<b>\$1,114,339</b>	<b>\$1,241,007</b>	<b>18.6%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$79,879	\$85,028	\$85,028	\$85,658	0.7%
Program Amortization		(350,000)		(200,000)	-42.9%
Operating Income/(Loss)	<u>(679,970)</u>		<u>(459,268)</u>		
<b>NET CONTRIBUTION (INTERFUND TRANSFER)</b>	<b>\$753,113</b>	<b>\$666,193</b>	<b>\$666,193</b>	<b>\$1,046,665</b>	<b>57.1%</b>

**Fund: Risk Management**  
**Department: Employee Services**

**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, property life and long-term disability. An interfund transfer of \$1,119,864 will be required in FY 2016 to meet the costs of the insured program, a reduction of \$260,843. This variance results primarily from the transfer of premiums for long-term disability and active and retiree life insurance (\$204,500) to the Town Health program for fiscal year 2016. Program amortization for fiscal year 2016 equals the anticipated accumulated retained earnings of approximately \$150,000 at June 30, 2015, an increase of \$25,000 from the prior year.

<b>INSURED PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Expenses</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Purchased Insurance	\$1,307,045	\$1,484,450	\$1,359,175	\$1,248,450	-15.9%
<b>Total Expenses</b>	<b>\$1,307,045</b>	<b>\$1,484,450</b>	<b>\$1,359,175</b>	<b>\$1,248,450</b>	<b>-15.9%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$19,970	\$21,257	\$21,257	\$21,414	0.7%
Program Amortization		(125,000)		(150,000)	-20.0%
Operating Income/(Loss)	(30,483)		275		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$1,296,532</b>	<b>\$1,380,707</b>	<b>\$1,380,707</b>	<b>\$1,119,864</b>	<b>-18.9%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Employee Contributions	\$ 2,507,735	\$ 2,600,000	\$ 2,500,000	\$ 2,600,000
Pension Buyback	113,536			
Trust Fund Contribution	6,424,385	5,569,452	5,459,986	5,720,578
Class Action Proceeds	2,456			
Transfer In	<u>15,957,000</u>	<u>17,712,000</u>	<u>17,712,000</u>	<u>17,917,000</u>
Total Revenues & Other Resources	\$25,005,112	\$25,881,452	\$25,671,986	\$26,237,578

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Employee Services –				
Administration	\$ 673,200	\$ 581,452	\$ 585,850	\$ 612,578
Regular Payments	23,265,491	24,250,000	23,975,000	24,500,000
Survivor Payments	1,028,006	1,025,000	1,080,000	1,100,000
Pension Refunds	<u>38,415</u>	<u>25,000</u>	<u>31,136</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$25,005,112	\$25,881,452	\$25,671,986	\$26,237,578

**DEPARTMENT OF EMPLOYEE SERVICES**

**PENSION OPERATING FUND**

**MISSION**

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

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF EMPLOYEE SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 131,951	\$ 114,229	\$ 64,896	\$ 139,229	\$ 137,550	20.4%
Operating Expense	410,834	331,250	101,778	310,175	332,100	0.3%
Fringe Benefits	<u>24,462,327</u>	<u>25,435,973</u>	<u>10,586,347</u>	<u>25,222,582</u>	<u>25,767,928</u>	1.3%
<b>TOTAL</b>	<b>\$25,005,112</b>	<b>\$25,881,452</b>	<b>\$10,753,021</b>	<b>\$25,671,986</b>	<b>\$26,237,578</b>	<b>1.4%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
Assistant Director of Employee Services	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 2016 Pension Fund budget increases \$356,126, or 1.4%, over the prior year. This increase results primarily from anticipated payments to retired employees under the terms of the Town's Pension Plan (\$325,000). The budget reflects a cost-of-living adjustment for full-time employees and \$25,000 in temporary payroll to assist with the transition to a new employee.

**Pension Trust Fund Contribution**

The pension contribution is actuarially determined based on a review of the historical and existing assets and liabilities of the plan. Historically, the plan has performed very well and was in a fully-funded state for over twelve years, requiring no contribution from the General Fund. With the subsequent drop in the market since 2000, the value of plan assets decreased, prompting an annual Town contribution beginning in fiscal year 2003 (\$1,157,815). The annual contribution has continued to grow and is \$17,917,000 for fiscal year 2016, an increase of \$205,000 over the fiscal year 2015 adopted budget.

**Fund: Pension Operating Fund**  
**Department: Employee Services**

**SUMMARY OF REVENUES**

<b><u>Revenues:</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Employee Contributions	\$2,507,735	\$2,600,000	\$1,256,583	\$2,500,000	\$2,600,000	
Pension Buyback	113,536					
Class Action Proceeds	2,456					
Trust Fund Contribution	6,424,385	5,569,452		5,459,986	5,720,578	2.7%
Transfer In	15,957,000	17,712,000	17,712,000	17,712,000	17,917,000	1.2%
<b>Total Department</b>	<b>\$25,005,112</b>	<b>\$25,881,452</b>	<b>\$18,968,583</b>	<b>\$25,671,986</b>	<b>\$26,237,578</b>	<b>1.4%</b>

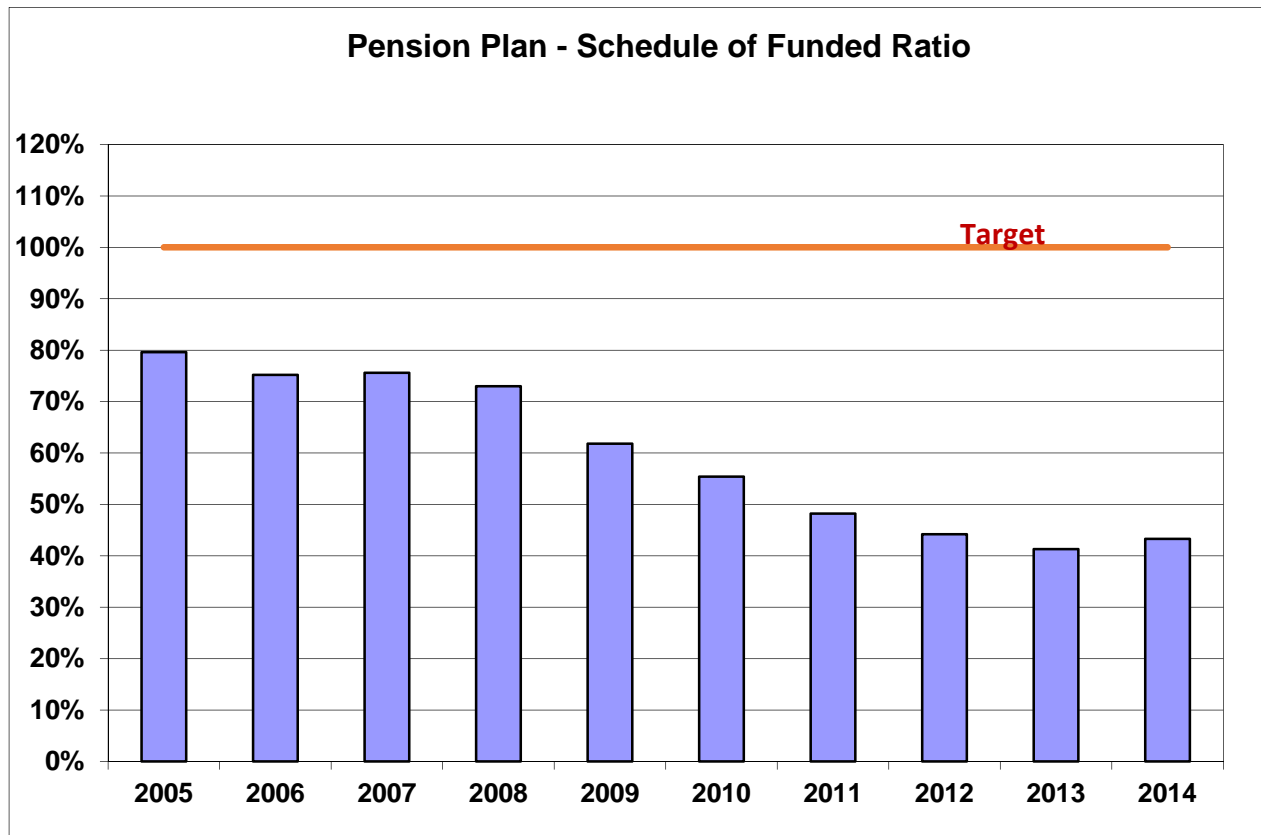
**SUMMARY OF EXPENDITURES**

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$ 91,370	\$ 114,229	\$ 52,976	\$ 114,229	\$ 111,750	-2.2%
Temporary Payroll	40,580		11,920	25,000	25,000	
Education Premium Pay					800	
Office Expense	1,912	3,750	460	2,900	3,750	
Dues and Travel	256	850		725	850	
Professional Services	407,431	325,000	100,010	305,000	325,500	0.2%
Printing Services	8	300	3	150	300	
Meals		50			50	
Information Technology	1,100	1,100	1,250	1,250	1,450	31.8%
Telecommunications	127	200	55	150	200	
Social Security	9,781	8,353	4,413	8,826	8,610	3.1%
Pension Payments	24,331,913	25,300,000	10,518,882	25,086,136	25,625,000	1.3%
Pension Expense	33,293	35,513	35,513	35,513	37,323	5.1%
Risk Management						
Expense	50,310	55,076	27,539	55,076	59,964	8.9%
Transfer Out	37,031	37,031		37,031	37,031	
	<b>\$25,005,112</b>	<b>\$25,881,452</b>	<b>\$10,753,021</b>	<b>\$25,671,986</b>	<b>\$26,237,578</b>	<b>1.4%</b>



**Fund: Pension Operating Fund**  
**Department: Employee Services**

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<u><b>7/1/2010</b></u>	<u><b>7/1/2011</b></u>	<u><b>7/1/2012</b></u>	<u><b>7/1/2013</b></u>	<u><b>7/1/2014</b></u>
Actuarial Value of Assets (millions)	\$154.8	\$148.8	\$142.9	\$145.0	\$159.3
Actuarial Accrued Liability (millions)	\$279.5	\$308.9	\$323.0	\$350.8	\$367.5
Funded Ratio	55.4%	48.2%	44.2%	41.3%	43.3%

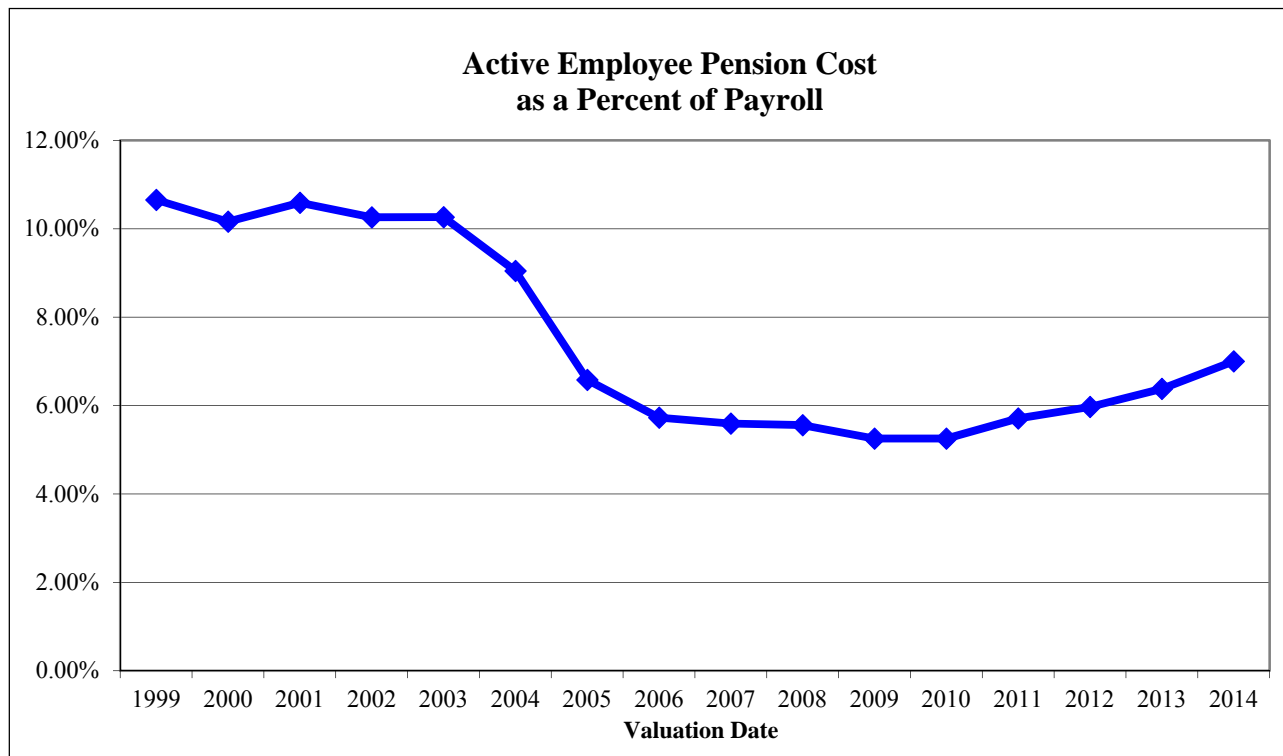


The most recent actuarial valuation of the Pension Plan, conducted on July 1, 2014, revealed an improvement in the funded status of the plan from 41.3% to 43.3%. The June 30, 2014 market value of plan assets represented an increase of \$22,161,375 from June 30, 2013. As part of the valuation, the actuarial value of assets was calculated to determine the required contribution to the plan for fiscal year 2016. 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 actuarial value of assets on June 30, 2014 was \$159,253,591, an increase from the June 30, 2013 balance of \$145,028,432. The actuarial liability increased during the same period from \$350,769,991 to \$367,481,550. The July 1, 2014 actuarial valuation reflects the Pension Board's decision to lower the expected rate of return for the Plan from 8.5% to 7.5%.

**Fund: Pension Operating Fund**  
**Department: Employee Services**

The assumed rate of return for the July 1, 2014 valuation is 7.54% a reduction from the 7.95% used in the prior year. The annual required contribution calculated by the actuary is the amount of funding the Town must contribute in fiscal year 2016 to achieve full funding of the Plan over twenty-three years. Based upon this valuation, a contribution of \$17,917,000 is required for fiscal year 2016, an increase of \$205,000.

In 2003, the retirement eligibility requirements for new employees was extended from age 55 to age 65 for non-public safety employees, and an additional five years of service was added for public safety employees. This change dramatically reduced the liability associated with new employees and positively impacted the normal cost portion of the pension contribution. Normal cost is the payment made to the Pension Fund by the Town to fund the benefits earned each year. As detailed on the graph below, the normal cost component of the pension contribution has declined as a percentage of payroll costs. In 1999, normal cost as a percentage of payroll was 10.7%, whereas in 2014 it was 7.0%. The market performance during the 2000's has significantly impacted the past service cost (i.e. unfunded liability) of the pension contribution, increasing from -11.8% of payroll to 22.8% of payroll during the same period.



DEPARTMENT: EMPLOYEE SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Employee Services	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 Employee Services	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 Employee Services	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Claims Administrator	1	1	1	1	1
Safety Analyst	1	1	1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL RISK MANAGEMENT FUND	4.7	4.7	4.7	4.7	4.7
TOTAL EMPLOYEE SERVICES	9.5	9.5	9.5	9.5	9.5

\* The Executive Director of Human Resources position is shared with the Board of Education.

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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.

<b>BUDGET SUMMARY FIRE DEPARTMENT</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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Intergovernmental	\$ 35,619	\$ 15,000	\$	\$ 20,899	\$	-100.0%
Licenses & Permits	345,122	250,000	150,220	250,000	300,000	20.0%
Miscellaneous Revenue	<u>311</u>	<u></u>	<u>280</u>	<u>280</u>	<u></u>	
<b>TOTAL</b>	<b>\$381,052</b>	<b>\$265,000</b>	<b>\$150,500</b>	<b>\$271,179</b>	<b>\$300,000</b>	<b>13.2%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$9,387,650	\$9,672,119	\$4,527,784	\$9,809,736	\$9,816,561	1.5%
Operating Expense	685,905	743,388	370,357	745,868	793,629	6.8%
Social Security	<u>140,821</u>	<u>165,144</u>	<u>63,828</u>	<u>147,227</u>	<u>151,407</u>	-8.3%
<b>TOTAL</b>	<b>\$10,214,376</b>	<b>\$10,580,651</b>	<b>\$4,961,969</b>	<b>\$10,702,831</b>	<b>\$10,761,597</b>	<b>1.7%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
General Fund	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>	<u>92</u>
<b>TOTAL</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>

### BUDGET & PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$180,946 or 1.7% in fiscal year 2016. Wages and salaries reflect cost of living adjustments for fiscal year 2016 (contract settled April 2014), merit and step increases, when applicable, and benefit elections. Operating expenses show an increase of \$50,241 or 6.8%. This increase is primarily attributed to a \$51,469 increase to utilities. The primary driver of the utilities variance is an increase of \$37,134 in the annual payment due to MDC for water hydrants. Social security is reflective of budgeted wages and employee withholdings.

**COST CENTER: MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Contributions	\$ 311	\$	\$ 280	\$ 280	\$	
<b>TOTAL</b>	<b>\$ 311</b>	<b>\$</b>	<b>\$ 280</b>	<b>\$ 280</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$262,221	\$317,241	\$148,615	\$307,597	\$314,358	-0.9%
Overtime	399					
Education Premium Pay	333					
Office Expense	10,543	7,200	3,435	7,500	7,200	
Dues and Travel	2,054	1,900	785	1,900	1,900	
Professional Services	18,650	28,850	7,398	28,850	32,350	12.1%
Printing/Binding Services	140		77	77		
Office Equipment	2,287	200	41	200	200	
Uniforms & Laundry	3,086	1,000	219	1,000	1,000	
Telecommunications	22,487	20,000	12,046	20,000	20,000	
Social Security	6,457	15,463	3,027	8,019	8,344	-46.0%
<b>TOTAL</b>	<b>\$328,657</b>	<b>\$391,854</b>	<b>\$175,643</b>	<b>\$375,143</b>	<b>\$385,352</b>	<b>-1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Fire Chief	0.8	0.8	0.8	0.8	0.8
Assistant Fire Chief	1	1	1	1	1
Executive Assistant	1	1	1	1	1
<b>TOTAL</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds 80% of the Fire Chief, one Assistant Fire Chief and one Executive Assistant. The increase reflects actual wages and benefit elections.

**Education Premium Pay:** Members of the Firefighters 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. Chiefs are not eligible for this benefit; however, while in the Acting Assistant Chief position, the individual was eligible to receive this benefit in fiscal year 2014.

**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 appropriation covers professional membership requirements for the Fire Chief and Assistant Chiefs. This budget item maintains access to professional knowledge and certifications. Also included is the cost of required certification and professional training. This covers less than 25% of actual cost. The attending officers cover the remaining portion of the costs.

**Professional Services:** This cost involves required entry and promotional physicals, OSHA required physicals, and hazardous material team physicals. Funding also finances Information Technology costs required for the department's records management system. The professional services will be used to enhance the utilization of the system by improving the access and availability of information for decision making purposes. The \$3,500 increase is earmarked for additional costs related to medical services which fund physicals for firefighters and annual respiratory and DOT exams for all firefighters.

**Printing/Binding Services:** This appropriation finances the costs associated with printing, binding and the use of the BOE's print shop. These costs were eliminated as the department moves to online training courses.

**Office Equipment:** Maintains funding at \$200 for minor office equipment requirements.

**Uniforms & Laundry:** This appropriation covers chief officer uniform repair and maintenance costs.

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

**Social Security:** This appropriation is for required federal payments based upon actual wages paid. The variance reflects employee participation in the program.

**COST CENTER: EMERGENCY MANAGEMENT**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$35,619	\$15,000	\$	\$20,899	\$	-100.0%
<b>TOTAL</b>	<b>\$35,619</b>	<b>\$15,000</b>	<b>\$</b>	<b>\$20,899</b>	<b>\$</b>	<b>-100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$28,582	\$29,615	\$14,431	\$29,165	\$29,907	1.0%
Office Expense	642	700		700	700	
Professional Services		2,000		2,000	2,000	
Printing/Binding Services		300		300	300	
Office Equipment	1,101	500		500	500	
Information Technology	19,249	18,000	15,940	18,000	18,000	
Miscellaneous						
Administrative Expense	1,847	500	769	800	500	
Telecommunications	628	800	227	800	800	
Social Security	412	384	198	384	403	4.9%
<b>TOTAL</b>	<b>\$52,461</b>	<b>\$52,799</b>	<b>\$31,565</b>	<b>\$52,649</b>	<b>\$53,110</b>	<b>0.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Fire Chief	0.2	0.2	0.2	0.2	0.2
<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. This amount and related social security is billed through the State Emergency Management Performance Grant and reimbursed to the Town at a rate of 50%. The Town has not yet received notification of its award for fiscal year 2016.

**Office Expense:** This appropriation covers the office supplies, printing and postage costs for the division.

**Professional Services:** Represents the cost of outside training experts who provide emergency management training to personnel, including the West Hartford Community Emergency Response Team (CERT)

**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 that are used. Funding remains level at \$300.

**Office Equipment:** Maintains funding at \$500 for minor office equipment requirements for the CERT team 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 and is funded at \$500.

**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>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$5,826,250	\$6,838,264	\$2,853,610	\$6,165,989	\$6,973,140	2.0%
Overtime	2,313,628	1,456,560	1,230,097	2,233,220	1,456,560	
Holiday	359,654	445,289	5,270	445,289	452,495	1.6%
Education Premium Pay	40,167	39,000	17,084	39,000	39,000	
Office Expense	2,685	2,000	1,395	2,000	2,000	
Minor Equipment	11,968	34,940	504	34,940	34,940	
Uniforms & Laundry	44,997	87,435	56,297	88,935	76,607	-12.4%
Education Tuition Reimbursement	3,267	10,000	2,369	10,000	10,000	
General Contributions	762					
Utilities	109,147	116,333	58,167	116,333	153,467	31.9%
Operating Expense-Misc.	1,555	3,000	1,748	3,000	3,000	
Maintenance & Repairs	9,011	19,000	6,340	19,000	21,500	13.2%
Miscellaneous Supplies	36,927	35,200	28,549	35,200	39,200	11.4%
Social Security	<u>119,137</u>	<u>134,507</u>	<u>53,986</u>	<u>124,034</u>	<u>127,930</u>	-4.9%
<b>TOTAL</b>	<b>\$8,879,155</b>	<b>\$9,221,528</b>	<b>\$4,315,416</b>	<b>\$9,316,940</b>	<b>\$9,389,839</b>	<b>1.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</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:** An increase is attributed to cost of living adjustments and anticipated merit increases when applicable.

**Overtime:** This appropriation covers overtime costs due to the minimum manpower (staffing) provision of the collective bargaining agreement of 21 personnel per shift. 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. Holiday pay is adjusted in tandem with regular payroll.

**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. This is subject to change as new officers are hired to fill vacancies.

**Office Expense:** Reflects level funding for office supplies at \$2,000 in this budget year. This line item covers the cost of office supplies for all five fire stations.

**Minor Equipment:** Includes funding for hazardous materials equipment (\$4,000), rescue equipment (\$10,000), hose and hand line supply equipment (\$15,940), and miscellaneous equipment (\$5,000) as needed.

**Uniforms & Laundry:** This appropriation funds the cost of small safety items including gloves, flash hoods, safety goggles, etc. (\$9,500), the cost of replacement bunker coats, bunker pants and helmets (\$41,107), contractually required shoes (\$6,000) and officer and firefighter uniform repair and maintenance costs (\$20,000). In fiscal year 2015 this account was increased \$12,810 for a one time respirator fit test equipment purchase.

**Education Tuition Reimbursement:** Represents contractual requirement to cover 75% of approved tuition costs per union member up to a cap of \$1,000 per employee. Fiscal year 2016 funding is \$10,000 as required by the union contract.

**General Contributions:** In fiscal year 2014, \$762 was contributed to the Town That Cares Fund.

**Utilities:** This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission. This cost is increased \$37,134 in fiscal year 2016 based upon actual cost and amortization of accumulated deficit for this cost in the Utilities Services Fund.

**Operating Expense – Miscellaneous:** This appropriation covers unanticipated costs in firefighting operations and is funded at \$3,000, a level appropriation from the prior year.

**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 covers the following items:

**Emergency Medical Service Supplies-** Funds the cost of expendable medical supplies used in the treatment of patients (\$14,000). Expenditures are expected to increase due to higher call volume and increasing supply costs.

**SCBA Supplies-** Funds the programmed replacement of the department's self-contained breathing apparatus as required by OSHA and National Fire Protection Association Standards (\$25,200).

**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>Fire Call Volume</u></b>	<b><u>Actual 2010</u></b>	<b><u>Actual 2011</u></b>	<b><u>Actual 2012</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>
Number of Fire Related Calls	224	182	180	168	184
Number of Emergency Medical/ Rescue Calls	1,451	1,492	1,445	1,602	1,742
Number of Hazardous Material Calls	182	313	170	189	157
Number of Other Calls for Service	<u>1,994</u>	<u>5,045</u>	<u>1,868</u>	<u>1,832</u>	<u>1,814</u>
<b>Total Calls</b>	<b>3,851</b>	<b>7,032</b>	<b>3,663</b>	<b>3,791</b>	<b>3,897</b>
<b><u>Fire Effectiveness Measures</u></b>					
Extent of Flame Damage Confined to Room of Origin	96%	98%	98%	98%	98%
Percentage of Fires Handled by 20 or Fewer Firefighters	98%	100%	100%	100%	100%

\*High volume of "Other Calls for Service" in 2011 resulted from Winter Storm Alfred, an unusual and severe October storm.

**COST CENTER: PREVENTION**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Fire Occupancy/Use Permits	\$345,122	\$250,000	\$150,220	\$250,000	\$300,000	20.0%
<b>TOTAL</b>	<b>\$345,122</b>	<b>\$250,000</b>	<b>\$150,220</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>20.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$306,098	\$303,257	\$149,786	\$310,757	\$305,202	0.6%
Temporary Payroll	20,997	23,929	10,421	23,929	23,929	
Overtime	2,051	5,100	788	5,100	5,100	
Education Premium Pay	2,500	2,500	1,042	2,500	2,500	
Office Expense	2,764	6,200	1,424	6,200	6,200	
Dues	40					
Printing/Binding Services	240	200	80	200	200	
Office Equipment	690	1,000	540	1,000	1,000	
Uniforms & Laundry	150	800	78	800	800	
Miscellaneous Supplies	2,783	4,500	2,786	4,500	4,500	
Social Security	<u>11,599</u>	<u>11,760</u>	<u>5,310</u>	<u>11,760</u>	<u>11,624</u>	-1.2%
<b>TOTAL</b>	<b>\$349,912</b>	<b>\$359,246</b>	<b>\$172,255</b>	<b>\$366,746</b>	<b>\$361,055</b>	<b>0.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Assistant Fire Chief	1	1	1	1	1
Fire Inspector	<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>

**PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects salaries and deferred compensation matching for Fire Inspectors and the Assistant Chief position, including benefit elections.

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

**Overtime:** This appropriation covers the use of Fire Inspectors for assisting in fire investigations and fire prevention education activities, which have been curtailed significantly.

**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 for the 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 fire prevention forms.

**Office Equipment:** The appropriation is used to purchase fire investigation supplies and evidence collection equipment. The purchase of prevention equipment (fire extinguisher refills, tools, batteries, etc.) is included.

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

**Miscellaneous Supplies:** Cost of buying 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.

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
Percent of Applicable Properties with Completed or Updated Pre-Plans	85%	88%	91%	94%	95%
Percent of Inspections Completed	31%	27%	27%	39%	29%
Percent of Annual Residential Inspections Completed	11%	16%	8%	17%	12%
Percent of Tri-annual Inspections Completed	11%	3%	1%	19%	14%
Percent of Licensing Inspections Completed	79%	80%	72%	62%	100%
Percent of Violations Corrected	60%	100%	100%	100%	100%

**COST CENTER: STATION OPERATIONS & MAINTENANCE**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Utilities	\$89,896	\$83,880	\$41,940	\$83,880	\$98,215	17.1%
Telecommunications	245	1,200	38	800	800	-33.3%
Building Maintenance	34,975	41,700	27,546	42,000	41,700	
Grounds Maintenance	<u>2,993</u>	<u>2,200</u>	<u>331</u>	<u>2,200</u>	<u>2,200</u>	
<b>TOTAL</b>	<b>\$128,109</b>	<b>\$128,980</b>	<b>\$69,855</b>	<b>\$128,880</b>	<b>\$142,915</b>	<b>10.8%</b>

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

**Utilities:**     **Electricity** – This appropriation covers the cost of electrical service to each of the five (5) fire stations (\$47,490), which reflects a reduction based upon consumption and rates.

**Natural Gas** – This appropriation (\$33,321) covers the cost of natural gas at all stations, and is increased slightly based upon consumption and rates.

**Water** – Covers the cost of water service to each of the five (5) fire stations (\$17,404).

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

**Building Maintenance:** This appropriation covers the cost of both planned and unplanned station maintenance (door repair, furnace repairs, etc.), and the cost of expendable supplies used in the stations (paper products, cleaners, etc.). This appropriation includes funding for a phase-in of mattress replacements.

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

**COST CENTER: EQUIPMENT OPERATIONS & MAINTENANCE**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$93,719	\$92,082	\$46,100	\$130,672	\$93,000	1.0%
Overtime	5,188	12,462	1,569	12,462	12,462	
Holiday	4,014	4,014				-100.0%
Vehicles & Equipment Expense	213,890	185,000	85,861	185,000	185,000	
Social Security	<u>1,475</u>	<u>1,574</u>	<u>621</u>	<u>1,574</u>	<u>1,574</u>	
<b>TOTAL</b>	<b>\$318,286</b>	<b>\$295,132</b>	<b>\$134,151</b>	<b>\$329,708</b>	<b>\$292,036</b>	<b>-1.0%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Fire Lieutenant 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 and applicable benefits for the Fire Lieutenant Mechanic.

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

**Holiday Pay:** Reflects the cost of holiday pay in lieu of actual days off. This appropriation has been eliminated for fiscal year 2016.

**Vehicle & Equipment Maintenance:** This appropriation covers the costs for fuel (\$75,000) and vehicle maintenance (\$110,000) for all department vehicles.

**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>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$89,321	\$96,806	\$47,971	\$98,056	\$102,908	6.3%
Overtime	27,965	4,000		4,000	4,000	
Holiday	2,563					
Education Premium Pay	2,000	2,000	1,000	2,000	2,000	
Office Expense	1,820	1,350	1,409	1,753	1,350	
Training	18,882	18,800	10,202	18,800	18,800	
Professional Services	12,614	5,000	1,600	5,000	5,000	
Printing/Binding Services		200		200	200	
Office Equipment	890	1,500	216	1,500	1,500	
Social Security	<u>1,741</u>	<u>1,456</u>	<u>686</u>	<u>1,456</u>	<u>1,532</u>	5.2%
<b>TOTAL</b>	<b>\$157,796</b>	<b>\$131,112</b>	<b>\$63,084</b>	<b>\$132,765</b>	<b>\$137,290</b>	<b>4.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</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 salary for the Captain of Fire Training, which was refilled in fiscal year 2015 at a rate higher than anticipated in the fiscal year 2015 adopted budget, due to the filling of the position with a senior Captain.

**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. The budget reflects officers assigned to this division who are eligible for this payment.

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

**Training:** This appropriation reflects all 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.

**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:** Includes funding at \$1,500 for minor training equipment (tools and appliances).

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

DEPARTMENT: FIRE

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	2	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 Inspector	2	2	2	2	2
Fire Captain-Training	1	1	1	1	1
Fire Lieutenant Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	92	92	92	92	92

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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.

<b>BUDGET SUMMARY POLICE DEPARTMENT</b>						
<b><u>Revenues:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Intergovernmental Revenues	\$197,923	\$355,791	\$163,830	\$360,529	\$141,000	-60.4%
Licenses & Permits	14,148	12,450	5,605	12,200	12,200	-2.0%
Charges for Services	151,561	126,103	21,872	128,141	39,900	-68.4%
Fines & Forfeitures	390,824	297,200	158,492	291,200	291,200	-2.0%
Miscellaneous Revenue	<u>77,381</u>	<u>125,000</u>	<u>280</u>	<u>125,280</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$831,837</b>	<b>\$916,544</b>	<b>\$350,079</b>	<b>\$917,350</b>	<b>\$609,300</b>	<b>-33.5%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$13,890,154	\$13,776,505	\$6,703,393	\$13,878,073	\$13,568,401	-1.5%
Operating Expense	1,022,385	1,096,733	586,303	1,082,811	1,026,513	-6.4%
Equipment						
Social Security	<u>287,593</u>	<u>290,927</u>	<u>131,537</u>	<u>293,058</u>	<u>295,771</u>	1.7%
<b>TOTAL</b>	<b>\$15,200,132</b>	<b>\$15,164,165</b>	<b>\$7,421,233</b>	<b>\$15,253,942</b>	<b>\$14,890,685</b>	<b>-1.8%</b>

<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
General Fund	152*	153*	153*	152*
Parking Lot Fund	<u>1</u>	<u>—</u>	<u>—</u>	<u>2</u>
<b>TOTAL</b>	<b>153</b>	<b>153</b>	<b>153</b>	<b>154</b>

\* One Police Officer position is unfunded.

**BUDGET & PROGRAM HIGHLIGHTS**

The Police Department's fiscal year 2016 budget is reduced \$273,480, or 1.8%. The \$208,104 reduction to wages and salaries reflects a transfer of two police officer wages (\$163,554) to the Parking Lot Fund, anticipated step and merit increases, a \$150,000 hiring lag and no cost of living adjustment estimate, as contracts are still in negotiation. Operating expense decrease \$70,220 or 6.4%, primarily due to savings in the SWAT Challenge program (\$89,203), which is reflected in the fiscal year 2015 budget, but not the fiscal year 2016 adopted budget, offset by an increase in maintenance and repairs (\$10,000). The social security appropriation reflects budgeted wages.

**COST CENTER: POLICE MANAGEMENT DIVISION**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Permits	\$1,278	\$ 1,200	\$ 775	\$ 1,200	\$ 1,200	
Alarm Fees	27,334	22,000	12,291	22,000	22,000	
Miscellaneous Revenue	<u>13,181</u>	<u>11,000</u>	<u>5,110</u>	<u>11,280</u>	<u>11,000</u>	
<b>TOTAL</b>	<b>\$41,793</b>	<b>\$34,200</b>	<b>\$18,176</b>	<b>\$34,480</b>	<b>\$34,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$527,920	\$559,144	\$270,011	\$560,644	\$615,001	10.0%
Temporary Payroll	18,812	18,000	8,291	19,000		-100.0%
Office Expense	13,688	12,500	6,274	12,500	12,500	
Dues and Training	6,964	23,509	1,201	23,509	23,509	
Boards & Commissions	3,233	5,000		5,000	5,000	
Education Tuition						
Reimbursement	19,997	20,000	2,000	20,000	20,000	
Maintenance & Repairs	6,700	11,770	6,700	11,770	6,700	-43.1%
Social Security	<u>15,740</u>	<u>17,082</u>	<u>7,722</u>	<u>16,833</u>	<u>17,686</u>	3.5%
<b>TOTAL</b>	<b>\$613,054</b>	<b>\$667,005</b>	<b>\$302,199</b>	<b>\$669,256</b>	<b>\$700,396</b>	<b>5.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</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
Senior Staff Assistant	<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>6</b>

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

**Mission:** To manage the Police Department, which handles over 66,000 requests for service each year, makes over 7,200 arrests, investigates over 2,200 accidents, and consists of 152 full-time and 5 part-time employees. This division also manages 41 crossing guards working for the Board of Education. Also included in this area are the costs associated with maintaining the department's radio and computer system.

**Regular Payroll:** This portion of the budget accounts for the salary of the Police Chief, one full-time Administrative Assistant to the Chief, two Assistant Chiefs, one full-time Senior Staff Assistant to the Assistant Chiefs, and one Information Technology Specialist. The variance in this account is attributed to the addition of one full-time Administrative Assistant to the Chief. This cost is offset by a reduction in temporary payroll within this division and the Records Control Division. In addition, merit increases and benefit elections are included.

**Temporary Payroll:** This budget accounted for the salary of one part-time clerical position that is removed from the fiscal year 2016 budget. These tasks will be performed by a full-time staff member going forward.

**Office Expense:** This covers regular office expenses such as paper, toner, envelopes and various office supplies and is consistent with the prior year.

**Dues and Training:** This account provides executive training and dues for management within the department.

**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 a yearly week-long summer training camp.

**Education Tuition Reimbursement:** As part of the collective bargaining agreement with the West Hartford Police Officer Association, officers are entitled to a partial reimbursement for law enforcement related college courses that they take. This is capped at \$20,000 by contract. There is no change to the amount requested.

**Maintenance & Repairs:** There is \$6,700 allocated for the maintenance of the Police Department's Simplex camera security system. From this appropriation \$5,070 is moved to the Detective Bureau division for computer forensic costs.

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

**PROGRAM PERFORMANCE MEASURES AND INDICATORS**

	<b><u>Actual 2010</u></b>	<b><u>Actual 2011</u></b>	<b><u>Actual 2012</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>
Reported Crimes or Town Ordinance Violations	12,919	13,451	11,405	11,279	11,673
Service and Medical Calls	34,216	33,713	33,181	31,807	32,532
Motor Vehicle Accidents	2,763	3,181	3,103	2,848	2,286
Number of Motor Vehicle Stops	8,622	9,290	7,897	7,028	7,187
Total Calls for Service	58,280	62,918	58,429	60,773	66,835
Number of Criminal Arrests	2,464	2,442	1,918	1,839	1,848
Number of Motor Vehicle Arrests	8,536	8,223	6,997	6,034	5,423
Number of DUI	187	198	177	226	215



**COST CENTER: SPECIAL INVESTIGATIONS**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$442,006	\$455,901	\$213,606	\$455,974	\$457,624	0.4%
Overtime	37,094	39,051	21,699	43,551	39,051	
Holiday	20,976	20,674	7,945	20,674	20,753	0.4%
Education Premium Pay	8,875	9,000	3,750	9,000	9,000	
Office Expense	7,765	4,500	3,474	4,500	4,500	
Professional Services	3,100	4,000		4,000	4,000	
Uniforms	4,513	4,850	4,850	4,850	4,950	2.1%
Social Security	<u>7,599</u>	<u>6,557</u>	<u>3,362</u>	<u>7,800</u>	<u>7,850</u>	19.7%
<b>TOTAL</b>	<b>\$531,928</b>	<b>\$544,533</b>	<b>\$258,686</b>	<b>\$550,349</b>	<b>\$547,728</b>	<b>0.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Police Lieutenant	1	1	1	1	1
Police Detective	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**SPECIAL INVESTIGATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** To investigate crimes related to vice and narcotics in West Hartford. In addition, this unit is responsible for the investigations of allegations of misconduct made against an employee of the West Hartford Police Department, and is responsible for interviewing and conducting background investigations on applicants for the position of police officer.

**Regular Payroll:** This portion of the budget accounts for the salary of a Police Lieutenant and four Detectives. Merit increases are budgeted for union positions.

**Overtime:** Overtime for this unit is strictly limited to members of the unit working overtime on criminal or background 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.” The amount is consistent with regular payroll changes.

**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. For example, 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 drug test kits for the department, evidence bags, and supplies for the digital and video recording devices. This budget is consistent with the prior year.

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

**Uniforms:** Due to the nature of the work, the detectives and supervisor of this unit work in plain clothes, which are purchased by the officer. Per union contract they are paid a "uniform allowance" budgeted at \$990 per officer for fiscal year 2016—a \$20 increase per officer compared to fiscal year 2015.

**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>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$ 800	\$1,200	\$1,120	\$1,200	\$1,200	
<b>TOTAL</b>	<b>\$ 800</b>	<b>\$1,200</b>	<b>\$1,120</b>	<b>\$1,200</b>	<b>\$1,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$145,342	\$153,410	\$66,929	\$153,410	\$153,988	0.4%
Temporary Payroll	18,284	27,090	13,922	29,000	32,090	18.5%
Overtime	16,449	15,186	7,200	15,186	15,186	
Holiday	6,971	6,938	6,906	6,938	6,965	0.4%
Education Premium Pay	4,000	4,000	1,667	4,000	4,000	
Office Expense	11,904	10,000	3,193	10,000	10,000	
Advertising	357	650	280	650	650	
Printing/Binding Services	221	200		200	200	
Office Equipment		2,000		2,000	2,000	
Social Security	<u>2,962</u>	<u>2,996</u>	<u>1,734</u>	<u>3,508</u>	<u>3,516</u>	17.4%
<b>TOTAL</b>	<b>\$206,490</b>	<b>\$222,470</b>	<b>\$101,831</b>	<b>\$224,892</b>	<b>\$228,595</b>	<b>2.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</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 one Animal Control Officer and one Assistant Animal Control Officer.

**Temporary Payroll:** This appropriation accounts for the salary of one part-time Animal Control Officer to work on weekends, and one part-time kennel assistant who cleans and feeds the impounded animals. The fiscal year 2016 increase reflects adjustments to hourly rates.

**Overtime:** Overtime for this unit is used to pay Animal Control Officers to work overtime on investigations and also 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. For example, 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 the town streets, paying vet expenses and euthanizing the unclaimed and unwanted animals that the Animal Control Officers impound. It is also used for food and a variety of supplies.

**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>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$	\$ 250	\$	\$	\$	-100.0%
Charges for Services	14,361	13,900	9,128	15,910	16,900	21.6%
Fines & Forfeitures	885	1,000	185	1,000	1,000	
Miscellaneous Revenue	<u>2,070</u>					
<b>TOTAL</b>	<b>\$17,316</b>	<b>\$15,150</b>	<b>\$9,313</b>	<b>\$16,910</b>	<b>\$17,900</b>	<b>18.2%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$291,224	\$294,719	\$147,106	\$301,501	\$295,840	0.4%
Temporary Payroll	41,788	40,000	24,300	40,000	18,000	-55.0%
Overtime	541	1,000			1,000	
Office Expense	37,216	34,000	22,996	34,000	34,000	
Printing/Binding Services	598	1,000	367	1,000	1,000	
Maintenance & Repairs	84,804	103,510	50,128	103,510	103,510	
Social Security	<u>23,498</u>	<u>25,218</u>	<u>11,448</u>	<u>24,000</u>	<u>24,020</u>	-4.8%
<b>TOTAL</b>	<b>\$479,669</b>	<b>\$499,447</b>	<b>\$256,345</b>	<b>\$504,011</b>	<b>\$477,370</b>	<b>-4.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</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, 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.

**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. This appropriation also funded a part-time person in the Chief's Office in fiscal year 2015. In fiscal year 2016 the part-time position for the Chief's Office is eliminated.

**Overtime:** The overtime budget is used to pay clerical staff to come in on holidays which fall on a Monday of a pay week so that payroll can be processed.

**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 the upkeep on 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>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Vehicles & Equipment Expense	\$295,323	\$345,000	\$131,810	\$325,000	\$345,000	
<b>TOTAL</b>	<b>\$295,323</b>	<b>\$345,000</b>	<b>\$131,810</b>	<b>\$325,000</b>	<b>\$345,000</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.

**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 safety equipment (such as lights, sirens and flashlights) that are damaged or fail. All towing of vehicles come from this account, whether they are cruisers or civilian cars towed due to criminal investigation. This appropriation is consistent with fiscal year 2015.

**COST CENTER: UNIFORMED PATROL**

**SUMMARY OF REVENUES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Intergovernmental Grants	\$3,345	\$	\$	\$	\$	
Miscellaneous Revenue	<u>4,680</u>		<u>28</u>	<u>28</u>		
<b>TOTAL</b>	<b>\$8,025</b>	<b>\$</b>	<b>\$ 28</b>	<b>\$ 28</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$6,355,642	\$6,684,109	\$2,969,609	\$6,226,779	\$6,643,674	-0.6%
Overtime	1,517,130	764,951	742,884	1,336,951	764,951	
Holiday	290,145	313,293	191,414	313,293	309,936	-1.1%
Education Premium Pay	56,917	62,500	23,375	62,500	56,000	-10.4%
Office Expense	33,405	24,900	21,057	29,900	29,900	20.1%
Dues & Travel	312					
Office Equipment	5,838	10,000	3,099	10,000	10,000	
Uniforms	82,896	80,123	43,064	80,123	80,123	
General Contributions	500	500	555	500	500	
Maintenance & Repairs	3,730	4,000	3,730	4,000	14,000	250.0%
Miscellaneous Supplies	19,423	23,200	20,766	23,200	23,200	
Social Security	<u>133,475</u>	<u>131,361</u>	<u>59,874</u>	<u>131,361</u>	<u>132,914</u>	1.2%
<b>TOTAL</b>	<b>\$8,499,413</b>	<b>\$8,098,937</b>	<b>\$4,079,427</b>	<b>\$8,218,607</b>	<b>\$8,065,198</b>	<b>-0.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>
	<u><b>2012-13</b></u>	<u><b>2013-14</b></u>	<u><b>2014-15</b></u>		
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	3	3	3
Police Sergeant	10	10	10	10	10
Police Officer*	<u>75</u>	<u>76</u>	<u>76</u>	<u>76</u>	<u>76**</u>
<b>TOTAL</b>	89	90	90	90	90

\* One Police Officer position is authorized but unfunded to allow the department flexibility in filling vacancies.

\*\* Two Police Officer positions are funded in the Parking Lot Fund in fiscal year 2016.



## 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 the citizens, residents, and visitors to our community. The largest division within the police department, the Patrol Division provides 24 hour emergency response to the community. The department receives over 60,000 calls for service a year.

**Regular Payroll:** This budget accounts for the salary of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, one Community Interaction Team Sergeant, four Community Interaction Team Patrol Officers, one Court Officer and 70 (plus one authorized, but unfunded) Patrol Officers. During the summer months, two officers are reassigned from the Patrol Division to staff two Police Bicycle Patrols and the department has two K-9 Officers. The fiscal year 2016 budget assumes a hiring lag of \$150,000, a reduction of \$30,000 from the current year based upon anticipated vacant positions. In addition, two police officers have been recoded to the Parking Lot Fund, which is consistent with their duties. These saving are offset by anticipated step increases, where applicable.

**Overtime:** This appropriation pays for officers that work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on some 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.” The budget for fiscal year 2016 is consistent with regular payroll.

**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 many miscellaneous patrol items such as medical supplies, oxygen, flares, prisoner blankets, radio supplies, interpreters, etc. The appropriation is increased consistent with prior year and current year expenditures.

**Dues and Travel:** In fiscal year 2014, \$312 was expended on Video IQ certification.

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

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

**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. The fiscal year 2016 budget is increased \$10,000 to fund the cost of ten maintenance agreements for Watch Guard in-car video systems.

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**ANNUAL BUDGET 2015-2016**

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**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 and is increased consistent with experience in the current fiscal year.

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

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
E-911 Grant	<u>\$140,690</u>	<u>\$141,000</u>	<u>\$105,446</u>	<u>\$141,000</u>	<u>\$141,000</u>	
<b>TOTAL</b>	<b>\$140,690</b>	<b>\$141,000</b>	<b>\$105,446</b>	<b>\$141,000</b>	<b>\$141,000</b>	

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$627,935	\$676,773	\$307,396	\$676,773	\$682,996	0.9%
Overtime	77,007	33,634	24,002	35,634	33,634	
Holiday	33,139	33,339	23,787	33,339	33,639	0.9%
Office Expense	694	1,000	78	1,078	1,000	
Professional Services	46,085	47,763	47,762	47,763	50,326	5.4%
Office Equipment		2,500	1,299	2,500	2,500	
Telecommunications	59,370	65,000	30,529	65,000	65,000	
Social Security	<u>54,028</u>	<u>58,384</u>	<u>24,671</u>	<u>58,384</u>	<u>58,473</u>	0.2%
<b>TOTAL</b>	<b>\$898,258</b>	<b>\$918,393</b>	<b>\$459,524</b>	<b>\$920,471</b>	<b>\$927,568</b>	<b>1.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
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>12</b>

## **POLICE COMMUNICATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The mission of the Emergency Reporting Center (ERC) is to answer the over 66,000 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 (ambulance, wrecker, utilities, etc.) 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 for twelve Public Safety Dispatchers (PSD). Merit increases are budgeted for eligible union 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. The appropriation is consistent with the prior year.

**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 for fiscal year 2016 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 three (3) chairs for the three work stations within the division which receive 24 hour usage, 7 days a week.

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

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

**COST CENTER: JUSTICE ASSISTANCE GRANT**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Justice Assistance Grants	\$7,489	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$7,489</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Office/Minor Equipment	\$4,435	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$4,435</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**JUSTICE ASSISTANCE GRANT – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** In fiscal year 2014 the Town was awarded monies under the Edward Byrne Memorial State and Local Law Enforcement Grant program, administered by the U.S. Department of Justice. This is a partnership among Federal, State, and local governments to create safer communities. Grants are awarded to States and units of local government to improve the functioning of the criminal justice system. Grants were used to provide personnel, equipment, training, technical assistance, and information systems for more widespread apprehension, prosecution, adjudication, detention, and rehabilitation of offenders who violate State and local laws. The Town has not been notified of any grant funding under this program in fiscal year 2016; therefore no revenue and expenditure appropriations have been included.

**COST CENTER: DETECTIVE BUREAU**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$1,200	\$1,000	\$ 425	\$1,000	\$1,000	
<b>TOTAL</b>	<b>\$1,200</b>	<b>\$1,000</b>	<b>\$ 425</b>	<b>\$1,000</b>	<b>\$1,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,135,181	\$1,182,033	\$546,366	\$1,182,033	\$1,185,249	0.3%
Overtime	104,595	120,800	49,781	109,800	120,800	
Holiday	54,564	53,599	27,352	53,599	53,805	0.4%
Education Premium Pay	17,250	17,500	7,292	17,500	17,500	
Office Expense	13,586	13,000	8,485	13,000	13,000	
Dues & Travel		835	325	835	835	
Office Equipment	425	500		500	500	
Uniforms	13,379	12,610	12,610	12,610	12,870	2.1%
Maintenance & Repairs	2,176	5,500	3,730	5,500	10,570	92.2%
Miscellaneous Supplies	2,572	5,000	1,233	5,000	5,000	
Social Security	18,454	19,566	8,505	19,566	19,630	0.3%
<b>TOTAL</b>	<b>\$1,362,182</b>	<b>\$1,430,943</b>	<b>\$665,679</b>	<b>\$1,419,943</b>	<b>\$1,439,759</b>	<b>0.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Police Captain	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Detective	10	10	10	10	10
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</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 and also works closely with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations.

**Regular Payroll:** This budget accounts for the salary of a Detective Captain, two Detective Sergeants and ten Detectives. The Detective Bureau is available from Monday through Saturday and work both day and evening shifts. Merit increases are budgeted for these union positions.

**Overtime:** This appropriation is used to pay for detectives that are working over their shift or have been recalled on an investigation. A small percentage of this budget is used for overtime to pay detectives for coverage for staffing shortages due to vacation, illness, training or some other leave. 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.” This appropriation is consistent with regular payroll for the cost center. The budget is consistent with regular payroll.

**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 the 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 \$990 per officer for fiscal year 2016—a \$20 increase per officer compared to fiscal year 2015.

**Maintenance & Repairs:** This account pays for the upkeep of police equipment including maintenance costs associated with a Cogent Livescan finger printing machine and computer recording system. This appropriation is increased \$5,070 for computer forensics costs. While this is an increase within this cost center, a corresponding reduction can be found in Police Management.

**Miscellaneous Supplies:** This budget is used to cover any photography requests along with 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 REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Special Events	\$103,971	\$89,203	\$	\$89,203	\$	-100.0%
<b>TOTAL</b>	<b>\$103,971</b>	<b>\$89,203</b>	<b>\$</b>	<b>\$89,203</b>	<b>\$</b>	<b>-100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$643,182	\$673,987	\$309,842	\$675,550	\$673,930	
Overtime	36,554	33,580	7,248	12,580	33,580	
Holiday	32,616	30,586	15,122	30,586	30,640	0.2%
Education Premium Pay	7,042	6,500	2,708	6,500	6,500	
Office Expense	3,647	3,000	1,580	3,000	3,000	
SWAT Challenge	100,018	89,203	89,203	89,203		-100.0%
Office Equipment		500		500	500	
Uniforms	4,513	2,910	2,910	2,910	2,970	2.1%
Maintenance & Repairs	68	1,500		1,500	1,500	
Social Security	11,323	11,184	4,737	11,184	11,202	0.2%
<b>TOTAL</b>	<b>\$838,963</b>	<b>\$852,950</b>	<b>\$433,350</b>	<b>\$833,513</b>	<b>\$763,822</b>	<b>-10.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Police Lieutenant	1	1	1	1	1
Police Detective	2	2	2	2	2
Police Officer	5	5	5	5	5
<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 Police Community Relations area has two distinct elements, the Youth Services Division and the Community Relations Division.



The mission of the Youth Services Division is to provide special investigative skills to investigate crimes against children and juvenile crime. The two detectives assigned to Youth Services work closely with the Department of Children and Families to protect our most vulnerable citizens. They communicate regularly with state Juvenile Courts and are active members on the West Hartford Juvenile Review Board – an alternative program to avoid juvenile court for first time juvenile offenders. Youth Services Detectives also assist the Detective Division with major investigations or when detective availability is limited. Detectives are highly trained in the interviewing of juveniles and criminal investigations where children are victims.

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 each of the high schools in town.

**Regular Payroll:** This budget accounts for the salary of a Detective Lieutenant, two Detectives, three Community Relations Officers and two School Resource Officers. Merit increases, if applicable, are budgeted for these union positions.

**Overtime:** This budget is strictly 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.” The increase for fiscal year 2016 is consistent with regular payroll.

**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.

**SWAT Challenge:** Expenditures for the SWAT challenge are accumulated in this account and corresponding revenues are appropriated via budget resolution.

**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:** The lieutenant and detectives with a plain clothes assignment and are given a uniform allowance (\$990) which is budgeted here. The Community Relations Officers and School Resource Officers are uniformed positions and their uniforms are included in the Uniformed Patrol division.

**Maintenance & Repairs:** The amount of \$1,500 under equipment maintenance 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 REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ _____	\$ _____	\$4,738	\$4,738	\$ _____	
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$4,738</b>	<b>\$4,738</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$284,312	\$260,264	\$114,931	\$260,264	\$261,251	0.4%
Overtime	8,007	10,200	1,591	7,200	10,200	
Holiday	8,787	11,851	9,846	11,851	11,897	0.4%
Education Premium Pay	3,125	3,000	833	3,000	2,000	-33.3%
Office Expense	92,017	79,000	35,157	75,000	75,000	-5.1%
Dues and Training	31,534	27,800	25,374	36,800	33,800	21.6%
Office Equipment	1,452	9,000		5,000	8,000	-11.1%
Social Security	4,561	4,348	1,684	4,348	4,360	0.3%
<b>TOTAL</b>	<b>\$433,795</b>	<b>\$405,463</b>	<b>\$189,416</b>	<b>\$403,463</b>	<b>\$406,508</b>	<b>0.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</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 provides yearly regional in-service training for members of our and other departments, involving over 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. Merits are budgeted, as applicable.

**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. The variance reflects officers assigned to this division who are eligible for this payment.

**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. This account is reduced (\$4,000) consistent with anticipated expenditures in fiscal year 2016.

**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. In addition, registrations are increased consistent with demand for training at POSTC Academy.

**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. These need to be replaced at least yearly 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><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Miscellaneous Federal Revenue	\$ 8,363	\$18,525	\$18,525	\$18,525	\$	-100.0%
DUI Enforcement Grant	38,036	196,266	35,121	196,266		-100.0%
Moving Vehicle Violations	32,176	35,000	11,880	35,000	35,000	
Ordinance Violations	2,793	10,000	1,993	4,000	4,000	-60.0%
Parking Violations	354,185	250,000	143,314	250,000	250,000	
Transfer In	<u>75,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$510,553</b>	<b>\$634,791</b>	<b>\$210,833</b>	<b>\$628,791</b>	<b>\$414,000</b>	<b>-34.8%</b>

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$813,683	\$840,719	\$382,675	\$840,719	\$845,166	0.5%
Overtime	112,961	74,042	38,326	77,612	74,042	
Overtime – DUI Enforcement	38,036	196,266	80,471	196,266		-100.0%
Holiday	41,437	38,366	29,085	38,366	38,513	0.4%
Education Premium Pay	10,625	10,500	4,125	10,500	10,000	-4.8%
Office Expense	1,787	2,200	484	2,200	2,200	
Contractual Services	2,140	1,700		1,700	1,700	
Office Equipment		1,000		1,000	1,000	
Social Security	<u>15,953</u>	<u>14,231</u>	<u>7,800</u>	<u>16,074</u>	<u>16,120</u>	13.3%
<b>TOTAL</b>	<b>\$1,036,622</b>	<b>\$1,179,024</b>	<b>\$542,966</b>	<b>\$1,184,437</b>	<b>\$988,741</b>	<b>-16.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>
	<u><b>2012-13</b></u>	<u><b>2013-14</b></u>	<u><b>2014-15</b></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>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Traffic Division is to respond to and investigate the 2,286 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. Merit increases and deferred compensation matches are budgeted for eligible union positions.

**Overtime:** This budget is used to pay traffic officers when they are required to work overtime or recalled to investigate an accident. Overtime will also be used to hire extra officers to work during times of inclement weather (such as ice storms) in which there is a higher than normal accident rate or to cover for shortages due to illness, training, vacation or other leave time.

**Overtime – DUI Enforcement:** Overtime incurred under eligible State traffic grants are accounted for in this line item.

**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.” This increase is consistent with regular payroll.

**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.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Charges for Services	\$2,047,012	\$2,100,000	\$2,100,000	\$2,100,000
Interest Income	<u>826</u>	<u>750</u>	<u>          </u>	<u>          </u>
Total Revenues & Other Resources	\$2,047,838	\$2,100,750	\$2,100,000	\$2,100,000

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Private Duty Pay	\$1,502,255	\$1,410,000	\$1,410,000	\$1,410,000
Gasoline	24,940	30,000	25,000	30,000
Pension	427,855	473,570	473,570	483,645
Transfer Out	<u>75,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$2,030,050	\$2,038,570	\$2,033,570	\$2,048,645

CHANGE IN FUND BALANCE	\$ 17,788	\$ 62,180	\$ 66,430	\$ 51,355
BEGINNING BALANCE	\$ 734,475	\$ 752,263	\$ 752,263	\$ 818,693
ENDING BALANCE	\$ 752,263	\$ 814,443	\$ 818,693	\$ 870,048

**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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b><u>Revenues:</u></b>					
Charges for Services	\$1,023,000	\$1,652,000	\$1,756,000	\$2,244,000	\$2,048,000
<b>TOTAL REVENUES</b>	<b>\$1,023,000</b>	<b>\$1,652,000</b>	<b>\$1,756,000</b>	<b>\$2,244,000</b>	<b>\$2,048,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$809,000	\$1,297,000	\$1,324,000	\$1,995,000	\$1,955,000
<b>TOTAL EXPENDITURES</b>	<b>\$809,000</b>	<b>\$1,297,000</b>	<b>\$1,324,000</b>	<b>\$1,995,000</b>	<b>\$1,955,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$225,000)</b>	<b>(\$350,000)</b>	<b>(\$225,000)</b>	<b>(\$75,000)</b>	<b>(\$75,000)</b>
<b>OPERATING RESULTS</b>	<b>(\$11,000)</b>	<b>\$5,000</b>	<b>\$207,000</b>	<b>\$174,000</b>	<b>\$18,000</b>
<b>FUND BALANCE</b>	<b>\$348,000</b>	<b>\$353,000</b>	<b>\$560,000</b>	<b>\$734,000</b>	<b>\$752,000</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 Risk Management and Pension Funds for benefit costs. In fiscal year 2014, the Fund covered operating expenses, reimbursed the General Fund (\$75,000) for administrative services and contributed to the Pension Fund (\$427,855). The Fund had an accumulated fund balance of \$752,263 as of June 30, 2014.

**FISCAL YEAR 2015 OPERATING RESULTS**

Operating revenues are projected to total \$2,100,000 with anticipated expenditures for the current fiscal year of \$2,033,578, inclusive of a \$473,570 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs. Fund balance is estimated to be \$818,693 at June 30, 2015.

Accounts receivable related to police private duty services totaled approximately \$429,000 as of February 2015 and are included in the 2015 estimated fund balance. The accounts receivable balance can fluctuate significantly on a monthly basis due to the timing of monthly billing and collections.

**FISCAL YEAR 2016 BUDGET**

The fiscal year 2016 budget reflects a continued demand for private duty officers. Operating expenses consist of private duty pay to officers, with \$483,645 transferred to the Pension Fund and \$125,000 transferred to the General Fund.



DEPARTMENT: POLICE

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<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	12
Police Detective	16	16	16	16	16
Police Officer *	90	91	91	91	89
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	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
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	153	153	153	152
 <u>PARKING LOT FUND</u>					
Police Officer	<u>1</u>	–	–	–	<u>2</u>
TOTAL PARKING LOT FUND	1				2
 TOTAL POLICE – ALL FUNDS	153	153	153	153	154

\* One Police Officer position is authorized but unfunded to allow the department flexibility in filling vacancies.

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**DEPARTMENT OF COMMUNITY SERVICES**

**MISSION**

The mission of the Community Services 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, as well as to maintain relationships with citizens and businesses through public communication and engagement.

The Community Services 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.
- To inform citizens of town services, issues and special events and to develop community partnerships.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF COMMUNITY SERVICES</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>Revenues:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Intergovernmental	\$ 2,250	\$ 4,000	\$ 4,000	\$ 4,000	\$	-100.0%
Licenses & Permits	1,307,795	1,596,000	787,233	1,620,500	1,820,500	14.1%
Charges for Services	39,964	41,500	13,350	27,795	27,100	-34.7%
Miscellaneous Revenue	<u>104,933</u>	<u>175,000</u>	<u>29,168</u>	<u>135,000</u>	<u>150,000</u>	-14.3%
<b>TOTAL</b>	<b>\$1,454,942</b>	<b>\$1,816,500</b>	<b>\$833,751</b>	<b>\$1,787,295</b>	<b>\$1,997,600</b>	<b>10.0%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,953,696	\$1,862,659	\$ 921,717	\$1,851,941	\$1,914,878	2.8%
Operating Expense	505,380	478,461	240,810	473,648	474,199	-0.9%
Social Security	<u>127,061</u>	<u>144,587</u>	<u>59,933</u>	<u>139,535</u>	<u>143,611</u>	-0.7%
<b>TOTAL</b>	<b>\$2,586,137</b>	<b>\$2,485,707</b>	<b>\$1,222,460</b>	<b>\$2,465,124</b>	<b>\$2,532,688</b>	<b>1.9%</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>2012-2013</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>
General Fund	24	23.5	24.25	24.25	24.25
CDBG Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>25</b>	<b>24.5</b>	<b>25.25</b>	<b>25.25</b>	<b>25.25</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Community Services Department budget reflects an increase of \$46,981 or 1.9% from fiscal year 2015. A net payroll increase of \$52,219 (2.8%) reflects funding of the department's unfunded, vacant Assistant Zoning Enforcement Officer for six months of fiscal year 2016. Payroll merits and steps are included, when applicable, but no cost of living adjustments are assumed, as contracts are still in negotiation. In addition, temporary payroll is reduced \$15,000. Operating expenditures have decreased \$4,262 (-0.9%). This reduction is primarily attributed to a reduction in the contribution to the Utilities Services Fund due to the implementation of an energy savings program townwide. The reduction in social security is consistent with wages and withholdings.

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

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$ 2,250	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$ 2,250</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$316,371	\$242,645	\$117,207	\$236,450	\$243,864	0.5%
Temporary Payroll	58,156					
Education Premium Pay	390	390	81	195	195	-50.0%
Office Expense	4,170	6,150	1,252	5,400	5,900	-4.1%
Dues and Travel		1,275		500	500	-60.8%
Professional Services		1,000	100	1,000	1,000	
Printing/Binding Services	116	500		500	500	
Telecommunications	2,812	1,825	889	1,950	2,000	9.6%
Vehicles & Equipment Expense	16,377	20,500	5,460	20,500	20,500	
Miscellaneous Supplies	183	1,125		500	500	-55.6%
Social Security	<u>20,822</u>	<u>17,821</u>	<u>7,408</u>	<u>16,547</u>	<u>17,091</u>	-4.1%
<b>TOTAL</b>	<b>\$419,397</b>	<b>\$293,231</b>	<b>\$132,397</b>	<b>\$283,542</b>	<b>\$292,050</b>	<b>-0.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Director of Community Services	1	1	1	1	1
Capital Projects Manager*	1				
Public Relations Specialist	1	1	1	1	1
Administrative Assistant*	<u>1</u>	<u>0.5</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>TOTAL</b>	<b>4</b>	<b>2.5</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

**\*Position transferred to Facilities Services.**

## MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

The Management Division of Community Services is charged with supervising the functions of the Building Inspection, Engineering and Planning & Zoning divisions, as well as the CDBG Housing Rehabilitation program.

This division includes the Public Communications Office, which provides a direct link between the Town of West Hartford and its citizenry by providing public information through the use of a variety of communication tools to deliver a clear, concise and complete message.

**Regular Payroll:** Consistent with the prior year, in fiscal year 2016 the Management Division is staffed with 2.25 full-time employees.

**Temporary Payroll:** This appropriation, which funded an intern and a part-time Business Development Coordinator in fiscal year 2014, was eliminated in fiscal year 2015.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

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

**Dues & Travel:** This budget reflects the maintenance of one professional affiliation for the Public Relations Specialist. It is reduced based upon experience.

**Professional Services:** This account funds American Institute of Architects (AIA) computer services for contract generation.

**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.

**Vehicle & Equipment Expense:** This expense is for gasoline and maintenance of vehicles assigned to the department plus one (1) pool car.

**Miscellaneous Supplies:** This line item funds educational materials for the department.

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

### **Management Division: Public Communication Office**

- The Public Relations Division is often the Town of West Hartford's first point of contact with residents, community organizations, outside agencies and the media. This is accomplished by connecting residents and visitors with appropriate town departments, coordinating town services to support special events and projects, and maintaining relationships with news agencies that has resulted in 100 news stories a year. During times of emergencies, the Public Relations Specialist serves as the Public Information Officer.
- The Public Relations Division is responsible for providing immediate access to local government information 7 days a week, 24 hours a day, through a variety of ways. As the Town's webmaster, the Public Relations Specialist oversees the content of the website and manages 40 web editors organization-wide and in 2014 was part of the selection process in choosing a new web vendor. In addition, a weekly electronic newsletter on timely information is sent to over 6,700 subscribers.
- The Public Relations Specialist serves as a news writer, editor, graphic designer and TV producer for West Hartford Community TV. A bi-weekly newsletter, *Council Briefs*, is written on behalf of the Town Manager as well as *Council Notes*, a report for the Town Manager and Mayor to be read at the televised Town Council meetings.
- The Public Relations Division creates public awareness campaigns regarding complex issues such as the change in ordinance for driveway permits, the introduction of the Pay by Plate kiosks and PassportParking app, a three-month safe driving campaign, fundraising for the Richard Patrissi Memorial Clock, a renewed emphasis on recycling with Recycle This/Trash That, the Prescription Discount Card, and the new Share the Road bike signs. The Public Relations Specialist also offers seasonal reminders on leaf collection, spring yard collection, hazardous waste, drug take back day and snow removal.
- The Public Relations Division works to obtain regional and national recognition for the Town of West Hartford. In 2014, the Public Relations Specialist collaborated with *Time/Money* magazine and secured West Hartford's ranking as one of America's Top 50 Small Cities for Best Places to Live in the Nation. In addition, the Town of West Hartford received regional designations including the American Heart Association's HeartSAFE Community, the Gold Fit-Friendly Company and the Bicycle Friendly Community.
- The Public Relations Division helps organize special events, road races and charity walks by serving as the liaison between town departments and community organizations. In 2014, the most notable events included the Mayor's Charity Ball, Dr. Martin Luther King Jr. celebration, Park Road Parade, Halloween Stroll, the first Japan Summer Festival, eleven charity walks/races, the Ferrari Club of America Concorso Show, Om Street Yoga, the Pink Party, Chanukah Celebration, the West Hartford 20-mile Relay, and Hartford Marathon races including the Half Marathon, the Mitten Run and the Red Dress Run.
- The Public Relations Division assisted in creating policies and procedures for Webster Walk at Blue Back Square and is solely responsible for the coordination of activities in that space. In 2014, the Public Relations Specialist booked 206 events that brought vitality to the business district and to all of West Hartford. The events included concerts, theatrical performances, comedy acts, yoga classes, talent shows, holiday sing-a-longs, bake sales, community survey polling, filming for commercials, and public awareness for charitable organizations.

**COST CENTER: ENGINEERING DIVISION**

**SUMMARY OF REVENUES**

	<b>Actual 2013-14</b>	<b>Adopted 2014-15</b>	<b>Actual 6 Months</b>	<b>Estimated 2014-15</b>	<b>Adopted 2015-16</b>	<b>Percent Change</b>
Licenses & Permits	\$60,350	\$ 63,500	\$62,502	\$ 85,500	\$ 85,500	34.6%
Copies	7		45	45		
Transfer In	<u>54,933</u>	<u>125,000</u>	<u>29,168</u>	<u>85,000</u>	<u>100,000</u>	-20.0%
<b>TOTAL</b>	<b>\$115,290</b>	<b>\$188,500</b>	<b>\$91,715</b>	<b>\$170,545</b>	<b>\$185,500</b>	<b>-1.6%</b>

**SUMMARY OF EXPENDITURES**

	<b>Actual 2013-14</b>	<b>Adopted 2014-15</b>	<b>Actual 6 Months</b>	<b>Estimated 2014-15</b>	<b>Adopted 2015-16</b>	<b>Percent Change</b>
Regular Payroll	\$697,081	\$788,209	\$363,902	\$730,689	\$814,270	3.3%
Temporary Payroll	73,976		40,917	57,520		
Office Expense	6,374	3,850	2,313	4,955	5,700	48.1%
Dues and Travel	1,940	1,875	75	1,875	1,875	
Training					500	
Professional Services	4,375					
Printing/Binding						
Services	25		12	12		
Uniforms & Laundry	768	400	400	700	400	
Utilities	381,261	348,251	174,126	348,251	344,124	-1.2%
Telecommunications	6,241	5,400	3,570	8,030	9,700	79.6%
Vehicles & Equipment						
Expense	55		23	23		
Field Operations	1,679	750	417	2,117	1,700	126.7%
Social Security	<u>51,969</u>	<u>60,149</u>	<u>25,480</u>	<u>60,149</u>	<u>61,671</u>	2.5%
<b>TOTAL</b>	<b>\$1,225,744</b>	<b>\$1,208,884</b>	<b>\$611,235</b>	<b>\$1,214,321</b>	<b>\$1,239,940</b>	<b>2.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2014-15</b>	<b>2015-16</b>
Town Engineer	1	1	1	1	1
Civil Engineer II	4	4	4	4	4
Engineering Party Chief	1	1	1	1	1
Engineering Technician II	2	2	2	2	2
Engineering Aide II	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>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## ENGINEERING DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

The Engineering Division focuses on the safe functioning 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 any town project, the Engineering Division prepares surveys, design plans, specifications and cost estimates for capital improvements which include streets, sidewalks, storm sewers, 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 currently staffed with 10 full-time employees. The chart on the following page reflects the reduction in the Engineering Division from 29 positions in 1980 to 10 positions in 2016. The budget reflects applicable merit increases, but does not include cost of living adjustments as contracts are in negotiation. This appropriation is increased to reflect the cost to refill the Engineering Party Chief position.

**Temporary Payroll:** Expenditures reflect the cost of a part-time employee fulfilling the Engineering Party Chief responsibility on a temporary basis in fiscal year 2015, until the position is filled in fiscal year 2016.

**Office Expense:** This appropriation is used for postage, printing, copying and general office supplies and is increased based upon experience and the anticipated needs of the division.

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

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

**Professional Services:** Funds were appropriated and expended in fiscal year 2014 for a traffic study.

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

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

**Utilities:** This budget reflects a \$4,127 (1.2%) decrease from the current year. Usage remains steady due to the installation of LED lights and photocells. Savings are expected due to the implementation of an energy savings program townwide. This program is discussed more fully within the Utility Services Fund section.

**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 is increased based upon experience and the addition of wireless devices to interface with the Town's work order system.

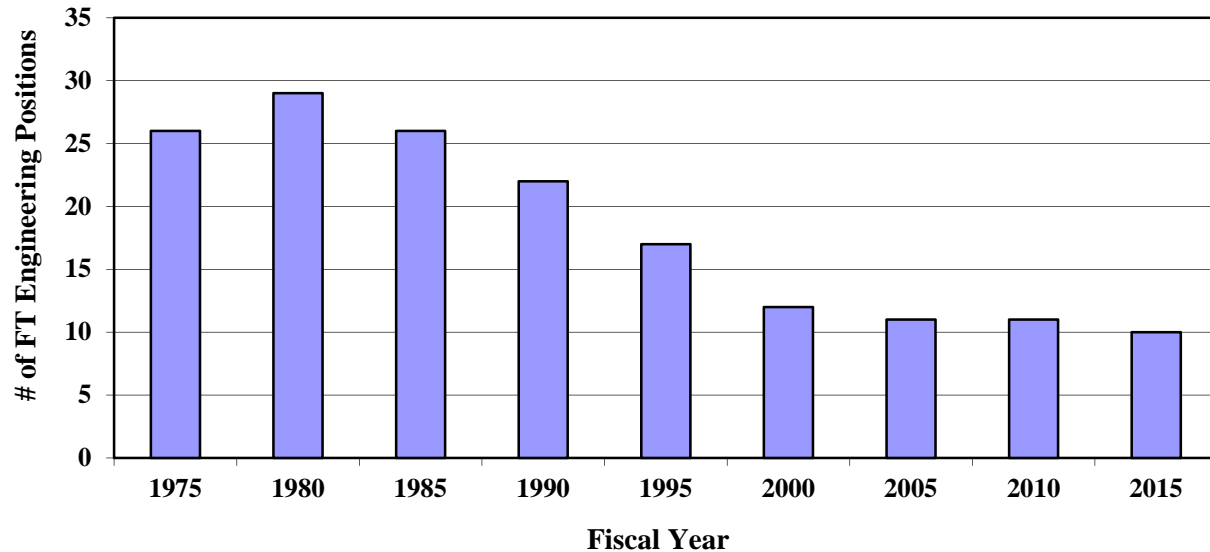
**Vehicles & Equipment Expense:** This expense is for gasoline and maintenance of vehicles utilized by the department.



**Field Operations:** Funds required for survey field equipment and supplies, which is increased based upon needs and experience.

**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 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Estimated 2015</u>
Street Excavation and Driveway Permits Issued	935	1,171	1,316	1,654	1,300
Miles of Street Resurfaced	9.95 miles	8.30 miles	6.23 miles	6.04 miles	6.58 miles
Number of Properties Impacted	1,008	876	679	608	700
Miles of Street Reconstructed	1.32 miles	1.45 miles	1.80 miles	1.23 miles	1.21 miles
Number of Properties Impacted	167	183	135	152	150
Sidewalk Repairs – Number of Properties Impacted	250	295	500	254	300
Private Development Plan Reviews	110	120	47	80	60

**COST CENTER: BUILDING INSPECTION DIVISION**

**SUMMARY OF REVENUES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Miscellaneous State						
Revenue	\$	\$ 4,000	\$ 4,000	\$ 4,000	\$	-100.0%
Building Permits	1,224,888	1,500,000	704,775	1,500,000	1,700,000	13.3%
Copies	5,875	500	244	500	500	
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$1,280,763</b>	<b>\$1,554,500</b>	<b>\$709,019</b>	<b>\$1,554,500</b>	<b>\$1,750,500</b>	<b>12.6%</b>

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$444,504	\$478,719	\$235,655	\$480,113	\$487,753	1.9%
Temporary Payroll	62,485	40,000	10,878	35,000	30,000	-25.0%
Overtime	374		287	500	500	
Office Expense	7,024	6,100	3,070	7,300	9,300	52.5%
Dues and Travel	1,184	1,500	645	1,300	1,000	-33.3%
Training		4,000	3,284	4,000	2,000	-50.0%
Printing/Binding Services	297		14	100	500	
Uniforms & Laundry	320	350	388	388	500	42.9%
Information Technology	25,536	33,600	28,437	28,437	28,000	-16.7%
Telecommunications	5,203	7,500	2,329	7,000	7,000	-6.7%
Social Security	<u>33,017</u>	<u>39,451</u>	<u>16,954</u>	<u>39,451</u>	<u>39,636</u>	0.5%
<b>TOTAL</b>	<b>\$579,944</b>	<b>\$611,220</b>	<b>\$301,941</b>	<b>\$603,589</b>	<b>\$606,189</b>	<b>-0.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>
	<u><b>2012-13</b></u>	<u><b>2013-14</b></u>	<u><b>2014-15</b></u>		
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	2	2	3	3	3
Staff Assistant	<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>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 and state building codes as well as local zoning codes. The goal is to improve public safety by ensuring that new construction and alterations adhere to State building codes.

**Regular Payroll:** The Building Inspection Division is currently staffed with four full-time Building Inspectors, one Supervisor of Inspectors who serves as the Building Official, and two Staff Assistants.

**Temporary Payroll:** The temporary payroll appropriation for fiscal year 2016 is decreased to reflect the filling of an additional full-time building inspector position in fiscal year 2015 and anticipated need.

**Office Expense:** The increase in office expense reflects additional subscription costs for the purchase of code books and postage costs for demolition notices. Printing and copying costs are reduced slightly.

**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 fiscal year 2015 appropriation relates to a non-recurring grant from Sunrise New England for training pertaining to solar photovoltaic installation and permitting. In fiscal year 2016, funds are included for training of division employees.

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

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

**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 fiscal year 2015 budget included funding for a mobile application of the system which the department subsequently decided not to utilize.

**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.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(fiscal year)

	<b>Actual <u>2010</u></b>	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>	<b>6 Months Actual <u>2015</u></b>
<b><u>Building Permits &amp;</u></b>						
<b><u>Inspections</u></b>						
Number of total permits	4,117	4,534	4,268	5,265	5,604	2,537
Value of Permits (in 000's)	\$101,788	\$58,648	\$56,560	\$67,298	\$71,572	\$49,931
Inspections made	9,800	9,551	8,475	9,802	9,335	5,622
Average turnaround time on inspection requests	2-4 days	2-4 days	2-4 days	5-7 days	6-9 days	5-7 days
Frequency of re-inspections to total inspections	33%	27%	29%	25%	26%	26%
Inspection made per Inspector	1,515	1,842	1,951	2,003	2,074	1,249
Average value per permit	\$43,726	\$23,351	\$25,101	\$25,531	\$23,841	\$16,922
Average value of construction per Inspector (in 000's)	\$22,621	\$11,802	\$15,562	\$14,955	\$15,905	\$11,095

**COST CENTER: PLANNING & ZONING DIVISION**
**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Zoning Permits	\$22,557	\$32,500	\$19,956	\$35,000	\$35,000	7.7%
TPZ Applications	32,052	39,500	11,720	25,000	25,000	-36.7%
Other Charges for Services	<u>2,030</u>	<u>1,500</u>	<u>1,341</u>	<u>2,250</u>	<u>1,600</u>	6.7%
<b>TOTAL</b>	<b>\$56,639</b>	<b>\$73,500</b>	<b>\$33,017</b>	<b>\$62,250</b>	<b>\$61,600</b>	<b>-16.2%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$300,359	\$302,696	\$152,790	\$306,474	\$333,296	10.1%
Temporary Payroll		10,000		5,000	5,000	-50.0%
Office Expense	10,543	7,600	5,342	9,500	9,500	25.0%
Dues and Travel	731	1,550	365	550	1,500	-3.2%
Advertising	13,947	12,000	4,415	10,000	10,000	-16.7%
Contractual Services	12,663	10,000	3,250	7,500	8,000	-20.0%
Printing/Binding Services	200		50	50		
Telecommunications	1,356	1,360	584	1,210	2,000	47.1%
Social Security	<u>21,253</u>	<u>27,166</u>	<u>10,091</u>	<u>23,388</u>	<u>25,213</u>	-7.1%
<b>TOTAL</b>	<b>\$361,052</b>	<b>\$372,372</b>	<b>\$176,887</b>	<b>\$363,672</b>	<b>\$394,509</b>	<b>5.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
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
Planning Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

\* This position was unfunded in fiscal year 2015.

## PLANNING & ZONING DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

The Planning and Zoning Office has three primary functions: plan review and permitting, which includes the review of all planned development requiring site plan approval, special use permits, wetland permits, zoning permits, lot splits, subdivisions, special development district approvals and building permits that may include building expansions or change of use; zoning enforcement, which administers and enforces the zoning code of the town and staffs the Zoning Board of Appeals (ZBA); and administrative support to the Town Plan and Zoning Commission (TPZ), Zoning Board of Appeals, the Inland Wetlands and Watercourses Agency (IWWA), the Design Review Advisory Committee and the Conservation and Environment Commission. These Council appointed commissions approve subdivisions, special use permits, wetlands permits and advise the Town Council on zoning changes and special development districts.

**Regular Payroll:** The Planning and Zoning Division currently has four full-time employees. In fiscal year 2016, the Assistant Zoning Enforcement Officer is funded for six months, bringing the employee total to five.

**Temporary Payroll:** This appropriation provides support for the Planning and Zoning program and is reduced based upon anticipated need.

**Office Expense:** Office expenses are comprised of office supplies, postage, printing and copying costs for the division and increase based upon experience and anticipated activity levels.

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

**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 reduced based upon activity level.

**Contractual Services:** Reflects cost for transcription of hearings, which is reduced based upon activity level.

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

**Telecommunications:** This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits. The appropriation is increased to fund an additional cellular phone line for the Assistant Zoning Enforcement Officer position being refilled in fiscal year 2016.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
(Calendar Year)					
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b><u>Planning &amp; Zoning</u></b>					
<b><u>Applications</u></b>					
Site Plan	16	9	13	10	8
Special Use Permit	17	35	17	14	21
IWW	7	13	21	44	55
Lot Line Revision	9	4	7	9	5
Lot Split	1	1	2	3	6
SDD	7	9	13	11	24
SUB	2			5	5
ZBA	46	44	41	36	36
Zoning Permits	<u>259</u>	<u>187</u>	<u>199</u>	<u>172</u>	<u>231</u>
<b>TOTAL</b>	<b>364</b>	<b>302</b>	<b>313</b>	<b>304</b>	<b>391</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Community Development Block Grant	\$ 539,418	\$ 639,715	\$ 639,715	\$ 696,863
Prior Year Carryover		510,311	510,311	
Total Revenues & Other Resources	\$ 539,418	\$1,150,026	\$1,150,026	\$ 696,863

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Housing Services	\$ 280,717	\$ 291,896	\$ 291,896	\$ 296,720
Public Service & CDBG Administration	258,701	858,130	858,130	400,143
Total Expenditures & Other Uses	\$ 539,418	\$1,150,026	\$1,150,026	\$ 696,863

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$



**Fund: Community Development Block Grant Fund**
**Department: Community 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 Community Services Department is responsible for Housing Services and the Leisure Services Department is responsible for Public Services. The fund will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$859,000	\$844,000	\$904,000	\$599,000	\$539,000
<b>TOTAL REVENUES</b>	<b>\$859,000</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$539,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	859,000	844,000	904,000	599,000	539,000
<b>TOTAL EXPENDITURES</b>	<b>\$859,000</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$539,000</b>
<b>OPERATING RESULTS</b>	--	--	--	--	--
<b>FUND BALANCE</b>	--	--	--	--	--

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>(\$39,000)</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>

<b>COMBINED FUND</b>	<b>(\$39,000)</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>
<b>BALANCE</b>					

**Fund: Community Development Block Grant Fund**

**Department: Community Services**

**REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that is used to support 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. This fund also accounts for 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 2015 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 2016 BUDGET**

The grant entitlement award for fiscal year 2016 is \$846,863, a reduction of \$6,852 from the prior year. Of this total, \$296,720 is budgeted in the CDBG Fund for: Housing Rehabilitation Administration (\$146,720) and Code Enforcement (\$150,000) while \$150,000 is budgeted in the CDBG-Housing Rehabilitation Fund for housing rehabilitation work. These programs are managed by the Community Services Department. The remaining \$400,143 is budgeted for Public Service, Public Facility Improvements and CDBG administration and is managed by the Human & Leisure Services Department.

<b>Community Block Grant Entitlement</b>			
<b><u>Fund</u></b>	<b><u>Department</u></b>	<b><u>Program</u></b>	<b><u>FY 2016 Adopted</u></b>
CDBG (Fund 13)	Community Services	Housing Rehab Administration	\$146,720
CDBG (Fund 13)	Community Services	Code Enforcement	150,000
CDBG - Housing Rehab (Fund 14)	Community Services	Housing Rehabilitation	150,000
CDBG (Fund 13)	Human & Leisure	Hillcrest Outreach	78,488
CDBG (Fund 13)	Human & Leisure	Volunteer Services	50,015
CDBG (Fund 13)	Human & Leisure	Public Facility Improvements	125,000
CDBG (Fund 13)	Human & Leisure	CDBG Administration	<u>146,640</u>
		<b>TOTAL</b>	<b>\$846,863</b>

**Fund: Community Development Block Grant Fund**  
**Department: Community Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Housing Rehabilitation Services	\$130,717	\$141,896	\$81,140	\$141,896	\$146,720	3.4%
Code Enforcement	<u>150,000</u>	<u>150,000</u>	<u>50,000</u>	<u>150,000</u>	<u>150,000</u>	
<b>Total Housing Services</b>	<b>\$280,717</b>	<b>\$291,896</b>	<b>\$131,140</b>	<b>\$291,896</b>	<b>\$296,720</b>	<b>1.7%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$69,064	\$74,108	\$35,723	\$74,128	\$73,575	-0.7%
Office Expense	1,185	1,150	395	850	1,350	17.4%
Dues and Travel	516	400	240	500	500	25.0%
Training	125	270			270	
Advertising	353	200	441	600	900	350.0%
Contractual Services	342	250	67	250	300	20.0%
General Contributions	100,000	100,000	50,000	100,000	100,000	
Telecommunications	804	760	377	810	810	6.6%
Vehicles & Equipment	100					
Social Security	4,992	5,380	2,374	5,380	5,533	2.8%
Pension	20,775	23,670	23,670	23,670	24,896	5.2%
Risk Management Expense	32,461	35,708	17,853	35,708	38,586	8.1%
Transfers Out	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
<b>Total Housing Services</b>	<b>\$280,717</b>	<b>\$291,896</b>	<b>\$131,140</b>	<b>\$291,896</b>	<b>\$296,720</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
Construction Coordinator	<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>

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Community Development Block Grant	\$ 29,239	\$ 432,175	\$ 432,175	\$ 150,000
Loan/Grant Repayments	162,799		120,083	
Interest Income	14,589		21,211	
Miscellaneous	<u>1,530</u>		<u>360</u>	
Total Revenues & Other Resources	\$ 208,157	\$ 432,175	\$ 573,829	\$ 150,000

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Housing Rehabilitation Activities	<u>\$ 208,157</u>	<u>\$ 432,175</u>	<u>\$ 573,829</u>	<u>\$ 150,000</u>
Total Expenditures & Other Uses	\$ 208,157	\$ 432,175	\$ 573,829	\$ 150,000

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$ 54,394	\$ 54,394	\$ 54,394	\$ 54,394
ENDING BALANCE	\$ 54,394	\$ 54,394	\$ 54,394	\$ 54,394

**Fund: CDBG – Housing Rehabilitation Fund**

**Department: Community Services**

**PURPOSE**

The CDBG Housing Rehabilitation Fund is one of two funds that receive Federal grant monies from the U.S. Department of Housing and Urban Development. Through this fund, grants and loans are made to eligible homeowners and loan repayments are recorded.

**LONG-TERM STRATEGY**

The fund will continue to offer loans and grants to eligible homeowners to the extent that Federal grant monies from Housing and Urban Development and loan repayment funds are available.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$567,000	\$295,000	\$175,000	\$ 20,000	\$ 29,000
Loan/Grant Repayments	124,000	99,000	189,000	137,000	163,000
Interest	11,000	9,000	12,000	14,000	15,000
Miscellaneous	2,000	2,000	2,000	2,000	1,000
<b>TOTAL REVENUES</b>	<b>\$704,000</b>	<b>\$405,000</b>	<b>\$378,000</b>	<b>\$173,000</b>	<b>\$208,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	705,000	405,000	374,000	84,000	208,000
<b>TOTAL EXPENDITURES</b>	<b>\$705,000</b>	<b>\$405,000</b>	<b>\$374,000</b>	<b>\$84,000</b>	<b>\$208,000</b>
<b>OPERATING RESULTS</b>	<b>(\$1,000)</b>	<b>--</b>	<b>\$4,000</b>	<b>\$89,000</b>	<b>--</b>
<b>FUND BALANCE</b>	<b>(\$39,000)</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>

**FISCAL YEAR 2015 OPERATING RESULTS**

The CDBG entitlement grant 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.

**FISCAL YEAR 2016 BUDGET**

The total expected grant amount to be used for housing rehabilitation for fiscal year 2015 is \$150,000. These funds, as well as any carryover funds and loan repayments, will be used for loans and grants to low income residents.

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Interest Income	\$ 5,084	\$	\$	\$
Loan/Grant Repayments	<u>14,270</u>	_____	_____	_____
Total Revenues & Other Resources	\$ 19,354	\$	\$	\$

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Transfer Out	\$ _____	\$ _____	\$ _____	\$ 19,300
Total Expenditures & Other Uses	\$	\$	\$	\$ 19,300

CHANGE IN FUND BALANCE	\$ 19,354	\$	\$	(\$19,300)
BEGINNING BALANCE	\$	\$ 19,354	\$ 19,354	\$ 19,354
ENDING BALANCE	\$ 19,354	\$ 19,354	\$ 19,354	\$ 54

**Fund: State Housing and Community Development Fund**
**Department: Community Services**
**PURPOSE**

This fund was created to meet state requirements to account for housing rehabilitation and development programs.

**LONG-TERM STRATEGY**

The State Housing and Community Development Fund will continue to receive loan repayments and fund services as its fund balance permits.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Interest on Investment	\$ 2,000	\$ 31,000	\$ 500	\$	\$ 5,000
Loan/Grant Repayments	2,000	16,000	500		14,000
<b>TOTAL REVENUES</b>	<b>\$4,000</b>	<b>\$47,000</b>	<b>\$ 1,000</b>	<b>\$</b>	<b>\$19,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$20,000)</b>	<b>(\$20,000)</b>	<b>(\$48,000)</b>	<b>(\$ 6,000)</b>	<b>\$</b>
<b>OPERATING RESULTS</b>	<b>(\$16,000)</b>	<b>\$27,000</b>	<b>(\$47,000)</b>	<b>\$</b>	<b>\$19,000</b>
<b>FUND BALANCE</b>	<b>\$26,000</b>	<b>\$53,000</b>	<b>\$ 6,000</b>	<b>\$</b>	<b>\$19,000</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 Human Services programs. As of June 30, 2014 fund balance was approximately \$19,000.

**FISCAL YEAR 2015 OPERATING RESULTS**

There is no estimated revenue for fiscal year 2015, as no repayments have been received year-to-date.

**FISCAL YEAR 2016 BUDGET**

The budget for fiscal year 2016 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans. A transfer to the General Fund of \$19,300 is budgeted for fiscal year 2016.

DEPARTMENT: COMMUNITY SERVICES

### FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Director of Community Services	1	1	1	1	1
Public Relations Specialist	1	1	1	1	1
Capital Projects Manager**	1				
Town Engineer	1	1	1	1	1
Civil Engineer II	4	4	4	4	4
Engineering Party Chief	1	1	1	1	1
Engineering Technician II	2	2	2	2	2
Engineering Aide II	1	1	1	1	1
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	2	2	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
Administrative Assistant**	2	1.5	1.25	1.25	1.25
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL GENERAL FUND	24	23.5	24.25	24.25	24.25
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Construction Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CDBG FUND	1	1	1	1	1
TOTAL COMMUNITY SERVICES	25	24.5	25.25	25.25	25.25

\* Position unfunded in fiscal year 2015.

\*\* Position transferred to Facilities Services.



## DEPARTMENT OF PUBLIC WORKS

### VISION / MISSION

Our vision is that the quality of our services will be so great that the Department of Public Works 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. We are 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 maintenance, as well as snow and ice control of roads. We administer the following contracted services: refuse/recycling collection and disposal, leaf collection, and yard waste composting.

<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><u>Revenues:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Intergovernmental	\$689,311	\$689,311	\$343,726	\$687,452	\$687,452	-0.3%
Licenses & Permits	107,711	110,000	51,984	110,050	110,000	
Charges for Services	191,794	218,934	78,931	209,452	190,320	-13.1%
Miscellaneous Revenue	<u>536,807</u>	<u>487,237</u>	<u>6,124</u>	<u>487,237</u>	<u>464,682</u>	-4.6%
<b>TOTAL</b>	<b>\$1,525,623</b>	<b>\$1,505,482</b>	<b>\$480,765</b>	<b>\$1,494,191</b>	<b>\$1,452,454</b>	<b>-3.5%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$3,825,740	\$3,948,642	\$1,850,016	\$3,917,056	\$3,953,551	0.1%
Operating Expense	6,742,751	6,845,247	2,650,864	6,847,841	7,140,071	4.3%
Equipment	5,117					
Social Security	<u>333,033</u>	<u>363,145</u>	<u>119,906</u>	<u>352,021</u>	<u>358,039</u>	-1.4%
<b>TOTAL</b>	<b>\$10,906,641</b>	<b>\$11,157,034</b>	<b>\$4,620,786</b>	<b>\$11,116,918</b>	<b>\$11,451,661</b>	<b>2.6%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
General Fund	47	47	47	47	47
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>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>

### **BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Department of Public Works' budget has increased \$294,627 or 2.6% for fiscal year 2016. Wages and salaries increase \$4,909, or 0.1%, due to savings from reductions to regular payroll (\$39,876) based on the budgeting of vacant positions lower in the pay range than incumbents and benefit elections, offset by increased temporary payroll (\$36,026) and overtime (\$8,759). Cost of living adjustments estimates are not included, as contracts are in negotiation. Operating expense increases \$294,824, or 4.3%, for fiscal year 2016 primarily attributed to increased contractual services (\$110,330), solid waste disposal (\$101,288), information technology (\$11,300), vehicles and equipment (\$23,200) and snow removal (\$30,000). Equipment was purchased in fiscal year 2014 for snow removal but these funds will not be required in fiscal year 2016. The social security decrease results from the change in wages and salaries.

**COST CENTER: PUBLIC WORKS MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$689,311	\$ 689,311	\$343,726	\$ 687,452	\$ 687,452	-0.3%
Miscellaneous Revenue			50	50		
Transfer In – LoCIP	<u>459,237</u>	<u>459,237</u>	_____	<u>459,237</u>	<u>436,682</u>	-4.9%
<b>TOTAL</b>	<b>\$1,148,548</b>	<b>\$1,148,548</b>	<b>\$343,776</b>	<b>\$1,146,739</b>	<b>\$1,124,134</b>	<b>-2.1%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$283,699	\$286,354	\$146,359	\$286,354	\$290,551	1.5%
Temporary Payroll	45,503	58,000	22,484	45,000	50,000	-13.8%
Overtime	3,301	2,000	1,122	2,240	2,500	25.0%
Education Premium Pay	780	780	325	650	780	
Office Expense	8,613	8,300	3,864	11,038	8,200	-1.2%
Dues and Travel	611	540	3,022	3,562	3,540	556.6%
Training	4,546	7,500	5,121	10,241	7,500	
Professional Services	6,783	5,000	3,972	3,972	7,500	50.0%
Contractual Services	525			525	525	
Printing/Binding	571	1,000	261	261	1,000	
Meals	13,050	13,000	13,170	14,367	15,000	15.4%
Uniforms & Laundry	26,793	36,880	21,809	35,380	36,800	-0.2%
Information Technology		24,000	20,000	24,000	24,000	
Telecommunications	21,920	20,000	11,941	20,000	26,000	30.0%
Land Lease	35,000	35,000		35,000	35,000	
Social Security	<u>22,164</u>	<u>26,212</u>	<u>10,468</u>	<u>23,397</u>	<u>24,197</u>	-7.7%
<b>TOTAL</b>	<b>\$473,859</b>	<b>\$524,566</b>	<b>\$263,918</b>	<b>\$515,987</b>	<b>\$533,093</b>	<b>1.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</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>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**PUBLIC WORKS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Management Division is staffed with three full-time positions and reflects anticipated merit increases. Estimates for cost of living adjustments are not included as contracts are in negotiation.

**Temporary Payroll:** This appropriation provides clerical staffing for the front office, data input and management for the DPW vehicle management software, and emergency clerical support, as well as an employee who provides support for Streets, Traffic Safety and Fleet Maintenance Divisions when needed. This appropriation is reduced based upon work flow needs.

**Overtime:** The appropriation is used for staffing the department's Saturday small metal, household hazardous waste and electronics collections and for telephone coverage during snow-fighting operations.

**Education Premium Pay:** The appropriation (\$780) reflects a contractual monthly payment to a full-time clerical office staff person with a 4-year college degree.

**Office Expense:** This appropriation funds paper, postage and office supplies and is reduced based upon experience.

**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. In addition funds are included for an annual appreciation event.

**Training:** This appropriation funds training offered for the University of Connecticut sponsored Road Master/Road Scholar 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 of \$525 funds testing services.

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

**Meals:** This appropriation reflects the annual contractual meal allowance paid for the 38 eligible full-time employees in the Public Works Department.

**Uniforms & Laundry:** This appropriation is a departmental account for the laundering, repair and replacement of uniform pants and shirts provided to the unionized full-time staff by contract. It also reflects the annual contract cost for the purchase of work safety shoes.

**Information Technology:** This appropriation reflects the cost of the department's work order system (Cartegraph), which had previously been funded by the Information Technology department.

**Telecommunications:** Reflects the operating costs for both 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 at a cost of \$35,000 per annum for storing materials. Prior to execution of a lease, the land was used at no cost. The lease payment is being used to reduce back taxes on the property.

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

**ANNUAL BUDGET 2015-2016**

**COST CENTER: CONTRACTUAL SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Bulky Waste/Recycling						
Permits	\$107,711	\$110,000	\$51,934	\$110,000	\$110,000	
Metal Recycling	16,525	11,000	2,392	11,000	11,000	
Recycling Rebate	74,923	70,000	30,561	70,000	70,000	
Rental of Facilities	21,600	21,600	10,800	21,600		-100.0%
Miscellaneous	56,526	15,000		15,000	15,000	
Revenue Cost Sharing	9,673	13,000	11,736	13,000	13,000	
Additional Refuse Barrel	<u>36,509</u>	<u>73,014</u>	<u>      </u>	<u>57,532</u>	<u>60,000</u>	-17.8%
<b>TOTAL</b>	<b>\$323,467</b>	<b>\$313,614</b>	<b>\$107,423</b>	<b>\$298,132</b>	<b>\$279,000</b>	<b>-11.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$107,373	\$107,646	\$60,451	\$105,666	\$45,845	-57.4%
Temporary Payroll	11,768	16,336	6,391	15,486	34,000	108.1%
Overtime	7,542	11,000	6,981	6,981	8,000	-27.3%
Office Expense	2,104	2,700		2,500	2,700	
Dues and Travel	188	1,300	1,438	2,875	3,000	130.8%
Training		1,500			1,500	
Advertising	2,129	7,500	2,638	3,163	3,940	-47.5%
Professional Services	6,407	28,800	8,820	22,000	31,000	7.6%
Contractual Services	3,362,408	3,459,745	1,428,110	3,436,736	3,548,500	2.6%
Solid Waste Disposal	1,229,271	1,381,712	439,571	1,293,310	1,483,000	7.3%
Printing/Binding		300		300	300	
Office Equipment	165	4,000	2,403	2,403	4,000	
Operating Expenses	5,481		1,343	1,343		
Vehicles & Equipment						
Expense		2,500		2,500	2,500	
Rental/Leases	26,250	30,000	29,250	29,250	30,000	
Social Security	<u>8,662</u>	<u>10,187</u>	<u>4,706</u>	<u>9,108</u>	<u>6,652</u>	-34.7%
<b>TOTAL</b>	<b>\$4,769,748</b>	<b>\$5,065,226</b>	<b>\$1,992,102</b>	<b>\$4,933,621</b>	<b>\$5,204,937</b>	<b>2.8%</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>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
Public Works Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0.5</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0.5</b>

## CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Environmental Services program activity is staffed with half of one full-time position. This is a reduction of 0.5, which has been moved to the Streets Maintenance Division.

**Temporary Payroll:** The appropriation funds part-time hours working on the Town's bagged leaf collection and refuse collection programs. The appropriation is increased \$17,664 over fiscal year 2015 to compensate for coverage at the recycling center, previously managed by a contractor.

**Overtime:** Overtime for the bagged leaf program is budgeted for peak collection periods as well as crews on the Veterans Day holiday and the Saturday after Thanksgiving.

**Office Expense:** The requested appropriation reflects printing costs of skip tags for use at locations where bags are presented improperly and for residential recycling permits, which will be completely offset by revenue from the recycling center permit program.

**Dues and Travel:** This account (\$3,000) reflects the annual license renewal with the State Department of Energy and Environmental Protection for the operation of the Recycling Center located at 25 Brixton Street.

**Training:** This appropriation reflects the cost associated with training seasonal part-time leaf collection staff in safety procedures, including the operation of the rear controls of the refuse packers, work guidelines and confined space regulations.

**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. The reduction relates to the refuse collection and disposal program, based upon prior experience.

**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 an increase attributed to contractual increases with Paines, the Town's refuse collection contractor. This appropriation also funds contractual disposal of waste oil, oil filters and oil soaked rags as required by the State Department of Energy and Environmental Protection.

**Solid Waste Disposal:** This appropriation reflects an increase over fiscal year 2015 due to an increase in the Town's refuse disposal contract with Covanta. As part of this contract, the Town is receiving a \$3.50/ton transportation credit to compensate the Town's refuse collection contractor for the costs of the additional mileage and time to use the Bristol facility. In addition, the appropriation is increased based on the expected cost of a new green waste disposal contract.

**Printing/Binding:** The budget (\$300) reflects the costs of die cutting services for printed leaf collection skip tags so that they may be hung on the door knob of residences where they are issued.

**Office Equipment:** This appropriation covers barrel replacement for the refuse collection program, protective equipment for seasonal help working the leaf collection program (including items such as safety vests and glasses, gloves, hats, ponchos and ear protection), and other equipment like rakes, spray paint, etc.

**Vehicles & Equipment:** The appropriation funds gasoline and vehicle maintenance.

**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 2010</u></b>	<b><u>Actual FY 2011</u></b>	<b><u>Actual FY 2012</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>
Volume of leaves collected (cubic yards)	19,270	14,872	17,674	24,106	23,865
Tons of leaves collected	3,854	3,295	3,535	6,026	5,966

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2010</u></b>	<b><u>Actual FY 2011</u></b>	<b><u>Actual FY 2012</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>
Tons of Waste Recycled	5,996	7,228	7,246	7,180	7,152
Percent of Total Waste Recycled	21.3%	26.5%	25.7%	26.7%	26.8%
Tons of Refuse Collected	22,133	20,253	20,988	19,525	19,551

**COST CENTER: STREET MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Miscellaneous Revenue	\$5,618	\$5,000	\$	\$5,000	\$5,000	
Sale of Assets	<u>7,500</u>					
<b>TOTAL</b>	<b>\$13,118</b>	<b>\$5,000</b>	<b>\$</b>	<b>\$5,000</b>	<b>\$5,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual 2013-14</u>	<u>Adopted 2014-15</u>	<u>Actual 6 Months</u>	<u>Estimated 2014-15</u>	<u>Adopted 2015-16</u>	<u>Percent Change</u>
Regular Payroll	\$809,615	\$848,462	\$405,327	\$799,430	\$948,321	11.8%
Temporary Payroll	21,814	29,178	4,495	34,987	32,000	9.7%
Overtime	324,484	273,200	48,568	273,810	293,050	7.3%
Meals	31		95	729		
Contractual Services	155,670	156,000	18,846	262,795	166,750	6.9%
Minor Equipment	5,127	10,000	3,929	11,571	12,000	20.0%
Uniforms & Laundry	1,267	3,000	1,087	2,780	3,000	
Telecommunications	60					
Building Maintenance	5,298	2,300		2,300	2,300	
Vehicles & Equipment Expense			525	525	500	
Maintenance & Repairs	8,710	11,500	2,645	7,965	11,500	
Snow Removal Supplies	506,000	320,550	38,654	320,550	350,550	9.4%
Street Maintenance	120,606	110,000	62,965	114,570	110,675	0.6%
Sidewalk Maintenance	1,120	4,540	1,629	6,592	4,540	
Rental/Leases	2,401	5,650	1,161	2,750	5,650	
Operating Equipment	5,117					
Social Security	<u>82,917</u>	<u>87,643</u>	<u>29,916</u>	<u>84,670</u>	<u>97,249</u>	11.0%
<b>TOTAL</b>	<b>\$2,050,237</b>	<b>\$1,862,023</b>	<b>\$619,842</b>	<b>\$1,926,024</b>	<b>\$2,038,085</b>	<b>9.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised 2014-15</u>	<u>Adopted 2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Public Works Manager	1	1	1	1	1.5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	6	6	6	8
Mason	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>14.5</b>

## STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Street Maintenance operation will be staffed with 14.5 full-time positions in fiscal year 2016. As part of a reorganization of responsibilities, 0.5 of a Public Works Manager has been reallocated from the Contractual Services Division, and 1 Equipment Operator position was moved in from the Traffic Safety Control Division. Offsetting reductions can be found in these divisions. The appropriation reflects steps and merit increases, but does not include estimates for cost of living adjustments. Payroll is allocated among four Street Maintenance programs as follows for non-managers: Street Maintenance and Repair (50%); Snow and Ice Control (25%); Street Sweeping (15%) and Storm Sewer Repair and Maintenance (10%).

**Temporary Payroll:** This appropriation is for labor to perform pothole patching and for summer help.

**Overtime:** This appropriation is used for emergency and planned road maintenance, snow fighting and storm sewer work after normal working hours. It is increased consistent with additional need for special events, snow and ice control and street sweeping.

**Meals:** This is an unbudgeted line. During severe storms, meals may be provided to employees.

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

**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 used in the Streets operations including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by the full-time and part-time staff in the field.

**Building Maintenance:** This budget funds the annual purchase of ice melt used at Town facilities.

**Vehicles & Equipment Expense:** Funds were expended for vehicle parts in fiscal year 2015. The fiscal year 2016 budget assumes similar purchases will be required.

**Maintenance & Repairs:** This line item reflects costs for snowplow damage repairs (seed and topsoil), tools, and replacement saw blades.

**Snow Removal Supplies:** The appropriation reflects the estimated cost for treatment operations for 15 snow events annually, utilizing the Clearlane product. Clearlane is a superior pre-treatment product and saves the department significant labor and equipment costs in time spent street sweeping, cleaning catch basins and in the cleaning of storm water lines, ponds and streams where sand normally collects. Due to consistently rising cost of salt, this appropriation is increased \$30,000.

**Street Maintenance:** This appropriation reflects the cost for 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.



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

**Rental/Leases:** This appropriation funds rental/lease of equipment that may be needed on a short-term basis for street maintenance (for example a roller, paving box, bulldozer, excavator or grader). The appropriation also includes the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies.

**Operating Equipment:** In fiscal year 2014 this appropriation funded the purchase of snow removal equipment.

**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 2010</u></b>	<b><u>Actual FY 2011</u></b>	<b><u>Actual FY 2012</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>
Number of sanding & plowing operations	11	17	6	16	25
Percent of snowstorms cleared within 8 hours	100%	94%	83%	69%	75%

**COST CENTER: FLEET MAINTENANCE DIVISION**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$488,729	\$526,688	\$261,091	\$522,182	\$509,122	-3.3%
Temporary Payroll	13,860	20,000	6,373	12,745	20,000	
Overtime	12,394	20,000	7,808	15,580	20,000	
Office Expense	1,506	1,500	1,595	1,595	2,000	33.3%
Contractual Services	518		871	871	1,500	
Information Technology	2,123	2,200	2,123	2,200	13,500	513.6%
Vehicles & Equipment Expense	481,964	431,800	195,210	419,319	454,500	5.3%
Maintenance & Repairs	63,050	53,485	30,285	60,569	55,985	4.7%
Social Security	<u>40,101</u>	<u>43,005</u>	<u>18,645</u>	<u>43,005</u>	<u>42,008</u>	-2.3%
<b>TOTAL</b>	<b>\$1,104,245</b>	<b>\$1,098,678</b>	<b>\$524,001</b>	<b>\$1,078,066</b>	<b>\$1,118,615</b>	<b>1.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
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>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## 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, but does not include an estimate for cost of living adjustments because the contract expired June 30, 2014. The increases are offset by benefit elections and refill of positions at the start of the pay range after individuals retire.

**Temporary Payroll:** This appropriation (\$20,000) reflects the cost for three part-time positions. A shop detail person (900 hours) is responsible for keeping the shop and shop floor clean, shuffling cars between the DPW and other Town facilities as needed, and picking up parts. A part-time welder (650 hours) is utilized heavily during snow season to repair and maintain snow fighting equipment. This allows the mechanics to focus on maintaining and repairing public safety vehicles and equipment. A clerical position (215 hours) maintains the vehicle inventory report and provides administrative support to the division.

**Overtime:** This appropriation is used primarily to catch up on preventive vehicle maintenance deferred during the snow season when all or part of the workforce is participating in snow-fighting operations. It is also used to respond to emergency repairs when public safety vehicles breakdown outside of normal working hours.

**Office Expense:** This appropriation funds 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 for the division's fleet maintenance software program (DPSI). This appropriation is increased in order to fund diagnostic system software.

**Vehicles & Equipment Expense:** This appropriation reflects the parts and equipment used to repair and maintain the Public Works current vehicle fleet of 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service most of the Town fleet, with the exception of Police and Fire. The increase for fiscal year 2016 reflects increased vehicle maintenance costs (\$20,000) and fuel costs (\$2,700).

**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.

**COST CENTER: TRAFFIC SAFETY CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$35,225	\$31,320	\$21,737	\$34,320	\$34,320	9.6%
<b>TOTAL</b>	<b>\$35,225</b>	<b>\$31,320</b>	<b>\$21,737</b>	<b>\$34,320</b>	<b>\$34,320</b>	<b>9.6%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$473,363	\$477,887	\$261,260	\$508,675	\$409,206	-14.4%
Temporary Payroll	2,573	16,000	5,507	16,000	16,000	
Overtime	44,093	34,491	15,210	31,206	30,900	-10.4%
Office Expense	58					
Dues and Travel	280	800	320	2,400	2,480	210.0%
Professional Services	1,219	2,500		2,500	2,500	
Contractual Services	22,121	17,000	10,875	17,000	20,000	17.6%
Solid Waste Disposal		500			500	
Office Equipment	1,014	8,500	368	6,707	8,500	
Uniforms & Laundry	1,214	2,900	4,306	5,300	5,300	82.8%
Information Technology	3,512	6,000	488	2,926	6,000	
Telecommunications	1,291	1,700	359	869	1,700	
Building Maintenance	25,336	34,950	9,141	28,170	34,950	
Operating Expense - Misc.		500		500	500	
Maintenance & Repairs	732	900	247	900	900	
Street Light Maintenance	15,248	32,000	22,182	32,000	32,000	
Signal & Light Maintenance	42,134	43,200	20,015	43,200	43,200	
Rental/Leases	3,716	7,080	250	6,080	7,500	5.9%
Social Security	<u>38,677</u>	<u>40,169</u>	<u>19,576</u>	<u>40,169</u>	<u>34,892</u>	-13.1%
<b>TOTAL</b>	<b>\$676,581</b>	<b>\$727,077</b>	<b>\$370,104</b>	<b>\$744,602</b>	<b>\$657,028</b>	<b>-9.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maintenance Worker	2	2	2	2	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>5</b>

## TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Traffic Safety operation is staffed with five full-time positions. The budget reflects merit increases for AFSCME unionized positions offset by one position which will be funded within the Streets Division in fiscal year 2016.

**Temporary Payroll:** The temporary payroll appropriation funds two positions. One is a detail person who removes signs posted in Town rights of way as well as graffiti and tag sale signs from traffic control signals, streetlight poles and Town traffic signs. This position is also responsible for clearing roadway debris, providing temporary traffic control and placing barricades or cones at hazardous locations so full-time employees can remain on task. The second position is shared with the Street Maintenance operation to support the Sign Division.

**Overtime:** This item represents calls regarding “after hours” problems with traffic signals, street sign and streetlight knockdowns, as well as any after-hours work on the Town’s fiber optic network.

**Office Expense:** This appropriation funds office supplies. No budget is requested for fiscal year 2016.

**Dues and Travel:** This appropriation funds five annual International Municipal Signal Association (IMSA) certifications and five electrical license certifications that are required for personnel working on traffic signals, streetlights and signs.

**Professional Services:** This appropriation reflects costs for private police duty for traffic control services during events that require it, such as annual maintenance on traffic signals and fiber optic trenching in the street.

**Contractual Services:** This appropriation funds Eversource charges for reconnecting power on streetlights and other electrical services.

**Solid Waste Disposal:** This appropriation funds the disposal costs in the street lighting program for all bulbs and other electrical items that cannot otherwise be recycled.

**Office Equipment:** This budget is for minor equipment costs for such items 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.

**Information Technology:** This appropriation includes fiber optic supplies and data processing supplies to support the Town data processing division for needed cabling installations and repairs.

**Telecommunications:** This item reflects the annual cost to enable the signal maintenance division laptop to communicate with the department’s server in the field.

**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.

**Operating Expense:** This budget is used for the purchase of graffiti remover, decal application fluid and decal remover used by the Sign Shop staff for lettering vehicles and signs.

**Maintenance & Repairs:** This appropriation reflects costs for miscellaneous equipment (\$900).

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

**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 reflects the annual need for renting portable lifts and contractor assistance to inspect and repair traffic signals.

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

**COST CENTER: GROUNDS MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$5,265	\$7,000	\$7,829	\$10,000	\$10,000	42.9%
<b>TOTAL</b>	<b>\$5,265</b>	<b>\$7,000</b>	<b>\$7,829</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>42.9%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,010,878	\$1,032,669	\$497,399	\$1,032,669	\$1,036,785	0.4%
Temporary Payroll	72,300	72,710	46,466	102,636	96,250	32.4%
Overtime	91,671	115,241	46,399	104,759	110,241	-4.3%
Professional Services		1,115		675	1,115	
Contractual Services	74,243	75,500	31,424	86,255	81,300	7.7%
Printing/Binding Services	74					
Office Equipment	8,547	31,450	12,676	39,000	31,450	
Utilities	206,919	153,749	76,875	153,749	146,290	-4.9%
Building Maintenance	5,200	6,500		6,500	6,500	
Grounds Maintenance	97,933	106,651	65,258	118,925	108,981	2.2%
Maintenance & Repairs	117,694	120,750	34,127	114,578	120,750	
Rental/Leases	6,000	7,200	3,600	7,200	7,200	
Social Security	77,345	92,762	36,595	88,505	89,874	-3.1%
Transfer Out	<u>63,167</u>	<u>63,167</u>	<u>        </u>	<u>63,167</u>	<u>63,167</u>	
<b>TOTAL</b>	<b>\$1,831,971</b>	<b>\$1,879,464</b>	<b>\$850,819</b>	<b>\$1,918,618</b>	<b>\$1,899,903</b>	<b>1.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</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 is staffed with 17 full-time positions and maintains the grounds at all Town and Board facilities. The appropriation reflects expected step and merit increases but does not include cost of living adjustments as contracts are in negotiation. Consistent with prior years, 50% of the total Grounds payroll is allocated to the Grounds Maintenance program, 35% to the Park and Athletic Field Maintenance Program and 15% to the Tree Maintenance Program.

**Temporary Payroll:** The appropriation funds permanent and seasonal part-time help. Temporary payroll is increased based on anticipated workload, especially at athletic fields.

**Overtime:** Overtime is used for peak ball field maintenance periods, spring and fall clean-ups, tree work including emergency call-ins, weekend trash pick-up in the parks and for special events such as Celebrate! West Hartford.

**Professional Services:** This cost reflects contractually required yearly cholinesterase testing administered to SEIU employees to test for pesticide exposure levels, consistent with the prior year.

**Contractual Services:** This appropriation reflects the contractor cost to perform channel maintenance and roadside mowing, fence repairs, irrigation repairs and servicing, a tree contractor for supplemental tree work not done by Town tree crews, contracted athletic field maintenance services such as over-seeding and topdressing, and all other contractors performing work for the grounds division including school grounds.

**Office 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. Funding is increased in order to purchase salt spreaders.

**Utilities:** This appropriation reflects the cost 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, and running athletic field irrigation systems, as well as a lighted tennis court, basketball court and baseball field at Wolcott Park in the summer. The natural gas cost is for heat at the Beachland and Fern park facilities. The decreased cost for fiscal year 2016 reflects utility rates, consumption levels, and the amortization of surplus/deficits in the Utility Services Fund, offset by a significant increase in the clean water surcharge imposed by the MDC.

**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 purchases 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 all grounds power equipment 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 cost also reflects 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.

**Rental/Leases:** This expense reflects the BOE lease costs for garage space for storage of equipment during off season periods.

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

**Transfer Out:** This reflects the cost of benefits paid by the Public Schools for the four Board of Education Grounds Maintainers.

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Charges for Services	\$1,478,886	\$1,905,000	\$1,873,000	\$1,890,000
Management Fee – BBS	837,785	948,218	970,157	936,115
Fines & Forfeitures	177,092	100,000	125,000	125,000
Interest Income	2,991	3,000	5,000	5,000
Miscellaneous Revenue		10,000	10,000	
Total Revenues & Other Resources	\$2,496,754	\$2,966,218	\$2,983,157	\$2,956,115

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Municipal Parking Operations	\$1,691,118	\$1,546,981	\$1,509,064	\$2,017,579
BBS Parking Operations	840,540	948,218	970,157	936,115
Total Expenditures & Other Uses	\$2,531,658	\$2,495,199	\$2,479,221	\$2,953,694

CHANGE IN FUND BALANCE	(\$ 34,904)	\$ 471,019	\$ 503,936	\$ 2,421
BEGINNING BALANCE	\$1,519,141	\$1,484,237	\$1,484,237	\$1,988,173
ENDING BALANCE	\$1,484,237	\$1,955,256	\$1,988,173	\$1,990,594

**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 annually and contribute an amount 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>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$	\$ 31,000	\$	\$	\$
Charges for Services	1,223,000	1,295,000	1,396,000	1,617,000	1,656,000
Management Fee	875,000	827,000	938,000	1,002,000	838,000
Interest Income		1,000	2,000	3,000	3,000
Transfer In			22,000		
<b>TOTAL REVENUES</b>	<b>\$2,098,000</b>	<b>\$2,154,000</b>	<b>\$2,358,000</b>	<b>\$2,622,000</b>	<b>\$2,497,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$1,987,000</u>	<u>\$2,111,000</u>	<u>\$2,255,000</u>	<u>\$2,168,000</u>	<u>\$2,532,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$1,987,000</b>	<b>\$2,111,000</b>	<b>\$2,255,000</b>	<b>\$2,168,000</b>	<b>\$2,532,000</b>
<b>OPERATING RESULTS</b>	<b>\$111,000</b>	<b>\$ 43,000</b>	<b>\$ 103,000</b>	<b>\$ 454,000</b>	<b>(\$ 35,000)</b>
<b>FUND BALANCE</b>	<b>\$919,000</b>	<b>\$962,000</b>	<b>\$1,065,000</b>	<b>\$1,519,000</b>	<b>\$1,484,000</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 fund has accumulated a fund balance of \$1,484,237 as of June 30, 2014.

**FISCAL YEAR 2015 OPERATING RESULTS**

Total estimated expenditures for fiscal year 2015 for the Blue Back Square (BBS) parking operations are \$970,157, while the estimate for the municipal lots is \$1,509,064. Based upon total estimated revenues of \$2,983,157 the fund is expected to increase fund balance by \$503,936, resulting in fund balance of \$1,988,173 as of June 30, 2015.

In accordance with a parking utilization study conducted in fiscal year 2014 and review of the appropriateness of parking rates at all Town facilities, the following changes were made to parking beginning in fiscal year 2015: 1) increased on-street parking rates to \$1.50 per hour to provide equity across the system; 2) converted the first 30-minute free parking in the surface lots to a 30-minute grace period; 3) included Burr Street in the pay-for-parking system; and, 4) reduced library validation from 2 hours to 1.5 hours.

**FISCAL YEAR 2016 BUDGET**

The fiscal year 2016 budget reflects expenditures relating to the BBS parking operations of \$936,115 with a corresponding management fee equal to these costs. Revenues from municipal lots are expected to reach \$2,020,000, inclusive of \$125,000 in parking violation revenue for tickets issued by the funds parking monitors and interest income of \$5,000. Municipal parking expenditures are budgeted at \$2,017,579, inclusive of two Police Officer positions that have been reallocated from the General Fund based upon their assignments. The fund expects to increase fund balance by \$2,421 for fiscal year 2016.

### 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><u>Revenues:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Charges for Services	\$1,478,886	\$1,905,000	\$943,789	\$1,873,000	\$1,890,000	-0.8%
Management Fee – BBS	837,785	948,218		970,157	936,115	-1.3%
Fines & Forfeitures	177,092	100,000		125,000	125,000	25.0%
Interest Income	2,991	3,000	2,178	5,000	5,000	66.7%
Miscellaneous Revenue		<u>10,000</u>	<u>10,000</u>	<u>10,000</u>		-100.0%
<b>TOTAL</b>	<b>\$2,496,754</b>	<b>\$2,966,218</b>	<b>\$955,967</b>	<b>\$2,983,157</b>	<b>\$2,956,115</b>	<b>-0.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$850,430	\$898,547	\$394,462	\$837,789	\$1,012,413	12.7%
Operating Expense	796,232	1,066,458	560,076	1,113,824	1,113,128	4.4%
Equipment	417,813				145,000	
Fringe Benefits	<u>467,185</u>	<u>530,194</u>	<u>334,131</u>	<u>527,608</u>	<u>683,153</u>	28.8%
<b>TOTAL</b>	<b>\$2,531,660</b>	<b>\$2,495,199</b>	<b>\$1,288,669</b>	<b>\$2,479,221</b>	<b>\$2,953,694</b>	<b>18.4%</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>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></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
Parking Monitors	4.0	4.0	4.0	4.0	4.0
Parking Lot Gate Attendants	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>
<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 increases \$458,495 or 18.4% for fiscal year 2016. Wages and salaries reflect anticipated contractual cost-of-living increases, merit increases, and the reallocation of two Police Officers from the General Fund based upon their assignments, offset by a reduction in temporary payroll.

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

Operating expense increases \$46,670, or 4.4% from fiscal year 2015. This increase is primarily due to a net increase in contractual services (\$51,000) as the new pay stations enable patrons to utilize credit cards for payment. Increases are also reflected in the appropriations for office expense (\$5,900) and vehicle maintenance (\$7,000), offset by savings in utilities (\$6,123) based upon consumption and telecommunication (\$12,000) expense for the parking system. Capital outlay for fiscal year 2016 includes the purchase of pay stations for the Brace Road lot (\$80,000), a camera system for the lots (\$50,000), and a charging station for electric vehicles (\$15,000). Fringe benefits increase \$152,259 due to increased contributions to the Pension Fund and Retiree Health Reserve and the reallocation of two full-time positions to this fund.

<b>SUMMARY OF EXPENDITURES</b>						
<b><u>Expenditures</u></b>	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$387,474	\$400,747	\$171,890	\$339,930	\$555,221	38.5%
Temporary Payroll	407,293	425,000	203,981	435,000	380,000	-10.6%
Overtime	55,663	72,800	18,591	62,859	70,000	-3.8%
Holiday					7,192	
Office Expense	19,452	38,100	33,634	42,002	44,000	15.5%
Dues and Travel	2,560	2,600	595	2,600	2,600	
Training	205	2,000	183	2,000	2,000	
Advertising	1,218	2,600	995	2,600	2,600	
Professional Services	1,338	8,000	13,600	15,336	8,000	
Contractual Services	357,047	541,000	330,319	600,000	592,000	9.4%
Solid Waste Disposal		3,107				-100.0%
Printing/Binding		500		500	500	
Office Equipment	6,484	10,000	6,649	11,000	10,000	
Meals	290	1,000	218	1,000	1,000	
Uniforms and Laundry	890	3,000	1,726	3,000	3,000	
Utilities	161,052	131,851	65,926	131,851	125,728	-4.6%
Telecommunications	2,924	16,700	1,738	4,700	4,700	-71.9%
Building Maintenance	10,751	8,000	5,517	10,411	8,000	
Vehicles & Equipment Exp	4,279	10,000	1,692	10,000	17,000	70.0%
Grounds Maintenance	21,805	60,000		60,000	60,000	
Maintenance & Repairs	2,805	15,000	8,665	15,000	19,000	26.7%
Snow Removal Supplies	10,796	15,000	527	15,000	15,000	
Parking Lot Maintenance	32,563	30,000	9,680	30,000	30,000	
Rental/Leases	159,773	168,000	78,412	156,824	168,000	
Operating Equipment	417,813				145,000	
Social Security	59,105	67,417	26,735	64,831	69,747	3.5%
Pension	137,438	152,012	152,012	152,012	214,871	41.4%
Risk Management Expense	<u>270,642</u>	<u>310,765</u>	<u>155,384</u>	<u>310,765</u>	<u>398,535</u>	28.2%
<b>Total Department</b>	<b>\$2,531,660</b>	<b>\$2,495,199</b>	<b>\$1,288,669</b>	<b>\$2,479,221</b>	<b>\$2,953,694</b>	<b>18.4%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

## BUDGET IN BRIEF

### CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Charges for Services	\$ 227,377	\$ 230,000	\$ 230,000	\$ 230,000
Sale of Lots	68,039	110,000	110,000	110,000
Interest Income	<u>6,530</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Total Revenues & Other Resources	\$ 301,946	\$ 347,000	\$ 347,000	\$ 347,000

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Cemetery Operations	<u>\$ 324,129</u>	<u>\$ 384,141</u>	<u>\$ 382,761</u>	<u>\$ 387,132</u>
Total Expenditures & Other Uses	\$ 324,129	\$ 384,141	\$ 382,761	\$ 387,132

CHANGE IN FUND BALANCE	(\$ 22,183)	(\$ 37,141)	(\$ 35,761)	(\$ 40,132)
BEGINNING BALANCE	\$2,109,669	\$2,087,486	\$2,087,486	\$2,051,725
ENDING BALANCE	\$2,087,486	\$2,050,345	\$2,051,725	\$2,011,593

**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>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Charges for Service	\$339,000	\$495,000	\$333,000	\$376,000	\$296,000
Interest Income	1,000	5,000	3,000	9,000	6,000
<b>TOTAL REVENUES</b>	<b>\$340,000</b>	<b>\$500,000</b>	<b>\$336,000</b>	<b>\$385,000</b>	<b>\$302,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$359,000	\$315,000	\$362,000	\$329,000	\$321,000
<b>TOTAL EXPENDITURES</b>	<b>\$359,000</b>	<b>\$315,000</b>	<b>\$362,000</b>	<b>\$329,000</b>	<b>\$321,000</b>
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>
<b>OPERATING RESULTS</b>	<b>(\$22,000)</b>	<b>\$182,000</b>	<b>(\$29,000)</b>	<b>\$53,000</b>	<b>(\$22,000)</b>
<b>FUND BALANCE</b>	<b>\$1,904,000</b>	<b>\$2,086,000</b>	<b>\$2,057,000</b>	<b>\$2,110,000</b>	<b>\$2,087,000</b>

**REVIEW OF PERFORMANCE**

The Cemetery Operations program was restructured in fiscal year 2007 and responsibility was transferred to the Department of Public Works. The Town began using 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. In fiscal year 2011 a new area of the cemetery was opened, resulting in a significant increase in revenue from sale of lots.



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

**FISCAL YEAR 2015 OPERATING RESULTS**

It is estimated that revenues of \$347,000 will be achieved in fiscal year 2015 with corresponding expenditures of \$382,761, resulting in a decrease to fund balance of \$35,761. As of June 30, 2015, fund balance will be approximately \$2,052,000.

**FISCAL YEAR 2016 BUDGET**

The budget for fiscal year 2016 estimates revenue of \$347,000 with corresponding expenditures of \$387,132, resulting in a \$40,132 shortfall. It is anticipated that fund balance will decline to \$2,011,593 by June 30, 2016.

**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><u>Revenues:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Cemetery Service Charges	\$227,377	\$230,000	\$103,666	\$230,000	\$230,000	
Sale of Lots	68,039	110,000	64,916	110,000	110,000	
Interest on Investment	6,530	7,000	3,398	7,000	7,000	
<b>TOTAL</b>	<b>\$301,946</b>	<b>\$347,000</b>	<b>\$171,980</b>	<b>\$347,000</b>	<b>\$347,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$118,732	\$124,661	\$61,813	\$122,771	\$126,827	1.7%
Operating Expense	130,992	177,785	65,822	179,658	173,590	-2.4%
Fringe Benefits	74,405	81,695	52,198	80,332	86,715	6.1%
<b>TOTAL</b>	<b>\$324,129</b>	<b>\$384,141</b>	<b>\$179,833</b>	<b>\$382,761</b>	<b>\$387,132</b>	<b>0.8%</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>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></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 increases \$2,991 or 0.8% for fiscal year 2016. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expenses decrease \$4,195 due to a reduction in utility costs. This results from a decreased use of water and amortization of accumulated surplus in the Utility Services Fund. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$347,000, the Fund is expected to generate a \$40,132 shortfall.

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

<b>SUMMARY OF EXPENDITURES</b>						
<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$61,380	\$63,561	\$29,619	\$61,657	\$65,727	3.4%
Temporary Payroll	36,824	37,285	19,053	37,285	37,285	
Overtime	20,528	23,815	13,141	23,829	23,815	
Office Expense	494	2,395	101	2,395	2,395	
Professional Services		4,000		4,000	4,000	
Contractual Services	96,578	124,291	49,750	124,291	124,291	
Printing/Binding Services	104	400	15	400	400	
Office Equipment		3,000	950	3,000	3,000	
Meals		300		300	300	
Uniforms and Laundry		275		275	275	
Utilities	13,326	10,624	5,312	10,624	6,429	-39.5%
Telecommunications	1,901	1,800	440	1,800	1,800	
Building Maintenance	3,111	3,800	3,195	5,673	3,800	
Vehicles and Equipment	7,305	7,600	1,283	7,600	7,600	
Grounds Maintenance	6,203	16,800	4,616	16,800	16,800	
Maintenance & Repairs	1,699	2,500		2,500	2,500	
Miscellaneous Supplies	271		160			
Social Security	7,318	9,206	3,576	7,843	8,010	-13.0%
Pension	25,349	27,979	27,979	27,979	30,463	8.9%
Risk Management Expense	38,514	41,286	20,643	41,286	45,018	9.0%
Transfer Out	<u>3,224</u>	<u>3,224</u>	<u>          </u>	<u>3,224</u>	<u>3,224</u>	
<b>TOTAL</b>	<b>\$324,129</b>	<b>\$384,141</b>	<b>\$179,833</b>	<b>\$382,761</b>	<b>\$387,132</b>	<b>0.8%</b>

## DEPARTMENT: PUBLIC WORKS

**FULL-TIME POSITION SCHEDULE**

	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<b><u>GENERAL FUND</u></b>					
Director of Public Works	1	1	1	1	1
Budget 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 Division	4	4	4	4	4
Equipment Operator	6	6	6	8	8
Mason	2	2	2	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint.Worker	2	2	2	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	47	47	47	47	47
<b><u>PARKING LOT FUND</u></b>					
Parking Operations Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Parking Monitor	4	4	4	4	4
Parking 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>	58	58	58	58	58

\* Parking Gate Attendant is a permanent part-time position.

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## DEPARTMENT OF PLANT & FACILITIES SERVICES

### MISSION

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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PLANT &amp; FACILITIES SERVICES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Miscellaneous	\$ 1,599	\$	\$ 632	\$ 632	\$	
Transfers from Other Funds	<u>140,000</u>	<u>158,758</u>	<u></u>	<u>123,917</u>	<u>200,728</u>	26.4%
<b>TOTAL</b>	<b>\$141,599</b>	<b>\$158,758</b>	<b>\$ 632</b>	<b>\$124,549</b>	<b>\$200,728</b>	<b>26.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$ 1,060,180	\$ 1,071,312	\$516,833	\$1,043,616	\$ 1,082,194	1.0%
Operating Expense	1,075,357	907,370	512,698	936,356	867,762	-4.4%
Social Security	<u>77,835</u>	<u>82,631</u>	<u>35,664</u>	<u>78,622</u>	<u>81,714</u>	-1.1%
<b>TOTAL</b>	<b>\$2,213,372</b>	<b>\$2,061,313</b>	<b>\$1,065,195</b>	<b>\$2,058,594</b>	<b>\$2,031,670</b>	<b>-1.4%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b>Full-Time Positions:</b>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
General Fund	7.5	9	9.25*	9.25*	9.25*

\* One position is unfunded in fiscal years 2015 and 2016.

## BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2016 budget for the Department of Plant & Facilities Services decreases \$29,643 or 1.4% from the prior year. Wages and salaries increase \$10,882 and reflect an increase in overtime for the Facilities Maintenance division of \$19,000 based upon workflow needs and actual experience, offset by a reduction in regular payroll in the Capital Projects Management division due to turnover in the Capital Projects Manager position. Operating expense decreases \$39,608, due to increases in contractual services for the Maintenance (\$10,000) and Capital Projects (\$50,000) divisions, offset by a net utility savings (\$100,008) resulting from a Virtual Net Metering agreement (\$12,606), improved electric rate (\$17,402) and energy savings program (\$70,000). The decrease in social security reflects wage increases offset by an adjustment in the assumption regarding utilization of the alternative social security program based upon experience. Responsibility for mailroom services has been transferred to the Financial Services department.

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**ANNUAL BUDGET 2015-2016**

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**COST CENTER: FACILITIES SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Misc. Reimbursement	<u>\$1,599</u>	<u>\$</u>	<u>\$632</u>	<u>\$632</u>	<u>\$</u>	
<b>TOTAL</b>	<b>\$1,599</b>	<b>\$</b>	<b>\$632</b>	<b>\$632</b>	<b>\$</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$537,165	\$501,811	\$245,869	\$501,811	\$501,187	-0.1%
Temporary Payroll	245,312	295,000	138,276	295,000	295,000	
Overtime	145,052	126,600	74,679	126,600	145,600	15.0%
Office Expense	373	325	110	325	325	
Dues and Travel		100		100	100	
Contractual Services	178,898	170,000	108,662	170,000	180,000	5.9%
Meals	5,899	6,200	2,621	6,200	6,200	
Uniforms & Laundry	1,251	2,250	555	2,250	2,250	
Utilities	773,793	597,645	298,823	597,645	497,637	-16.7%
Telecommunications	4,514	4,950	2,286	4,950	4,950	
Building Maintenance	104,271	117,500	73,984	121,000	117,500	
Vehicles & Equipment Expense	3,191	4,500	1,741	4,500	4,500	
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies	1,024	1,500		1,500	1,500	
Social Security	<u>67,415</u>	<u>71,346</u>	<u>30,956</u>	<u>69,817</u>	<u>71,003</u>	-0.5%
<b>TOTAL</b>	<b>\$2,068,158</b>	<b>\$1,900,477</b>	<b>\$978,562</b>	<b>\$1,902,448</b>	<b>\$1,828,502</b>	<b>-3.8%</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>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
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 in fiscal years 2015 and 2016.

## **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. Seven and one-half of these are Town positions, detailed on the previous page, and one is a Board of Education HVAC Mechanic who maintains Town buildings. As in fiscal year 2015, one vacant building maintenance technician position is unfunded in fiscal year 2016 and will be covered with additional temporary personnel.

**Temporary Payroll:** Temporary payroll includes the wages for part-time employees. Part-time employees work no more than 20 hours per week and have limited benefits. One position is a Staff Assistant in the Plant and Facilities Services office and the remaining positions are custodians. The appropriation is unchanged from the prior year.

**Overtime:** Overtime is utilized to pay for labor of the full-time hourly employees outside of their normal work hours. Overtime situations include emergencies where the life and safety of people or the building and its contents are in jeopardy. Overtime is also utilized 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 majority of overtime is used in support of these events. An increase of \$19,000 is reflected based upon workflow and actual experience.

**Office Expense:** Office expenses include office supplies such as copy paper, copier rental and postage.

**Dues and Travel:** The appropriation of \$100 represents mileage reimbursement.

**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, boiler tune-ups, etc. The increase (\$10,000) reflects contractual vendor increases and actual experience.

**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. The fiscal year 2016 budget reflects a decrease of \$100,008 (-16.7%).

**Electricity** - The Town and Board of Education executed a contract with Aequitas Energy for electricity supply at an all-in fixed price of 7.18 cents per kWh through December 2015. Effective January 1, 2016 the rate will change to 8.16-8.37 cents per kWh under a contract with Constellation. Starting July 1, 2015 the Town is implementing an energy savings capital improvement program which is expected to save \$70,000 in electricity costs for Town buildings. In addition, the Town has executed a Virtual Net Metering letter of agreement with anticipated savings of \$100,000 reflected in this appropriation. Both of these programs are discussed in more detail in the Utility Services Fund section.

**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 2016 is based upon average consumption over the past two years and includes a slight rate increase based upon experience, in addition to amortization of accumulated surplus.

**Water** – Water and sewer services are provided by the Metropolitan District Commission and prices are expected to increase in fiscal year 2016 due to the surcharge to finance the MDC's Clean Water Project.

**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. Building maintenance costs are expected to be consistent with the prior year.

**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. The appropriation more accurately reflects the number of part-time employees who utilize the Town's alternative social security plan.



**PROGRAM PERFORMANCE MEASURES AND INDICATORS**

**Completed Work Orders by Fiscal Year**

<b><u>Trade</u></b>	<b><u>Actual FY 2010</u></b>	<b><u>Actual FY 2011</u></b>	<b><u>Actual FY 2012</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>
Contractor (Carpentry, Electrical, Painting, etc.)	234	463	516	551	444
HVAC	176	260	372	420	418
Plumbing	<u>239</u>	<u>226</u>	<u>218</u>	<u>219</u>	<u>203</u>
Total Work Orders	649	949	1,106	1,190	1,065

**COST CENTER: CAPITAL PROJECTS MANAGEMENT DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$140,000	\$158,758	\$	\$123,917	\$200,728	26.4%
<b>TOTAL</b>	<b>\$140,000</b>	<b>\$158,758</b>	<b>\$</b>	<b>\$123,917</b>	<b>\$200,728</b>	<b>26.4%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$131,914	\$147,511	\$57,765	\$119,815	\$140,017	-5.1%
Temporary Payroll	347					
Education Premium Pay	390	390	244	390	390	
Office Expense	214	100	132	186	100	
Dues and Travel	11	50		50	50	
Training	190	500	400	500	500	
Advertising	715					
Professional Services			23,040	25,000	50,000	
Printing/Binding Services	20					
Telecommunications	858	1,000	344	1,400	1,400	40.0%
Miscellaneous Supplies	135					
Social Security	10,420	11,285	4,708	8,805	10,711	-5.1%
<b>TOTAL</b>	<b>\$145,214</b>	<b>\$160,836</b>	<b>\$86,633</b>	<b>\$156,146</b>	<b>\$203,168</b>	<b>26.3%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Capital Projects Manager*		1	1	1	1
Administrative Assistant*	—	0.5	0.75	0.75	0.75
<b>TOTAL</b>		1.5	1.75	1.75	1.75

\* Position was transferred from the Community Services Department.

**CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds a Capital Projects Manager and 0.75 of an Administrative Assistant position. The reduction in fiscal year 2016 results from turnover in the Capital Projects Manager and refill of the position at the beginning of the range.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** Appropriation for postage and office supplies for the division.

**Dues and Travel:** Appropriation is for mileage reimbursement for employees.

**Training:** This appropriation is for required training for capital projects staff.

**Professional Services:** This appropriation funds capital project management services by an outside firm in order to address the large number of projects in process at this time.

**Telecommunications:** This line item funds the costs associated with land line and cellular phone service for divisional employees and is increased based upon actual experiences.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Miscellaneous Revenue	\$ 2,423	\$	\$ 473	\$
Interest Income	5,903		6,000	
Contributions from Other Funds	<u>4,394,712</u>	<u>4,116,617</u>	<u>4,116,617</u>	<u>4,350,121</u>
Total Revenues & Other Resources	\$4,403,038	\$4,116,617	\$ 4,123,090	\$4,350,121
EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Energy Management Services	\$ 147,291	\$ 100,000	\$ 100,000	\$ 100,000
Utilities Expense	<u>4,430,850</u>	<u>4,675,875</u>	<u>4,653,305</u>	<u>4,684,415</u>
Total Expenditures & Other Uses	\$ 4,578,141	\$4,775,875	\$ 4,753,305	\$4,784,415
CHANGE IN FUND BALANCE	(\$ 175,103)	(\$ 659,258)	(\$ 630,215)	(\$ 434,294)
BEGINNING BALANCE	\$ 1,840,489	\$1,665,386	\$1,665,386	\$1,035,171
ENDING BALANCE	\$ 1,665,386	\$1,006,128	\$1,035,171	\$ 600,877

**Fund: Utilities Services Fund**

**Department: Plant and Facilities Services**

**PURPOSE**

The Utilities Services Fund, an internal service fund, was created to manage the accuracy and volatility of energy costs. The Utilities Services 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 by the consultant and opportunities to investigate the usage of energy. All utility bills are paid out of the utility services fund and this information is utilized to budget estimates for utilities for inclusion in the annual budget. During the fiscal year, monthly transfers are made from the utility 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 estimates. 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 in identifying patterns and energy usage and opportunities to reduce energy consumption.

**LONG-TERM STRATEGY**

The Utility Services Fund was established with the funding received in fiscal year 2007 from Eversource, formerly Northeast Utilities, (\$876,310) 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 pricing changes.

Utility Costs Summary						
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Estimate FY 2015</u>	<u>Adopted FY 2016</u>
<b><u>TOWN</u></b>						
Electric	\$ 935,917	\$ 954,439	\$ 927,552	\$ 893,353	\$ 885,639	\$ 799,611
Fuel Oil	17,366	15,429	17,443	15,345	14,275	14,275
Natural gas	275,245	196,529	222,524	242,086	223,551	243,744
Street lighting	562,220	390,538	346,144	355,524	364,235	362,339
Water	<u>230,075</u>	<u>234,783</u>	<u>242,004</u>	<u>282,873</u>	<u>347,605</u>	<u>359,446</u>
<b>TOTAL</b>	<b>\$2,020,823</b>	<b>\$1,791,718</b>	<b>\$1,755,667</b>	<b>\$1,789,181</b>	<b>\$1,835,305</b>	<b>\$1,779,415</b>
<b><u>PUBLIC SCHOOLS</u></b>						
Heating	\$1,138,410	\$ 763,299	\$ 767,145	\$ 784,122	\$ 810,000	\$ 860,000
Water	135,970	108,008	154,282	167,404	186,000	205,000
Electricity	<u>1,910,433</u>	<u>1,742,229</u>	<u>1,761,980</u>	<u>1,690,143</u>	<u>1,822,000</u>	<u>1,840,000</u>
<b>TOTAL</b>	<b>\$3,184,813</b>	<b>\$2,613,536</b>	<b>\$2,683,407</b>	<b>\$2,641,669</b>	<b>\$2,818,000</b>	<b>\$2,905,000</b>
<b>TOTAL UTILITIES</b>	<b>\$5,205,636</b>	<b>\$4,405,254</b>	<b>\$4,439,074</b>	<b>\$4,430,850</b>	<b>\$4,653,305</b>	<b>\$4,684,415</b>

The fiscal year 2016 budget reflects a planned use of \$434,295 of fund balance accumulated in prior years (Energy Management Services - \$100,000; Town - \$200,886; Board of Education - \$133,409).

**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 management system functionality, improved expertise with energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments funded with an annual appropriation in the Capital Improvement Program (\$100,000). The following narrative provides a summary of the status of each component of the strategy.

- **Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs that result from the decision to float rather than fix the pricing for natural gas consumption during the year. For fiscal year 2016, utility estimates were developed based on current year experience and the 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 Utility Services Fund.

- **Billing Auditing & Energy Management System**

EnergySolve, Inc. provided monthly billing auditing services and an energy management system for the Town from March 2008 through September 2011. During that time period, the Town's electric and natural gas bills were redirected to EnergySolve who audited each charge on the bill, resolved any disputes, entered the bill into a web based energy management system and provided a weekly electronic interface file for the Town's accounts payable system. The service was evaluated during early 2011 and it was decided to change the service provider to National Information Solutions Cooperative (NISC) due to enhanced reporting capabilities and competitive pricing. NISC began services for the Town in October 2011. At that time, water bills were also added to this 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. In December 2013, a contract for electrical supply was executed with Aequitas Energy with a price of 7.18 cents per kWh (all-in fixed) for all Town and BOE accounts until December 2015. Effective January 1, 2016 this rate will change to 8.16-8.37 cents per kWh under a contract with Constellation. Due to favorable pricing, at the end of 2012, the Town ended its natural gas contract with Hess Corporation and returned to Connecticut Natural Gas as its supplier (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town currently has three solar electric power purchase agreements (PPAs) on Bristow Middle School, Department of Public Works, and Bishops Corner Library/Senior Center, and will consider additional solar photovoltaic projects on three schools and two parking garages under third-party PPAs. A virtual net metering solar project is also under consideration, whereby the Town would purchase power from a third-party owned solar farm (not on town property) and receive a credit against electric bills.

**Energy Conservation Investments**

In 2011, Peregrine Energy Group, an energy consultant, hired by a five-town cooperative grant, conducted walk-through energy assessments of the Town and Board of Education's major buildings. In 2012, Peregrine also assisted the Town in a joint (with Bloomfield and Simsbury) Request for Proposals (RFQ)

process that resulted in the selection of Ameresco, Inc. for performance contracting services. In 2014, the Town completed and paid Ameresco for an Investment Grade Audit identifying a large number of energy savings improvements including street lighting, interior, exterior lighting, lighting controls, and building control systems in multiple Town and Board of Education buildings. In 2016, a substantial increase in energy conservation investments (from \$100,000 to \$2,900,000) will fund the implementation of these projects which are estimated to have a payback of under 7 years and annual savings of approximately \$500,000 in utility expenses.

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 worst performing facilities helps 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 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<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
Administrative Assistant***	–	<u>0.5</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
TOTAL PLANT & FACILITIES SERVICES	7.5	9	9.25	9.25	9.25

\* Position is shared with the Board of Education.

\*\* One Building Maintenance Technician position is unfunded in fiscal years 2015 and 2016.

\*\*\* Position transferred from the Community Services Department.



**DEPARTMENT OF HUMAN AND LEISURE SERVICES**

**MISSION**

The mission of the Human & Leisure Services Department is to enrich the lives of all citizens through the creation and coordination of healthy lifestyle initiatives and programs that encourage civic engagement. In addition, through its Division of Human Services the department offers assistance to residents in the program areas of case management, crisis intervention, and counseling.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF HUMAN &amp; LEISURE SERVICES</b>						
<b><u>Revenues:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Intergovernmental	\$136,078	\$125,661	\$34,267	\$125,661	\$62,731	-50.1%
Charges for Services	870,221	819,988	570,323	839,745	827,589	0.9%
Miscellaneous Revenue	<u>32,244</u>	<u>94,919</u>	<u>54,131</u>	<u>97,987</u>	<u>81,300</u>	-14.3%
<b>TOTAL</b>	<b>\$1,038,543</b>	<b>\$1,040,568</b>	<b>\$658,721</b>	<b>\$1,063,393</b>	<b>\$971,620</b>	<b>-6.6%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,747,768	\$1,759,234	\$939,149	\$1,755,538	\$1,839,432	4.6%
Operating Expense	1,054,824	1,060,891	391,828	1,026,503	963,345	-9.2%
Equipment		21,185	18,201	21,185		-100.0%
Social Security	<u>223,345</u>	<u>94,044</u>	<u>45,113</u>	<u>93,141</u>	<u>100,885</u>	7.3%
<b>TOTAL</b>	<b>\$3,025,937</b>	<b>\$2,935,354</b>	<b>\$1,394,291</b>	<b>\$2,896,367</b>	<b>\$2,903,662</b>	<b>-1.1%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>
<b>Full-Time Positions:</b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
General Fund	11.74	11.99	11.99	11.99	13.22
Leisure Services Fund	10.33	9.68	9.68	9.68	8.48
CDBG Fund	1.60	1.00	1.00	1.00	1.00
Westmoor Park Fund	<u>2.33</u>	<u>2.33</u>	<u>2.33</u>	<u>2.33</u>	<u>2.30</u>
<b>TOTAL</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Human & Leisure Services fiscal year 2016 departmental budget decreases \$31,692, or 1.1% from the prior year. Wages and salaries increase 4.6% due to anticipated merit increases, but no cost of living adjustments are assumed, as contracts are in negotiation. In addition, several employees were recoded in part to the General Fund (discussed more fully here within) increasing the General Fund staff by 1.23 full-time equivalents. A \$97,546 reduction to operating expense is primarily due to an expanded Dial-A-Ride grant received in 2015. The grant for fiscal year 2016 will be appropriated when notification of funding is received. The Expanded Dial-A-Ride reduction (\$62,460) is augmented by a \$37,000 decrease to the regular Dial-A-Ride program. The social security increase reflects wage and salary increases and fewer temporary employees selecting the social security alternative program.

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

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Contributions	\$ _____	\$21,185	\$21,185	\$21,185	\$ _____	-100.0%
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$21,185</b>	<b>\$21,185</b>	<b>\$21,185</b>	<b>\$ _____</b>	<b>-100.0%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$189,071	\$184,845	\$ 92,280	\$184,845	\$209,340	13.3%
Temporary Payroll	17,402	20,595	7,627	20,595	5,000	-75.7%
Education Premium Pay	523	780	218	780	780	
Office Expense	7,163	6,400	2,010	6,300	6,400	
Dues and Travel	709	750	275	750	750	
Training	1,413	2,200	768	1,500	1,600	-27.3%
Advertising	2,393		791	791		
Contractual Services	18,045	12,000	8,435	18,000	18,000	50.0%
Printing/Binding	273	500	90	350	350	-30.3%
Office Equipment	1,893					
Telecommunications	1,476	1,700	819	1,600	1,600	-5.9%
Vehicles & Equipment Expense	131	250	330	330	250	
Operating Expense – Miscellaneous	6,050	6,500	6,232	6,500	6,500	
Site Improvements		21,185	18,201	21,185		-100.0%
Social Security	14,458	16,057	6,771	14,735	16,594	3.3%
Transfer Out	<u>131,000</u>	<u>_____</u>	<u>_____</u>	<u>_____</u>	<u>_____</u>	
<b>TOTAL</b>	<b>\$392,000</b>	<b>\$273,762</b>	<b>\$144,847</b>	<b>\$278,261</b>	<b>\$267,164</b>	<b>-2.4%</b>

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

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<b>Revised</b>	<b>Adopted</b>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Director of Human & Leisure Services	0.70	0.85	0.85	0.85	0.85
Staff Assistant					0.35
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Leisure Services Manager	—	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>TOTAL</b>	<b>1.37</b>	<b>2.02</b>	<b>2.02</b>	<b>2.02</b>	<b>2.37</b>

**HUMAN & LEISURE SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds the majority (85%) of the Director of Human & Leisure Services position, half of the Leisure Services Manager (50%), and a portion of an Office Operations Specialist (67%) and Staff Assistant (35%), with the balance charged to the Leisure Services and CDBG Funds. This account includes anticipated merit increases. A Staff Assistant, previously fully funded by the Leisure Services Fund has been recoded, in part, to this division. A savings is reflected in the temporary payroll line to partially offset this increase.

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

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** This appropriation funds office supplies, paper, printing/copying and postage.

**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 and is reduced based upon experience.

**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.

**Telecommunications:** This account 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. In addition, this appropriation funds the departmental gift catalogue and other town-wide publications.

**Site Improvements:** This non-recurring appropriation was for the purchase and installation of the Richard Patrissi Memorial Clock, which was funded via contributions.

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

**Transfer Out:** In fiscal year 2014 the Leisure Services Fund experienced a net operating loss, which was offset by a contribution from the General Fund.

**COST CENTER: CASE MANAGEMENT**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Alcohol/Drug Abuse Grant	\$ 5,675	\$5,675	\$250	\$5,675	\$5,675	
Youth Service Bureau Grant	42,898	35,056	27,904	35,056	35,056	
Miscellaneous Revenue	7,030	5,470	5,470	5,470	5,000	-8.6%
Private Bequest/ Contributions		40,000		40,000	40,000	
Transfer In					19,300	
<b>TOTAL</b>	<b>\$55,603</b>	<b>\$86,201</b>	<b>\$33,624</b>	<b>\$86,201</b>	<b>\$105,031</b>	<b>21.8%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$423,823	\$419,644	\$205,884	\$419,644	\$421,245	0.4%
Temporary Payroll	61,817	77,812	28,732	77,812	78,999	1.5%
Education Premium Pay	432	480	180	480	480	
Office Expense	8,330	9,760	3,387	9,760	9,760	
Dues and Travel	1,338	2,400	595	2,400	2,400	
Training	897	1,000	199	1,000	1,000	
Professional Services	10,938	9,000	3,308	9,000	9,000	
Contractual Services	42,898	35,056	8,764	35,056	35,056	
Printing/Binding	132	500		500	500	
Boards & Commissions	5,675	5,675		5,675	5,675	
General Contributions	177,147	177,246	73,020	179,588	183,180	3.3%
Miscellaneous						
Administrative Expense	2,030	470	381	470	470	
Telecommunications	1,430	2,000	550	2,000	2,000	
Town Assistance	4,988		221	221	5,000	
ADA Expenditures		1,000	75	1,000	1,000	
Social Security	<u>35,189</u>	<u>34,657</u>	<u>16,475</u>	<u>35,530</u>	<u>35,858</u>	3.5%
<b>TOTAL</b>	<b>\$777,064</b>	<b>\$776,700</b>	<b>\$341,771</b>	<b>\$780,136</b>	<b>\$791,623</b>	<b>1.9%</b>

### FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Human Services Manager	0.95	0.95	0.95	0.95	0.95
Social Worker	2	2	2	2	2
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Neighborhood Resource Coordinator	0.6	0.6	0.6	0.6	0.6
Community Partnership Manager	0.5	0.6	0.6	0.6	0.6
Volunteer Coordinator	<u>0.5</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
TOTAL	5.45	5.05	5.05	5.05	5.05

### CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds 95% of a Human Services Manager, two Social Workers, 90% of a Senior Staff Assistant, 60% of a Community Partnership Manager, and 60% of a Neighborhood Resource Coordinator position. This appropriation includes merit increases, where applicable.

**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 \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** This account is for office supplies, paper, printing/copying and postage.

**Dues & Travel:** This appropriation funds a portion of the cost of license fees for three 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.

**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.

**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.

**Telecommunications:** This account funds desktop telephone services including maintenance, long-distance and circuits.

**Town Assistance:** This account is for expenditures related to evictions and foreclosures experienced by Town residents. The Town rents storage and assists with movers. The account also includes FOODSHARE and other food pantry expenses, as well as emergency shelter or fuel expenses. In fiscal year 2015 these costs were funded from the Town That Cares Fund.

**ADA Expenditures:** This account reflects funding for the occasional need for ADA-required services. There is an anticipated 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 MEASURES & INDICATORS					
	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>
Number of information and referral inquiries	1,641	3,095	2,250	3,828	5,193
Number of geriatric residents receiving case management	380	375	381	385	242
Number of Juvenile Review Board referrals	25	48	27	24	36
Number of Community Court interviews/referrals	162/94	125/75	75/25	53/28	39/30

**COST CENTER: COMMUNITY & NEIGHBORHOOD SERVICES**

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Dial-A-Ride Grant	\$23,015	\$22,000	\$5,643	\$22,000	\$22,000	
Expanded Dial-A-Ride	62,460	62,460		62,460		-100.0%
Contributions	<u>8,640</u>	<u>14,500</u>	<u>13,400</u>	<u>14,500</u>	<u>14,500</u>	
<b>TOTAL</b>	<b>\$94,115</b>	<b>\$98,960</b>	<b>\$19,043</b>	<b>\$98,960</b>	<b>\$36,500</b>	<b>-63.1%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 31	\$	\$ 58	\$ 58	\$	
General Contributions	34,451	34,500	9,204	34,500	28,500	-17.4%
Dial-A-Ride Transportation	245,447	271,579	66,528	231,000	235,000	-13.5%
Expanded Dial-A-Ride	<u>62,460</u>	<u>62,460</u>	<u>19,164</u>	<u>62,460</u>		-100.0%
<b>TOTAL</b>	<b>\$342,389</b>	<b>\$368,539</b>	<b>\$94,954</b>	<b>\$328,018</b>	<b>\$263,500</b>	<b>-28.5%</b>

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

**Office Expense:** This appropriation funds miscellaneous office expenses, as needed.

**General Contributions:** This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Noah Webster House (\$10,000), Sarah Whitman House (\$6,500), and West Hartford Art League (\$12,000). In fiscal year 2016, the contribution for Noah Webster House was reduced by the amount for natural gas bills, as the Town is not responsible for this cost under the terms of the lease with the organization.

**Dial-A-Ride Transportation:** This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. The \$36,579 reduction to the Dial-A-Ride program appropriation results from a decrease in projected rides offset by a contractual increase.

**Expanded Dial-A-Ride:** This line funds West Hartford's expanded Dial-A-Ride program which is grant funded. The Town has not yet received its grant notification for fiscal year 2016, so neither the revenue nor the expenditure are budgeted at this time.



**COST CENTER: ELMWOOD COMMUNITY CENTER**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Day Care Services	\$47,662	\$45,638	\$26,623	\$45,638	\$46,839	2.6%
Program Revenue	296,032	294,000	243,959	295,000	294,750	0.3%
Rental of Facilities	90,138	80,000	52,819	85,000	86,000	7.5%
Miscellaneous Revenue	6,130	5,250	1,800	5,250	4,500	-14.3%
Contributions	<u>8,630</u>	<u>4,000</u>	<u>11,070</u>	<u>11,070</u>	<u>1,500</u>	-62.5%
<b>TOTAL</b>	<b>\$448,592</b>	<b>\$428,888</b>	<b>\$336,271</b>	<b>\$441,958</b>	<b>\$433,589</b>	<b>1.1%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 170,938	\$169,435	\$82,584	\$169,435	\$170,412	0.6%
Temporary Payroll	197,405	197,259	118,746	197,259	212,773	7.9%
Overtime	179					
Office Expense	4,805	6,055	1,495	5,650	5,500	-9.2%
Dues and Travel	2,252	1,650	518	1,650	1,650	
Training	600	500	325	500	500	
Advertising	7,624	8,300	2,587	8,300	8,300	
Professional Services	7,248	9,445	6,909	17,038	17,630	86.7%
Contractual Services	18,557	15,450	4,191	15,050	15,350	-0.6%
Printing/Binding	828	900	379	825	1,150	27.8%
Telecommunications	2,518	2,150	1,082	2,150	2,500	16.3%
Operating Expense – Miscellaneous	623	3,400	1,034	3,400	3,400	
Maintenance & Repairs		4,000	3,929	4,000		-100.0%
Recreational Supplies	12,558	14,523	5,229	14,523	14,523	
Recreational Contractual	112,586	123,289	55,379	113,000	105,789	-14.2%
Social Security	<u>16,793</u>	<u>16,928</u>	<u>8,282</u>	<u>16,711</u>	<u>17,325</u>	2.3%
<b>TOTAL</b>	<b>\$555,514</b>	<b>\$573,284</b>	<b>\$292,669</b>	<b>\$569,491</b>	<b>\$576,802</b>	<b>0.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Facility Supervisor	1	1	1	1	1
Program Supervisor	0.25	0.25	0.25	0.25	0.25
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

## ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The fiscal year 2016 appropriation funds one Facility Supervisor position, one Executive Assistant position, and 0.25 Program Supervisor position. The increase is attributed to expected merit increases.

**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. This account is increased based on anticipated part-time hours required.

**Office Expense:** This account funds all office supplies, postage, printing/copying and paper for the programs and newsletters, and reflects a decrease for fiscal year 2016 based upon actual usage.

**Dues & Travel:** This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, a portion of the recreational software licensing fee, 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 opening.

**Professional Services:** This budget funds the costs of the Special Event Coordinator, who plans and executes a variety of year-round events for children and families. This account is increased to reflect the cost of the Hartt School programming at Elmwood Community Center. A corresponding reduction is found under Recreational Contractual.

**Contractual Services:** This appropriation reflects costs for musicians, dancers and entertainers to perform at twelve events throughout the year, sponsorship and staffing of community events and programs, the “I Can Bike” program (formerly called “Lose the Training Wheels”) which teaches individuals with special needs how to ride a bike, 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, by the Board of Education print shop.

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

**Operating Expense - Miscellaneous:** This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

**Maintenance & Repairs:** This budget covered the one-time maintenance and repair costs related to the facility’s dance floor.

**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. The reduction reflects the transfer of costs to the professional services line item. Historical information on instructional programs and registrations is included in the table below.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>
Number of instructional programs	285	326	329	293	268
Number of program registrations	4,792	5,154	5,199	5,306	4,918
Number of registrations for special events and trips	1,925	1,672	1,333	1,216	1,959

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**ANNUAL BUDGET 2015-2016**

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**COST CENTER: ELMWOOD SENIOR CENTER**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Memberships	\$26,922	\$28,000	\$12,027	\$28,000	\$28,000	
Program Registration	61,736	52,000	23,185	52,000	52,000	
Rental of Facilities	6,024	6,500	3,127	6,500	6,500	
Sales		5,000	100	2,000	2,000	-60.0%
Special Events	15,149	15,000	2,113	12,000	13,000	-13.3%
Miscellaneous Charges for Services	14,155	15,000	725	15,000	15,000	
Contributions/Commissions	<u>2,226</u>	<u>9,117</u>	<u>4,349</u>	<u>5,232</u>	<u>5,000</u>	-45.2%
<b>TOTAL</b>	<b>\$126,212</b>	<b>\$130,617</b>	<b>\$45,626</b>	<b>\$120,732</b>	<b>\$121,500</b>	<b>-7.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 49,592	\$50,345	\$ 24,422	\$50,345	\$51,549	2.4%
Temporary Payroll	83,926	108,000	49,257	108,000	111,240	3.0%
Office Expense	13,401	14,075	4,586	14,125	14,175	0.7%
Dues and Travel	459	850	1,060	1,713	750	-11.8%
Training	65	450		450	450	
Advertising	8,456	7,250	3,496	7,250	7,250	
Professional Services	11,730	875	130	975	900	2.9%
Contractual Services	10,276	11,180	4,094	11,180	11,180	
Printing/Binding	91	250	84	250	250	
Office Equipment	2,789	6,317	4,297	4,697	2,175	-65.6%
Telecommunications	4,603	4,320	2,253	4,620	4,620	6.9%
Building Maintenance Vehicles & Equipment Expense	4,904	500		350	500	
		5,800	2,027	5,300	5,500	-5.2%
Recreational Supplies	1,949	1,750	1,127	1,900	1,750	
Recreational Contractual	29,466	33,000	15,664	33,000	33,000	
Special Events	2,372	2,000	1,594	2,000	2,000	
Social Security	<u>6,724</u>	<u>8,192</u>	<u>3,263</u>	<u>7,131</u>	<u>7,221</u>	-11.9%
<b>TOTAL</b>	<b>\$230,803</b>	<b>\$255,154</b>	<b>\$117,354</b>	<b>\$253,286</b>	<b>\$254,510</b>	<b>-0.3%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Program Supervisor	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
<b>TOTAL</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

## ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation is for 0.75 full-time Program Supervisor position (the remaining 0.25 is charged to Elmwood Community Center). Regular payroll includes merit increases expected in fiscal year 2016.

**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 Step Up to Health 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, bi-monthly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center. This account is increased slightly based upon experience.

**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, as is the cost of RecTrac certifications for the Senior Center.

**Training:** This budget is for local training opportunities for the Program Supervisor.

**Advertising:** This appropriation supports inclusion in the Human and Leisure Services Program Guide and advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Gazebo Concert Series, Health and Wellness Fair and Senior Housing Fair.

**Professional Services:** These funds are used to purchase programming for the Senior Center.

**Contractual Services:** This appropriation is the fee for a Fitness Consultant to manage the Step Up to Health Fitness Center. In addition, this appropriation funds banking fees relating to customer's use of credit cards.

**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. This account is reduced based on anticipated purchases in fiscal year 2016.

**Telecommunications:** This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center.

**Building Maintenance:** This appropriation funds the cost of minor repairs at the Elmwood Senior Center.

**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 and is offset by Program Registration revenue.

**Special Events:** This account funds program support, supplies, entertainment, and refreshments for special events.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>Actual <u>2010</u></b>	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>
Number of members	1,304	1,441	1,048	1,062	1,046
Number of instructional programs	139	208	193	170	171
Number of program registrations	776	1,075	1,099	1,222	1,296
Number of recreational, special events and trip visitations	53,626	56,783	48,632	44,236	40,000

**COST CENTER: WEST HARTFORD SENIOR CENTER**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Memberships	\$30,838	\$35,000	\$11,346	\$32,000	\$32,000	-8.6%
Program Registration	44,029	42,000	16,974	42,000	42,000	
Rental of Facilities	37,189	20,500	26,502	40,000	45,000	119.5%
Special Events	22,315	20,000	9,239	20,000	20,000	
Contributions	<u>12,748</u>	<u>6,117</u>	<u>4,127</u>	<u>6,000</u>	<u>1,000</u>	-83.7%
<b>TOTAL</b>	<b>\$147,119</b>	<b>\$123,617</b>	<b>\$68,188</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>13.3%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 88,705	\$89,837	\$42,207	\$89,594	\$89,450	-0.4%
Temporary Payroll	84,644	83,367	38,416	83,367	85,868	3.0%
Office Expense	11,615	8,500	2,887	8,000	8,500	
Dues and Travel	841	1,075	270	1,100	1,100	2.3%
Training	503	500	325	500	500	
Advertising	5,091	5,000	2,450	5,000	5,000	
Contractual Services	4,360	2,000	800	2,000	2,000	
Printing/Binding	95	200	18	50	100	-50.0%
Office Equipment	6,398	7,417	4,766	7,800	6,800	-8.3%
Telecommunications	2,256	2,450	1,259	2,625	2,725	11.2%
Operating Expense – Misc.	557	500		500	500	
Maintenance & Repairs	9,821					
Recreational Supplies	516	500	36	500	500	
Recreational Contractual	39,854	35,000	19,705	40,000	40,000	14.3%
Special Events	1,057	1,000	605	1,000	1,000	
Social Security	<u>9,753</u>	<u>9,297</u>	<u>4,440</u>	<u>9,714</u>	<u>9,783</u>	5.2%
<b>TOTAL</b>	<b>\$266,066</b>	<b>\$246,643</b>	<b>\$118,184</b>	<b>\$251,750</b>	<b>\$253,826</b>	<b>2.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
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.

**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 the Vermont Systems computer license, 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 banking fees relating to customers' use of credit cards.

**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. This account is reduced as the department moves to more electronic materials.

**Office Equipment:** This account funds the Center's annual fitness maintenance contract and equipment, as required, and is reduced based upon experience.

**Telecommunications:** This account funds telephone, cable and internet services.

**Operating Expense – Misc.:** This account funds unanticipated office and operating expenses, as needed.

**Maintenance & Repairs:** In fiscal year 2014 the Town received a one-time donation to construct a patio at the West Hartford Senior Center.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual</u></b> <b><u>2010</u></b>	<b><u>Actual</u></b> <b><u>2011</u></b>	<b><u>Actual</u></b> <b><u>2012</u></b>	<b><u>Actual</u></b> <b><u>2013</u></b>	<b><u>Actual</u></b> <b><u>2014</u></b>
Number of members	965	862	865	910	893
Number of instructional programs	110	131	160	126	226
Number of program registrations	2,730	1,176	1,178	1,119	1,416
Number of recreational, special events and trip visitations	44,900	59,667	66,707	67,191	67,001

**COST CENTER: PARKS & GYMS**

<b>SUMMARY OF REVENUES</b>						
	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Miscellaneous Charges for Services	\$3,230	\$ 2,500	\$1,805	\$ 2,500	\$ 2,500	
Program Registration		5,500				-100.0%
Rental of Facilities	<u>4,273</u>	<u>15,000</u>	<u>11,165</u>	<u>17,000</u>	<u>15,000</u>	
<b>TOTAL</b>	<b>\$7,503</b>	<b>\$23,000</b>	<b>\$12,970</b>	<b>\$19,500</b>	<b>\$17,500</b>	<b>-23.9%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$ 17,752	\$18,527	\$ 8,613	\$17,591	\$45,169	143.8%
Temporary Payroll	53,318	51,200	30,498	51,200	47,236	-7.7%
Overtime	510	1,878	408	902	1,878	
Dues & Travel	100		301	301		
Professional Services	4,720		4,720	4,720	4,838	
Contractual Services	7,313	7,300	200	7,300	7,300	
Printing/Binding		150			150	
Uniforms & Laundry	27	400	306	400	400	
Telecommunications	406		179	179		
Vehicles & Equipment Expense	997	1,000	494	1,000	1,000	
Grounds Maintenance	3,518	4,000	197	4,000	4,000	
Recreational Supplies		2,500	455	1,000	2,500	
Recreational Contractual		1,500				-100.0%
Town Assistance	4,436	4,325	5,985	7,000	7,000	61.8%
Social Security	<u>2,118</u>	<u>2,135</u>	<u>1,129</u>	<u>2,135</u>	<u>4,126</u>	93.3%
<b>TOTAL</b>	<b>\$95,215</b>	<b>\$94,915</b>	<b>\$53,485</b>	<b>\$97,728</b>	<b>\$125,597</b>	<b>32.3%</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>2012-13</b></u>	<u><b>2013-14</b></u>	<u><b>2014-15</b></u>	<u><b>2014-15</b></u>	<u><b>2015-16</b></u>
Facility Supervisor					0.40
Grounds Maintainer	<u>0.34</u>	<u>0.34</u>	<u>0.34</u>	<u>0.34</u>	<u>0.30</u>
<b>TOTAL</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.70</b>

## PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Grounds Maintainer position (0.3) and Facility Supervisor (0.4) and reflects applicable merit increases. The Facility Supervisor position is added to the division based on priorities and needs within the department. It is offset, in part, by savings in temporary payroll.

**Temporary Payroll:** This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors. Temporary payroll is reduced as one part-time employee reduces his schedule by 150 hours in this division.

**Overtime:** Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

**Dues & Travel:** Funds were expended in fiscal year 2014 and 2015 for registration in the Connecticut Conference of Municipalities' Drug and Alcohol Testing program.

**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, parent manuals and flyers for Camp Hillcrest.

**Uniforms & Laundry:** In accordance with union contracts, uniforms and safety equipment are provided to staff.

**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 paid with this appropriation.

**Recreational Supplies:** This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

**Recreational Contractual:** This account previously funded referee fees for two high school summer soccer leagues. This appropriation is removed for fiscal year 2016.

**Town Assistance:** This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and is adjusted to reflect historical experience.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Actual 2014</b>
Park permits issued	20	19	19	19	17
Field uses scheduled (prior calendar year)	16,264	17,206	17,033	17,494	17,318

**COST CENTER: OUTDOOR POOLS**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
General Admission	\$57,973	\$58,600	\$39,513	\$48,000	\$48,000	-18.1%
Memberships	61,257	20,000	30,444	35,000	20,000	
Miscellaneous Charges for Services	1,166	5,000	8,333	8,333	5,000	
Program Registration	<u>39,003</u>	<u>44,500</u>	<u>43,524</u>	<u>43,524</u>	<u>44,500</u>	
<b>TOTAL</b>	<b>\$159,399</b>	<b>\$128,100</b>	<b>\$121,814</b>	<b>\$134,857</b>	<b>\$117,500</b>	-8.3%

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 42,427	\$42,103	\$ 20,019	\$41,835	\$77,708	84.6%
Temporary Payroll	258,225	237,517	185,509	236,244	224,695	-5.4%
Overtime	7,079	5,610	3,549	5,610	5,610	
Office Expense	1,363	1,245	185	945	1,145	-8.0%
Dues and Travel	1,556	1,725	1,251	2,125	2,225	29.0%
Advertising	2,076	2,000		2,000	2,000	
Contractual Services	10,680	10,200		5,000	8,000	-21.6%
Uniforms & Laundry	520	545	188	545	545	
Telecommunications	2,541	2,350	1,133	2,350	2,450	4.3%
Building Maintenance	6,562	6,707	3,071	6,552	6,707	
Vehicles & Equipment Expense	2,976	2,500	366	1,500	2,500	
Operating Expense – Miscellaneous	16,048	16,077	9,327	17,120	16,077	
Recreational Supplies	6,000	11,000	507	7,517	11,000	
Recreational Contractual	1,523		1,169	1,169		
Social Security	<u>7,310</u>	<u>6,778</u>	<u>4,753</u>	<u>7,185</u>	<u>9,978</u>	47.2%
<b>TOTAL</b>	<b>\$366,886</b>	<b>\$346,357</b>	<b>\$231,027</b>	<b>\$337,697</b>	<b>\$370,640</b>	<b>7.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Staff Assistant					0.15
Facility Supervisor					0.40
Grounds Maintainer	<u>0.33</u>	<u>0.33</u>	<u>0.33</u>	<u>0.33</u>	<u>0.30</u>
<b>TOTAL</b>	<b>0.58</b>	<b>0.58</b>	<b>0.58</b>	<b>0.58</b>	<b>1.10</b>

## OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Leisure Services Manager position, a Grounds Maintainer position, a Staff Assistant and a Facility Supervisor. The latter two positions were transferred from the Leisure Services Fund based on the functions performed. Merit increases are also 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. This appropriation is reduced under the assumption that Beachland Pool will not open this summer. In addition, hours for one permanent part-time employee will be reduced in fiscal year 2016.

**Overtime:** The overtime appropriation is used for set up of the four pool facilities and two 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. The increase is for mileage reimbursement, consistent with experience.

**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, which are less expensive than providers previously used.

**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.

**Recreational Contractual:** This appropriation pays for instructors who teach classes offered by the Outdoor Pool program, as required.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Actual	Actual	Actual	Actual	Actual
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Number of instructional programs	278	275	253	251	257
Number of swim lesson registrations	1,780	1,999	1,914	1,777	1,832

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Charges for Services	\$ 2,865,092	\$ 2,928,114	\$ 2,894,888	\$ 2,912,091
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	50,416	31,050	35,423	37,950
Transfer In	<u>186,580</u>			
Total Revenues & Other Resources	\$ 3,122,088	\$ 2,979,164	\$ 2,950,311	\$ 2,970,041

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Community Programming	\$ 514,283	\$ 536,725	\$ 539,287	\$ 568,817
Skating Rink Services	921,056	881,068	895,316	748,432
Rockledge Golf Course	1,115,737	1,147,608	1,150,180	1,204,291
Buena Vista Golf Course	129,794	146,779	153,098	153,895
Cornerstone Pool Operations	173,185	61,218	60,764	75,300
WH Meeting & Conference Center	87,888	72,025	67,446	72,225
Celebrate West Hartford	<u>123,420</u>	<u>133,141</u>	<u>133,349</u>	<u>134,227</u>
Total Expenditures and Other Uses	\$ 3,065,363	\$ 2,978,564	\$ 2,999,440	\$ 2,957,187

CHANGE IN FUND BALANCE	\$ 56,725	\$ 600	(\$ 49,129)	\$ 12,854
BEGINNING BALANCE	(\$2,023,579)	(\$1,966,854)	(\$1,966,854)	(\$2,015,983)
ENDING BALANCE	(\$1,966,854)	(\$1,966,254)	(\$2,015,983)	(\$2,003,129)

**Fund: Leisure Services Enterprise Fund**  
**Department: Human and Leisure Services**

**PURPOSE:**

This fund was established to account for all the costs associated with the Town's leisure services programs which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town's annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

**LONG TERM STRATEGY:**

The Town's strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the "self-supporting" leisure programs.

**FUND PERFORMANCE:**

Five Year History of Operating Results					
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b>Revenues:</b>					
Charges for Service	\$2,774,000	\$2,731,000	\$2,766,000	\$2,648,000	\$2,865,000
Miscellaneous	20,000	23,000	32,000	39,000	51,000
<b>TOTAL REVENUES</b>	<b>\$2,794,000</b>	<b>\$2,754,000</b>	<b>\$2,798,000</b>	<b>\$2,687,000</b>	<b>\$2,916,000</b>
<b>Expenses:</b>					
Operational	\$2,868,000	\$2,846,000	\$2,900,000	\$2,991,000	\$3,065,000
<b>TOTAL EXPENSES</b>	<b>\$2,868,000</b>	<b>\$2,846,000</b>	<b>\$2,900,000</b>	<b>\$2,991,000</b>	<b>\$3,065,000</b>
<b>CONTRIBUTED CAPITAL ADJUSTMENT</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>55,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>62,000</b>	<b>20,000</b>	<b>58,000</b>	<b>304,000</b>	<b>151,000</b>
<b>OPERATING RESULTS</b>	<b>(\$12,000)</b>	<b>(\$72,000)</b>	<b>(\$44,000)</b>	<b>--</b>	<b>\$57,000</b>
<b>FUND BALANCE</b>	<b>(\$1,908,000)</b>	<b>(\$1,980,000)</b>	<b>(\$2,024,000)</b>	<b>(\$2,024,000)</b>	<b>(\$1,967,000)</b>



**Fund: Leisure Services Enterprise Fund**  
**Department: Human and Leisure Services**

**REVIEW OF PERFORMANCE:**

In fiscal year 2014, the Leisure Services Enterprise Fund earned \$2,936,000 in revenues (inclusive of the \$20,000 contribution from Westmoor Park) with \$3,066,000 in operating expenses. The Leisure Services Fund had a net loss of approximately \$130,000 which was covered by a contribution from the General Fund. In addition, a contributed capital adjustment of approximately \$56,000 relating to capital assets resulted in a change in fund balance of \$56,725. This brought the fund deficit to \$1,967,000 at June 30, 2014.

**FISCAL YEAR 2015 OPERATING RESULTS:**

The adopted budget anticipated a surplus of \$600 for fiscal year 2015. While expenditures have been limited to the extent possible, a loss of \$49,129 is expected, resulting in an estimated accumulated fund deficit of \$2,015,983 at year-end.

**FISCAL YEAR 2016 BUDGET:**

The fiscal year 2016 budget estimates operating revenues and contribution from Westmoor Park of \$2,970,041 with expenditures of \$2,957,187, resulting in operating income of \$12,854. Operating results by program are detailed on the next page.

<b>Town of West Hartford Leisure Services Fund Operating Results per OCA FY 2015 Adopted vs. FY 2015 Estimated and FY 2016 Adopted</b>				
		<u><b>2015 Adopted</b></u>	<u><b>2015 Estimated</b></u>	<u><b>2016 Adopted</b></u>
<b>Community Programming</b>	Revenue	\$ 524,000	\$ 550,522	\$ 520,630
	Expenditures	<u>536,725</u>	<u>539,287</u>	<u>568,817</u>
	Operating Income (Loss)	(12,725)	11,235	(48,187)
<b>Veterans Skating Rink</b>	Revenue	873,000	872,769	883,000
	Expenditures	<u>881,068</u>	<u>895,316</u>	<u>748,432</u>
	Operating Income (Loss)	(8,068)	(22,547)	134,568
<b>Rockledge Golf Course</b>	Revenue	1,140,215	1,086,286	1,125,462
	Expenditures	<u>1,147,608</u>	<u>1,150,180</u>	<u>1,204,291</u>
	Operating Income (Loss)	(7,393)	(63,894)	(78,829)
<b>Buena Vista Golf Course</b>	Revenue	131,000	134,785	135,000
	Expenditures	<u>146,779</u>	<u>153,098</u>	<u>153,895</u>
	Operating Income (Loss)	(15,779)	(18,313)	(18,895)
<b>Cornerstone Aquatics</b>	Revenue	65,949	65,949	65,949
	Expenditures	<u>61,218</u>	<u>60,764</u>	<u>75,300</u>
	Operating Income (Loss)	4,731	5,185	(9,351)
<b>WHMCC</b>	Revenue	90,000	85,000	85,000
	Expenditures	<u>72,025</u>	<u>67,446</u>	<u>72,225</u>
	Operating Income (Loss)	17,975	17,554	12,775
<b>Celebrate! West Hartford</b>	Revenue	155,000	155,000	155,000
	Expenditures	<u>133,141</u>	<u>133,349</u>	<u>134,227</u>
	Operating Income (Loss)	21,859	21,651	20,773
<b>Total</b>	<b>Revenue</b>	<b>2,979,164</b>	<b>2,950,311</b>	<b>2,970,041</b>
	<b>Expenditures</b>	<b><u>2,978,564</u></b>	<b><u>2,999,440</u></b>	<b><u>2,957,187</u></b>
	<b>Operating Income (Loss)</b>	<b><u>\$ 600</u></b>	<b><u>(\$ 49,129)</u></b>	<b><u>\$ 12,854</u></b>

**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.

<b>BUDGET SUMMARY DEPARTMENT OF LEISURE SERVICES</b>						
	<b>Actual 2013-14</b>	<b>Adopted 2014-15</b>	<b>Actual 6 Months</b>	<b>Estimated 2014-15</b>	<b>Adopted 2015-16</b>	<b>Percent Change</b>
<b>Revenues:</b>						
Charges for Services	\$2,865,092	\$2,928,114	\$1,565,427	\$2,894,888	\$2,912,091	-0.5%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	50,416	31,050	23,899	35,423	37,950	22.2%
Transfer In	<u>131,000</u>					
<b>TOTAL</b>	<b>\$3,066,508</b>	<b>\$2,979,164</b>	<b>\$1,589,326</b>	<b>\$2,950,311</b>	<b>\$2,970,041</b>	<b>-0.3%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$1,204,444	\$1,180,205	\$568,538	\$1,165,818	\$1,137,342	-3.6%
Operating Expense	1,295,786	1,197,588	685,276	1,235,264	1,186,494	-0.9%
Fringe Benefits	<u>565,133</u>	<u>600,771</u>	<u>412,062</u>	<u>598,358</u>	<u>633,351</u>	5.4%
<b>TOTAL</b>	<b>\$3,065,363</b>	<b>\$2,978,564</b>	<b>\$1,665,876</b>	<b>\$2,999,440</b>	<b>\$2,957,187</b>	<b>-0.7%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2014-15</b>	<b>2015-16</b>
Director of Human & Leisure Services	0.25	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.75	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	1	1	1	1	0.5
Facility Supervisor					0.1
Recreation Specialist	1	1	1	1	
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3	3	3	3.2
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10.33</b>	<b>9.68</b>	<b>9.68</b>	<b>9.68</b>	<b>8.48</b>

The fiscal year 2016 Leisure Services Fund budget is reduced \$21,377 or 0.7% from the prior year. Wages and salaries reflect estimated cost-of-living and merit increases for full-time employees, offset by the reallocation of 1.2 full-time employees to other funds based upon work performed. Operating expenses are reduced \$11,094 (0.9%) from prior year primarily attributed to reductions in utility costs (\$18,206) and contractual services (\$8,700), offset by an increase in the recreational contractual appropriation (\$15,100). Fringe benefits increase \$32,580 due to increased pension and risk costs for employees allocated to this fund.

**Fund: Leisure Services Enterprise Fund**  
**Department: Human and Leisure Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Community Programming	\$514,283	\$536,725	\$377,427	\$539,287	\$568,817	6.0%
Skating Rink Services	921,056	881,068	457,496	895,316	748,432	-15.1%
Rockledge Golf Course	1,115,737	1,147,608	666,372	1,150,180	1,204,291	4.9%
Buena Vista Golf Course	129,794	146,779	85,134	153,098	153,895	4.8%
Cornerstone Pool Operations	173,185	61,218	27,400	60,764	75,300	23.0%
WH Meeting & CC	87,888	72,025	28,461	67,446	72,225	0.3%
Celebrate West Hartford	<u>123,420</u>	<u>133,141</u>	<u>23,586</u>	<u>133,349</u>	<u>134,227</u>	0.8%
<b>TOTAL</b>	<b>\$3,065,363</b>	<b>\$2,978,564</b>	<b>\$1,665,876</b>	<b>\$2,999,440</b>	<b>\$2,957,187</b>	<b>-0.7%</b>

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b>(Fiscal Year)</b>				
	<b><u>Actual</u> <u>2010</u></b>	<b><u>Actual</u> <u>2011</u></b>	<b><u>Actual</u> <u>2012</u></b>	<b><u>Actual</u> <u>2013</u></b>	<b><u>Actual</u> <u>2014</u></b>
Total number of instructional programs offered	2,852	3,063	2,928	2,835	2,946
Total number of instructional program registrations for all programs	30,713	30,415	30,326	29,974	28,688
Value of subsidized use of recreational facilities	\$331,560	\$363,506	\$361,157	\$367,193	\$371,167
Public session attendance at Skating Rink	30,501	26,080	23,385	25,056	25,276
Number of golf rounds – Rockledge	48,874	43,527	46,808	44,863	45,042
Number of golf rounds – Buena Vista	15,042	14,164	14,444	14,258	15,406

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**ANNUAL BUDGET 2015-2016**

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**Fund: Leisure Services Enterprise Fund**  
**Department: Human and Leisure Services**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$671,430	\$649,686	\$271,502	\$649,494	\$602,045	-7.3%
Temporary Payroll	465,229	473,851	267,623	458,111	478,629	1.0%
Overtime	67,527	56,668	29,305	57,985	56,668	
Education Premium Pay	257		108	228		
Office Expense	15,139	21,810	10,107	22,893	22,064	1.2%
Dues and Travel	5,830	5,713	2,605	5,984	6,584	15.2%
Training	358					
Advertising	55,946	56,642	27,028	54,817	57,945	2.3%
Professional Services	62,229	65,400	48,498	65,400	66,100	1.1%
Contractual Services	69,821	78,800	47,069	71,023	71,350	-9.5%
Printing/Binding Services	5,284	6,850	2,958	4,925	7,650	11.7%
Office Equipment	6,087	7,956	1,231	7,956	7,956	
Uniforms & Laundry	4,028	4,598	2,047	4,598	4,498	-2.2%
Education Tuition Reimbursement			304	304		
Utilities	305,474	205,941	103,051	205,941	187,735	-8.8%
Telecommunications	9,884	10,757	4,426	11,045	11,153	3.7%
Building Maintenance	53,503	46,374	26,461	45,223	44,624	-3.8%
Vehicles & Equipment Expense	31,343	26,700	15,382	26,500	27,600	3.4%
Operating Expense - Misc.	67,803	73,714	71,406	78,714	73,714	
Grounds Maintenance	65,966	82,464	45,517	85,464	82,464	
Depreciation	26,652	37,707		31,707	32,707	-13.3%
Merchandise for Resale	44,399	38,100	14,739	38,156	38,100	
Maintenance & Repairs	63,040	49,500	17,617	49,100	51,100	3.2%
Recreational Supplies	35,147	37,762	40,550	50,864	37,650	-0.3%
Recreational Contractual	298,330	264,500	202,583	299,750	279,600	5.7%
Special Events	34,777	39,000	224	39,000	39,000	
Town Assistance	2,194	2,900	1,473	2,900	2,900	
Rental/Leases	32,552	34,400		33,000	34,000	-1.2%
Social Security	56,496	55,014	25,826	52,601	57,960	5.4%
Pension	211,593	226,706	226,706	226,706	224,451	-1.0%
Risk Management Expense	<u>297,045</u>	<u>319,051</u>	<u>159,530</u>	<u>319,051</u>	<u>350,940</u>	10.0%
<b>TOTAL</b>	<b>\$3,065,363</b>	<b>\$2,978,564</b>	<b>\$1,665,876</b>	<b>\$2,999,440</b>	<b>\$2,957,187</b>	<b>-0.7%</b>

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**West Hartford, Connecticut**

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# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

# BUDGET IN BRIEF

## COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Community Development Block Grant	\$ 539,418	\$ 639,715	\$ 639,715	\$ 696,863
Prior Year Carryover		510,311	510,311	
Total Revenues & Other Resources	\$ 539,418	\$1,150,026	\$1,150,026	\$ 696,863

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Housing Services	\$ 280,717	\$ 291,896	\$ 291,896	\$ 296,720
Public Service & CDBG Administration	258,701	858,130	858,130	400,143
Total Expenditures & Other Uses	\$ 539,418	\$1,150,026	\$1,150,026	\$ 696,863

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: Community Development Block Grant Fund**
**Department: Human and Leisure 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 Community Services Department is responsible for Housing Services and the Leisure Services Department is responsible for Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$859,000	\$844,000	\$904,000	\$599,000	\$599,000
<b>TOTAL REVENUES</b>	<b>\$859,000</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$599,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	859,000	844,000	904,000	599,000	599,000
<b>TOTAL EXPENDITURES</b>	<b>\$859,000</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$599,000</b>
<b>OPERATING RESULTS</b>	--	--	--	--	--
<b>FUND BALANCE</b>	--	--	--	--	--

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>(\$39,000)</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>

<b>COMBINED FUND</b>	<b>(\$39,000)</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>
<b>BALANCE</b>					

**Fund: Community Development Block Grant Fund**

**Department: Human and Leisure Services**

**REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that is used to support 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. This fund also accounts for 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 2015 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 2016 BUDGET**

The grant entitlement award for fiscal year 2016 is \$846,863, a reduction of \$6,852 from the prior year. Of this total, \$400,143 is budgeted in the CDBG Fund for: CDBG Administration (\$146,640), Public Facility Improvements (\$125,000), Hillcrest Outreach (\$78,488) and Volunteer Services (\$50,015). In addition, \$296,720 is budgeted in the Community Services Department for Housing Rehabilitation Administration and Code Enforcement, and \$150,000 is budgeted in the CDBG-Housing Rehabilitation Fund.

<b>Community Block Grant Entitlement</b>			
<b><u>Fund</u></b>	<b><u>Department</u></b>	<b><u>Program</u></b>	<b><u>FY 2016 Adopted</u></b>
CDBG (Fund 13)	Community Services	Housing Rehab Administration	\$146,720
CDBG (Fund 13)	Community Services	Code Enforcement	150,000
CDBG - Housing Rehab (Fund 14)	Community Services	Housing Rehabilitation	150,000
CDBG (Fund 13)	Human & Leisure	Hillcrest Outreach	78,488
CDBG (Fund 13)	Human & Leisure	Volunteer Services	50,015
CDBG (Fund 13)	Human & Leisure	Public Facility Improvements	125,000
CDBG (Fund 13)	Human & Leisure	CDBG Administration	<u>146,640</u>
		<b>TOTAL</b>	<b>\$846,863</b>



**Fund: Community Development Block Grant Fund**

**Department: Human and Leisure Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
CDGB – Administration	\$139,856	\$171,398	\$116,835	\$167,769	\$146,640	-14.4%
Hillcrest Outreach	73,494	100,576	36,222	104,205	78,488	-22.0%
Volunteer Services	45,352	48,656	22,533	48,656	50,015	2.8%
Public Facility Improvements		<u>537,500</u>	<u>93,069</u>	<u>537,500</u>	<u>125,000</u>	-76.7%
<b>Total Public Services</b>	<b>\$258,702</b>	<b>\$858,130</b>	<b>\$268,659</b>	<b>\$858,130</b>	<b>\$400,143</b>	<b>-53.4%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$92,482	\$92,864	\$43,547	\$92,864	\$95,620	3.0%
Temporary Payroll	60,005	70,000	32,654	65,100	71,410	2.0%
Office Expense	830	1,093	128	1,078	1,075	-1.6%
Dues and Travel	140	425		300	300	-29.4%
Training	100	200		100	300	50.0%
Advertising	3,334	1,850	135	1,500	1,500	-18.9%
Professional Services		31,000	31,001	31,001		-100.0%
Printing/Binding Services	47	230	10	221	230	
Office/Minor Equipment	1,955					
General Contributions	10,000	10,000	10,000	10,000	10,000	
Utilities	3,066	4,275	821	3,450	3,800	-11.1%
Telecommunications	542	840	230	800	830	-1.2%
Building Maintenance	874	1,000	437	874	1,000	
Grounds Maintenance	1,665	23,811		33,426	1,225	-96.0%
Special Events	5,632	3,466	1,793	3,620	3,450	-0.5%
Rental/Leases	4,000	4,000	4,000	4,000	4,000	
Social Security	7,730	11,046	3,582	7,766	7,977	-27.8%
Pension	30,894	29,976	29,976	29,976	32,799	9.4%
Risk Management Expense	35,406	34,554	17,276	34,554	39,627	14.7%
Transfer Out		<u>537,500</u>	<u>93,069</u>	<u>537,500</u>	<u>125,000</u>	-76.7%
<b>Total Public Services</b>	<b>\$258,702</b>	<b>\$858,130</b>	<b>\$268,659</b>	<b>\$858,130</b>	<b>\$400,143</b>	<b>-53.4%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>
<b>Full-Time Positions:</b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Director of Human & Leisure Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.40	0.40	0.40	0.40	0.40
Community Partnership Manager	0.50	0.40	0.40	0.40	0.40
Case Manager Supervisor	0.05	0.05	0.05	0.05	0.05
Volunteer Coordinator	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>	<b>1.60</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

# BUDGET IN BRIEF

## WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Charges for Services	\$ 256,033	\$ 284,000	\$ 260,363	\$ 287,000
Trust Income	367,659	349,000	367,659	367,659
Interest Income	1,401	1,000	1,400	1,600
Miscellaneous Revenue	<u>3,963</u>	<u>8,000</u>	<u>3,000</u>	<u>4,000</u>
Total Revenues & Other Resources	\$ 629,056	\$ 642,000	\$ 632,422	\$ 660,259

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Park Operations	\$ 463,872	\$ 445,094	\$ 449,775	\$ 438,390
Park Programs	107,067	94,161	83,082	114,940
Park Summer Camp	<u>86,878</u>	<u>84,936</u>	<u>83,246</u>	<u>130,491</u>
Total Expenditures & Other Uses	\$ 657,817	\$ 624,191	\$ 616,103	\$ 683,821

CHANGE IN FUND BALANCE	(\$ 28,761)	\$ 17,809	\$ 16,319	(\$ 23,562)
BEGINNING BALANCE	\$ 525,570	\$ 496,809	\$ 496,809	\$ 513,128
ENDING BALANCE	\$ 496,809	\$ 514,618	\$ 513,128	\$ 489,566

**Fund: Westmoor Park Fund**
**Department: Human and Leisure 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>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental					
Charges for Services	\$198,000	\$216,000	\$194,000	\$224,000	\$260,000
Interest Income		1,000	1,000	2,000	1,000
Trust Income	298,000	318,000	313,000	349,000	368,000
<b>TOTAL REVENUES</b>	<b>\$496,000</b>	<b>\$535,000</b>	<b>\$508,000</b>	<b>\$575,000</b>	<b>\$629,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$541,000	\$512,000	\$525,000	\$575,000	\$658,000
<b>TOTAL EXPENDITURES</b>	<b>\$541,000</b>	<b>\$512,000</b>	<b>\$525,000</b>	<b>\$575,000</b>	<b>\$658,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$28,000)</b>	<b>(\$28,000)</b>	<b>(\$28,000)</b>	<b>--</b>	<b>--</b>
<b>OPERATING RESULTS</b>	<b>(\$73,000)</b>	<b>(\$5,000)</b>	<b>(\$45,000)</b>	<b>--</b>	<b>(\$29,000)</b>
<b>FUND BALANCE</b>	<b>\$576,000</b>	<b>\$571,000</b>	<b>\$526,000</b>	<b>\$526,000</b>	<b>\$497,000</b>

**Fund: Westmoor Park Fund**
**Department: Human and Leisure Services**
**REVIEW OF PERFORMANCE**

The fund has struggled to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). Increasing expenditures have resulted in use of fund balance for the five years presented. Fund balance at June 30, 2014 was reduced to \$497,000.

**FISCAL YEAR 2015 OPERATING RESULTS**

The fund is expected to generate revenues of \$632,422 with corresponding expenditures of \$616,103, resulting in an increase to fund balance of \$16,319. Fund balance at June 30, 2015 will be approximately \$513,128.

**FISCAL YEAR 2016 BUDGET**

The fiscal year 2016 budget anticipates revenues of \$660,259 with corresponding expenditures of \$683,821, resulting in a \$23,562 reduction to fund balance. Although revenues from programs and trust income are projected to remain strong, increased payroll and benefit costs are expected to result in a deficit for fiscal year 2016.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual 2010</u></b>	<b><u>Actual 2011</u></b>	<b><u>Actual 2012</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>
Number of instructional programs	648	737	586	536	485
Number of instructional program registrations	10,895	10,718	10,769	9,614	7,890
Number of Group tours/ birthday parties	176	208	163	125	122
Program attendance-public classes/services	10,291	6,376	6,471	6,291	6,136
Program attendance-groups attending	9,321	9,155	9,398	8,194	6,853

## 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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Charges for Services	\$256,033	\$284,000	\$93,057	\$260,363	\$287,000	1.1%
Trust Income	367,659	349,000	119,974	367,659	367,659	5.3%
Interest Income	1,401	1,000	690	1,400	1,600	60.0%
Miscellaneous Revenue	<u>3,963</u>	<u>8,000</u>	<u>1,104</u>	<u>3,000</u>	<u>4,000</u>	-50.0%
<b>TOTAL</b>	<b>\$629,056</b>	<b>\$642,000</b>	<b>\$214,825</b>	<b>\$632,422</b>	<b>\$660,259</b>	<b>2.8%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$343,424	\$306,308	\$178,536	\$302,149	\$325,900	6.4%
Operating Expense	145,066	134,392	50,473	132,854	135,603	0.9%
Fringe Benefits	<u>169,327</u>	<u>183,491</u>	<u>100,012</u>	<u>181,100</u>	<u>222,318</u>	21.2%
<b>TOTAL</b>	<b>\$657,817</b>	<b>\$624,191</b>	<b>\$329,021</b>	<b>\$616,103</b>	<b>\$683,821</b>	<b>9.6%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.33	0.33	0.33	0.2
Parks and Facility Supervisor	—	—	—	—	<u>0.1</u>
<b>TOTAL</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>	<b>2.33</b>	<b>2.3</b>

### **BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2016 Westmoor Park Fund budget reflects revenue of \$660,259 with corresponding expenditures totaling \$683,821. In total, expenditures increase \$59,630. Wages and salaries increase \$19,592 due to anticipated cost of living and merit increases and increased temporary payroll. Operating expenses increase slightly from the prior year, although modifications have been made to numerous line items based upon experience and anticipated needs. Fringe benefits increase due to the required contributions for pension and retiree health.

#### 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 2016, this amount is estimated to be \$367,659. 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 2015-2016**

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**Fund: Westmoor Park Fund**

**Department: Human and Leisure Services**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$147,470	\$148,634	\$62,286	\$123,689	\$153,777	3.5%
Temporary Payroll	193,903	156,634	115,843	177,000	170,723	9.0%
Overtime	2,050	1,040	407	1,460	1,400	34.6%
Office Expense	5,143	6,000	1,696	4,800	4,900	-18.3%
Dues and Travel	241	1,000	235	700	700	-30.0%
Training	592	1,800	75	1,875	1,800	
Advertising	10,139	8,665	2,925	7,200	7,200	-16.9%
Professional Services	9,458	6,000	5,983	11,000	11,000	83.3%
Contractual Services	4,370	6,000	3,450	5,700	5,700	-5.0%
Printing/Binding Services	334	500	458	700	700	40.0%
Office/Minor Equipment	1,366	4,000	450	1,000	3,000	-25.0%
Miscellaneous Admin. Expense	153	800	21	500	800	
Utilities	21,263	17,827	8,913	17,827	18,903	6.0%
Telecommunications	1,803	1,700	779	1,600	1,600	-5.9%
Building Maintenance	52,524	45,500	6,095	45,100	45,500	
Vehicles & Equipment Expense	3,013	3,500	2,899	4,077	3,700	5.7%
Operating Expense – Miscellaneous		500	676	680	500	
Grounds Maintenance	6,037	4,000	2,347	4,694	5,000	25.0%
Merchandise for Resale	1,121	500			500	
Maintenance & Repairs	2,759	4,000	550	3,000	4,000	
Miscellaneous Supplies	3,899	6,500	417	4,000	5,000	-23.1%
Recreational Supplies	3,296	3,500	2,635	3,500	4,000	14.3%
Recreational Contractual	4,132	2,000	2,030	4,000	4,000	100.0%
Insured Program Expenses	13,404	10,000	5,038	8,000	7,000	-30.0%
Rental/Leases			2,801	2,801		
Library Materials	20	100		100	100	
Social Security	12,008	15,279	6,087	12,888	15,195	-0.5%
Pension	46,828	47,952	47,952	47,952	52,885	10.3%
Risk Management Expense	82,176	91,945	45,973	91,945	125,923	37.0%
Transfers Out	<u>28,315</u>	<u>28,315</u>		<u>28,315</u>	<u>28,315</u>	
<b>Total Department</b>	<b>\$657,817</b>	<b>\$624,191</b>	<b>\$329,021</b>	<b>\$616,103</b>	<b>\$683,821</b>	<b>9.6%</b>

DEPARTMENT: HUMAN AND LEISURE SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Director of Human & Leisure Services	0.7	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Human Services Manager	0.95	0.95	0.95	0.95	0.95
Social Worker	2	2	2	2	2
Leisure Services Manager	0.25	0.75	0.75	0.75	0.75
Facility Supervisor	2	2	2	2	2.8
Program Supervisor	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Grounds Maintainer	0.67	0.67	0.67	0.67	0.6
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Staff Assistant					0.5
Neighborhood Resource Coordinator	0.6	0.6	0.6	0.6	0.6
Community Partnerships Manager	0.5	0.6	0.6	0.6	0.6
Volunteer Coordinator	<u>0.5</u>				
TOTAL GENERAL FUND	11.74	11.99	11.99	11.99	13.22
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Director of Human & Leisure Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.4	0.4	0.4	0.4	0.4
Community Partnerships Manager	0.5	0.4	0.4	0.4	0.4
Human Services Manager	0.05	0.05	0.05	0.05	0.05
Volunteer Coordinator	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>
TOTAL CDBG FUND	1.6	1.0	1.0	1.0	1.0
<u>LEISURE SERVICES FUND</u>					
Director of Human & Leisure Services	0.25	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.75	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	1	1	1	1	0.5
Facility Supervisor					0.1
Recreation Specialist	1	1	1	1	
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3	3	3	3.2
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL LEISURE SERVICES FUND	10.33	9.68	9.68	9.68	8.48

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**ANNUAL BUDGET 2015-2016**

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DEPARTMENT: HUMAN AND LEISURE SERVICES (continued)

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.33	0.33	0.33	0.2
Facility Supervisor	—	—	—	—	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.33	2.33	2.33	2.33	2.3
 TOTAL HUMAN AND LEISURE SERVICES DEPARTMENT	 26	 25	 25	 25	 25



## DEPARTMENT OF LIBRARY SERVICES

### MISSION

West Hartford's Public Library's Strategic Plan has four major goals:

- To provide excellent customer service;
- Make the library a community focal point;
- Realize the full potential of new technologies; and
- Strengthen the library's external communications.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF LIBRARY 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>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>6 Months</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Change</u></b>
Intergovernmental Revenues	\$ 1,284	\$ 1,250	\$	\$ 1,250	\$ 1,000	-20.0%
Fines & Forfeitures	<u>67,467</u>	<u>67,000</u>	<u>28,921</u>	<u>65,000</u>	<u>65,000</u>	-3.0%
<b>TOTAL</b>	<b>\$68,751</b>	<b>\$68,250</b>	<b>\$28,921</b>	<b>\$66,250</b>	<b>\$66,000</b>	<b>-3.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,396,772	\$2,365,503	\$1,179,904	\$2,405,522	\$2,420,015	2.3%
Operating Expense	617,157	654,187	389,501	654,192	654,187	
Social Security	<u>170,754</u>	<u>169,753</u>	<u>79,251</u>	<u>169,535</u>	<u>174,211</u>	2.6%
<b>TOTAL</b>	<b>\$3,184,683</b>	<b>\$3,189,443</b>	<b>\$1,648,656</b>	<b>\$3,229,249</b>	<b>\$3,248,413</b>	<b>1.8%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
General Fund	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

### BUDGET & PROGRAM HIGHLIGHTS

The mission of Library Services is to explore, learn and connect. Library Services creates opportunities for learning at Town facilities each day, and online 24/7. Electronic media, both downloadable and streaming, broaden the ability of the library to provide information and entertainment to library users. The greatest growth has been in the use of online resources. This past year, there were almost 95,000 hours of computer use, including the wireless networks in all the branches, and the Library's website which had over 480,000 hits. Through its e-newsletter, the Library reaches 20,000 residents each week, and the use of social media like Facebook, Twitter, and Pinterest increases awareness beyond the local media.

The budget for fiscal year 2016 reflects an increase of \$58,970 or 1.8% over the fiscal year 2015 budget. Wages and salaries reflect contractual merit increases, but do not include an estimate for cost of living adjustments as union contracts are in negotiation. In addition, temporary payroll is increased \$32,845 to fund paid sick time, minimum wage increases, a part-time clerical position and accounting of Sunday hours (\$13,281 corresponding overtime reduction included). Operating expense is held flat in fiscal year 2016, compared to fiscal year 2015. The increase in social security is consistent with changes to wages and salaries.

**COST CENTER: MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Library Grant	\$ 1,284	\$ 1,250	\$	\$ 1,250	\$ 1,000	-20.0%
Adult Library Fines	52,912	50,000	21,207	50,000	50,000	
Children's Library Fines	8,621	10,000	3,955	8,000	8,000	-20.0%
Lost Material Payment	<u>5,934</u>	<u>7,000</u>	<u>3,759</u>	<u>7,000</u>	<u>7,000</u>	
<b>TOTAL</b>	<b>\$68,751</b>	<b>\$68,250</b>	<b>\$28,921</b>	<b>\$66,250</b>	<b>\$66,000</b>	<b>-3.3%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$260,354	\$262,345	\$130,946	\$302,345	\$269,921	2.9%
Temporary Payroll	44,770	44,493	22,240	44,493	53,142	19.4%
Overtime		825		825	825	
Education Premium Pay	780	780	325	780	780	
Office Expense	14,091	21,650	4,656	21,650	21,650	
Dues and Travel	2,587	3,220	1,268	3,220	3,220	
Professional Services	2,776	3,500	2,456	3,500	3,500	
Contractual Services	1,509	1,200	639	1,200	1,200	
Printing/Binding Services	716	1,000	278	1,000	1,000	
Office Equipment	460	2,750	85	2,750	2,750	
Telecommunications	10,625	15,000	3,215	15,000	15,000	
Rental/Leases		5,000		5,000	5,000	
Social Security	<u>23,009</u>	<u>23,175</u>	<u>10,824</u>	<u>23,175</u>	<u>24,416</u>	5.4%
<b>TOTAL</b>	<b>\$361,677</b>	<b>\$384,938</b>	<b>\$176,932</b>	<b>\$424,938</b>	<b>\$402,404</b>	<b>4.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>		
Director of Library Services	1	1	1	1	1
Administrative Assistant	1	1	1		
Office Operations Specialist				1	1
Librarian II*	<u>-</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

\* Transferred from Public Services division.

**MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

Administration oversees the hiring, training, and evaluation of 24 full-time and approximately 75 part-time positions. They produce the bi-weekly payroll, process all bills, and prepare budget documents and reports for the Town and for the Library Board, which is charged with oversight of library operations. They are also charged with oversight of the physical plant of all three locations in cooperation with the Plant & Facilities Services department. With the Library Board, they propose and review policies for provision of services and programs of the libraries, both onsite and in the wider community.

**Regular Payroll:** The management operation is staffed by three full-time positions - the Director, Office Operations Specialist, and the Web/Communications Librarian. This account is increased consistent with anticipated step increases.

**Temporary Payroll:** Temporary payroll maintains existing staff levels. A Library Assistant (750 hours) provides staffing for administration and the communications team. A Graphic Designer (900 hours) assists with website updates, produces signs and fliers, displays, and arranges for art exhibits; the Graphic Designer coordinates their work with all facilities and divisions. Temporary payroll is adjusted for the anticipated impact of an increase in the minimum wage rate and the cost of part-time sick leave for the entire staff.

**Overtime:** This appropriation is used as needed 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 \$480 for an Associate's Degree or \$780 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, etc. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products.

**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, averaging \$25 per 1/2 day, 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 such as finding a job and bullying.

**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.

**Telecommunications:** This funds desktop telephone services and faxes at the library's three locations, for maintenance, long distance calls and circuits.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the usage by each. See the Technical Services Division for more information.

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

### West Hartford Public Library Sees Increased Use

West Hartford libraries continue to experience high usage, as detailed in the table below.

#### PROGRAM PERFORMANCE MEASURES & INDICATORS

	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>
<b><u>Library Customer Services:</u></b>					
Library Customer Attendance	567,221	511,325	536,902	520,340	510,489
Total Library Loans	816,462	805,609	812,179	834,003	856,721
Loans per Capita	12.6	12.4	12.9	13.2	13.5
Hours of Computer Use	56,116	82,726	93,158	90,440	94,436
Reference Inquiries	87,640	72,747	77,134	66,085	54,345
Electronic Information Retrievals	507,101*	370,881	361,447	527,569	341,668
Visitors to library website	369,863	427,548	415,858	497,272	481,513

\* Methodology for calculating retrievals varied in fiscal year 2010.

**COST CENTER: TECHNICAL SERVICES DIVISION**
**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$252,592	\$256,169	\$127,344	\$256,169	\$265,920	3.8%
Temporary Payroll	162,049	146,377	75,371	148,641	149,430	2.1%
Overtime	80					
Office Expense	21,968	22,500	11,880	21,399	22,500	
Dues and Travel	208	480		480	480	
Information Technology	4,114	5,000	6,086	6,106	5,000	
Rental/Leases	30,509	29,925	19,968	29,925	29,925	
Social Security	<u>28,530</u>	<u>28,339</u>	<u>13,498</u>	<u>27,909</u>	<u>29,135</u>	2.8%
<b>TOTAL</b>	<b>\$500,050</b>	<b>\$488,790</b>	<b>\$254,147</b>	<b>\$490,629</b>	<b>\$502,390</b>	<b>2.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Librarian III	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Specialist	1	1	1	1	2
Library Assistant	<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>

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

Staff orders materials, reconciles orders and invoices with bill paying, catalogs and prepares materials for the collection, and assists on the public service desks. The technical staff is charged with maintaining and upgrading the library's networks and coordinating these with the town network, the library's shared ILS system with 29 other area libraries, and the CT Educational Network which provides high-speed access. There are over 200 computers to be maintained throughout the system – for use by the public, as well as for staff and public service areas. Wireless networks are available for the public in each location as well.

**Regular Payroll:** The Technical Services Division is staffed by 4 full-time positions. The Librarian III is charged with supervision of all Technical Services, while the Librarian I (Cataloger) is in charge of the technical processing area, and the computer technicians report directly to the Division Head. The budget reclassifies one Library Assistant position to a Library Specialist. The remaining increase in this account is attributed to anticipated merit increases.

**Temporary Payroll:** There are 15 part-time positions (4.3 FTE's) in this division. The budget maintains the existing staff level, including Computer Lab Assistants who work with patrons on minor problems (internet access, printing documents, etc.) and Computer Technicians who maintain computer equipment, and work with staff and patrons. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage.

**Office Expense:** This appropriation is used for supplies needed for circulating materials, such as covers for books, cases for CDs and DVDs, and security products. These are purchased from library vendors with whom discounts are negotiated on a statewide basis by CT Library Consortium (CLC).

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Information Technology:** This appropriation is used to purchase software, which is installed on servers and licensed for users on the library network. Discounts available to educational institutions, members of library consortia, etc., are used to minimize costs.

### How Regional Library Sharing Saves Money

West Hartford Libraries leases its Integrated Library System (ILS) in conjunction with 29 other libraries in Hartford County - sharing the costs of staffing, capital equipment, maintenance, software updates, etc. The consortium, Library Connections, Inc., is a private non-profit with offices in Windsor that was set up to operate this system. West Hartford's cost for FY 2016 is \$73,273 (covering all three locations). The total fee, less than the cost of one full-time employee with benefits, provides access to 24/7 service with training, trouble-shooting, capital, and maintenance costs. Fees are formulated based on circulation figures for the past year, the number of registered borrowers, and number of items in the library's collection.

This past year the library migrated to a new ILS with a public interface that mimics Google; this has helped patrons to find the resources they want – as reflected in the Circulation Services section.

**Rental/Leases:** This appropriation is used to pay for the yearly cost of the library's Integrated Library System (software that runs the online catalog, materials circulation, and magazine check-in) and the additional products and service subscriptions, with their associated maintenance fees. The cost of the library's automated services is factored into each division's budget, based on the utilization by each.

<u>Service</u>	<u>FY 2015</u>	<u>FY 2016</u>
Integrated Library System (ILS)	\$73,399	\$73,273
Cataloging and Interlibrary Loan	7,000	7,200
Web Hosting	1,000	1,400
Statewide Library Catalog	325	325
Web Filtering Software	3,770	4,284
SnapComms		2,500
RFID – equipment, maintenance	15,000	10,662
Pharos annual contract	3,150	4,000
<b>Total</b>	<b>\$103,644</b>	<b>\$103,644</b>

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

**COST CENTER: CIRCULATION SERVICES**
**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$207,519	\$211,142	\$104,884	\$211,142	\$215,809	2.2%
Temporary Payroll	103,055	102,863	48,357	102,863	104,552	1.6%
Overtime	1,646	500	522	522	500	
Education Premium Pay	2,040	2,040	850	2,040	2,040	
Office Expense	2,008	2,750	326	2,750	2,750	
Dues and Travel	590	350	10	350	350	
Rental/Leases	9,500	9,500	9,500	9,500	9,500	
Social Security	<u>22,123</u>	<u>22,490</u>	<u>10,231</u>	<u>22,490</u>	<u>22,944</u>	2.0%
<b>TOTAL</b>	<b>\$348,481</b>	<b>\$351,635</b>	<b>\$174,680</b>	<b>\$351,657</b>	<b>\$358,445</b>	<b>1.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Librarian I	1	1	1	1	1
Library Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**CIRCULATION SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

The responsibilities of the circulation staff are to check materials out/in, assess fines and fees, provide materials requested by specific patrons, send out notices, and prepare materials for shipping to/from the branch libraries and libraries across the state. Circulation now works in concert with Public and Teen Services as part of the Public Services team.

**Regular Payroll:** The Circulation Services Division is staffed by 4 full-time positions at the Noah Webster Library. The Circulation Librarian I supervises the staff at the Noah Webster Library, as well as overseeing training for staff at the public service desks in the Children's Room and at each branch. The increase for fiscal year 2016 relates to anticipated merit increases for eligible employees.

**Temporary Payroll:** There are currently 12 part-time positions (1.9 FTE's) and 10 page positions (2.4 FTE's) in this division. Because the library is open for 11 hours a day, we must rely on a large number of part-time staff to cover the hours that we are open. These people must be as well-trained as full-time employees in order to provide the same caliber of service throughout the seven day work week. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage.

**Overtime:** This appropriation is used to pay wages for staff who voluntarily agree to work on Sundays in addition to their normal work week. Full-time professional staff are paid their normal hourly rate, plus a differential of \$30 per Sunday (a contracted amount which has not changed since the 1980s). Wages for part-time staff who work Sundays are included in temporary payroll.

**Education Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** This appropriation covers the cost of supplies that are bought specifically for circulation activities such as forms for library card applications, library cards, receipt paper, etc. For example, 10,000 library cards (one year's supply) cost approximately \$1,750.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget.)

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

### **More Cooperation Means More Satisfied Patrons**

West Hartford Libraries are now able to get resources for patrons faster and more efficiently with a new software system which has made cooperation and sharing among libraries in its consortium much easier. In the past year, staff have handled over 57,000 items coming to West Hartford residents from other libraries, and have sent out another 32,000 items to support the needs of library users around the state, more than tripling the previous year's totals.



**COST CENTER: PUBLIC SERVICES**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$229,866	\$233,906	\$117,206	\$234,963	\$240,298	2.7%
Temporary Payroll	129,694	105,591	59,072	103,227	111,184	5.3%
Overtime	2,702	4,844	978	3,787	3,225	-33.4%
Office Expense	2,242	4,000	43	4,000	4,000	
Dues and Travel	752	550	65	550	550	
Professional Services		500		500	500	
Rental/Leases	22,749	22,250	22,000	22,250	22,250	
Library Materials	269,749	270,158	174,311	270,158	270,158	
Social Security	<u>25,359</u>	<u>24,943</u>	<u>11,611</u>	<u>24,943</u>	<u>25,669</u>	2.9%
<b>TOTAL</b>	<b>\$683,113</b>	<b>\$666,742</b>	<b>\$385,286</b>	<b>\$664,378</b>	<b>\$677,834</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>2012-13</u></b>	<b><u>Authorized Positions</u> <u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>Revised</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>
Librarian III	1	1	1	1	1
Librarian II	2	1	1	1	1
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**PUBLIC SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

Public Services staff provide a variety of programs and services while maintaining a high level of customer service for all library users, every day. They provide reference and information services in person, online and by phone. They maintain the library collection, add new formats as technology changes, and provide training in the use of library resources. Along with staff from other divisions they develop programming that links people in the community to “Explore, Learn and Connect” with the world around them.

Staff teach computer skills, oversee volunteer computer tutoring, assist individuals with their e-readers and personal devices, provide information and programming for job seekers, offer Homebound Services and provide outreach to underserved groups. One program series, “Computer U,” offers staff led instruction on a variety of technology topics; all of the classes to date have been completely filled and patrons are happily asking for more.

Expanded web page content and online resources in a variety of formats, available on a proliferation of personal devices and social networking, have made a huge change in the way libraries interact with patrons but also provide the opportunity to provide resources and help online 24/7.

### **Library Programs for Adults Provide Both Information and Entertainment**

While books and online resources continue to be key sources of information for the West Hartford community, the West Hartford Libraries also excel at providing entertaining and informative programs for customers. In the past year, adults had access to over 500 programs across the three library facilities, which drew in thousands of people with varied interests. Library staff initiated new programs such as a weekly *New Yorker Magazine* discussion group, a monthly "Shakespeare Club," and a bus trip to New York City. Classes like "DeCluttering your Home," "Cooking for Fall," and "Excel for Beginners," along with lectures on history, literature, finance and art were added to the regular line-up of author talks, writing groups, language programs and book discussions. With part-time support at the public service desk, full-time staff had time to plan, promote, teach, moderate, and work with presenters to meet the needs of West Hartford residents.

**Regular Payroll:** The Public Services Division is staffed with 3 full-time positions at the Noah Webster Library. The increase in regular payroll is due to anticipated merit increases.

**Temporary Payroll:** There are 8 part-time positions, 2 clerical and 6 professional (2.3 FTE's), in this division. Clerical positions help to maintain and update special collections and assist users in the computer lab; part-time professionals provide patron service to fill out the daily schedule as well as fulfilling the critical role of the "person in charge" when full-time staff are not available and to teach classes as described above. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage and to reinstate funding for one part-time clerk that was inadvertently unfunded in the fiscal year 2015 budget.

**Overtime (Sunday Hours):** This appropriation is used to pay wages for Sunday hours. Full-time professional staff are paid their normal hourly rate, plus a differential of \$30 per Sunday (a contracted amount which has not changed since the 1980s). Wages for part-time staff who work Sundays are included in temporary payroll.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the public service area such as magazine covers, archival supplies for the Local History collection, display and bulletin board materials, bookmarks, posters, and signs for special collections.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Professional Services:** This appropriation is 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.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget for details.)

**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. In addition, this appropriation also covers system-wide (all three branches) digital reference and online research resources, the electronic equivalents of print resources, so that customers have round-the-clock, offsite access to them via the library website.

The library builds as broad a collection of books and audio-visual materials as possible. 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. Best-sellers are ordered well before publication so they are on the shelf soon after their release. Titles may be purchased in several non-print formats as well, such as books-on-CD, eBooks, MP3 files, etc. The total adult collection at Noah Webster Library includes 107,641 books, 22,291 non-book materials and 5,327 periodicals. Circulating books and non-print materials account for 2/3 of the materials budget with the remaining 1/3 spent on reference and online resources.

The growth of non-print formats is stretching the budget. Customers expect the library to provide access to newer electronic formats while continuing to maintain a high-quality print collection. As the community is becoming increasingly diverse, the library's collection needs to meet a wider range of educational, informational and recreational needs.

**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>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$205,974	\$206,278	\$102,879	\$206,375	\$207,064	0.4%
Temporary Payroll	85,300	74,960	43,489	74,960	80,334	7.2%
Overtime	267					
Education Premium Pay	480	480	200	480	480	
Office Expense	2,666	3,500	832	3,500	3,500	
Dues and Travel	615	330		330	330	
Professional Services	336	750	336	750	750	
Rental/Leases	12,400	12,400	12,400	12,400	12,400	
Library Materials	49,242	56,777	24,134	56,777	56,777	
Social Security	<u>20,766</u>	<u>20,252</u>	<u>9,690</u>	<u>20,252</u>	<u>20,900</u>	3.2%
<b>TOTAL</b>	<b>\$378,046</b>	<b>\$375,727</b>	<b>\$193,960</b>	<b>\$375,824</b>	<b>\$382,535</b>	<b>1.8%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Librarian III	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 library branch in Elmwood, the Faxon Library, is staffed by 3 full-time positions – a branch manager, a children’s specialist and a circulation assistant. The manager is charged with directing the daily activities of the branch and supervising the staff, providing reference and information services, balancing the topics and formats of the collection to meet local needs, and providing programs and Internet resources to enhance the materials collection. The Children’s Specialist and Circulation Assistant are responsible for their area of the operation under the supervision of the branch manager and their division head at the main library. The account is increased based on anticipated merit increases.

**Temporary Payroll:** There are approximately eight part-time clerical and page positions in each branch library. The budget maintains the existing staff levels. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage. In addition, the appropriation reflects an additional four hours per week of a part-time Children’s Specialist that was transferred from Noah Webster Library to the Faxon Library.

**Educational Premium Pay:** Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Faxon Branch is an Elmwood Community Anchor**

Faxon plays a vital role in Elmwood with traditions like the August outdoor movie, participation in the Park Road Parade, and the annual *Coffee Talk* with elected leaders. Computer help offered through one-on-one coaching, and monthly "Tech Therapy" sessions providing know-how for a variety of devices help to bridge the "digital divide." Family literacy activities provide a basis for tackling the achievement gap. Preschool programs and resources such as the new Tween (middle grades) collection, ensure that children have the widest possible exposure to resources that will prepare and support them for learning. Engaging new residents and immigrant users is a conscious initiative, and Faxon offers a weekly conversational English Class. Building community by providing a welcoming atmosphere is the daily work of the branch staff.

**Office Expense:** This appropriation covers the cost of office and library supplies that are needed at each location. (See division budgets at Noah Webster Library for more specific information.)

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Professional Services:** This appropriation is 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.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget)

**Library Materials:** This appropriation is for the purchase of library materials, in all formats, for the branch collections. Each branch chooses materials that are geared to the interests of the population in its neighborhood while working closely with the Collection Development Coordinator. See Public, Teen, and Children's Services budgets for more information.

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

**COST CENTER: BISHOPS CORNER BRANCH LIBRARY**
**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$198,021	\$199,534	\$99,061	\$199,534	\$202,797	1.6%
Temporary Payroll	70,984	80,540	35,292	80,540	81,384	1.0%
Overtime	226					
Office Expense	2,643	3,500	481	3,500	3,500	
Dues and Travel	460	330		330	330	
Professional Services	715	750		750	750	
Rental/Leases	12,400	12,400	12,400	12,400	12,400	
Library Materials	46,515	57,809	30,706	57,809	57,809	
Social Security	<u>18,693</u>	<u>20,063</u>	<u>8,727</u>	<u>20,063</u>	<u>20,512</u>	2.2%
<b>TOTAL</b>	<b>\$350,657</b>	<b>\$374,926</b>	<b>\$186,667</b>	<b>\$374,926</b>	<b>\$379,482</b>	<b>1.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>		
Librarian III	1	1	1	1	1
Library Specialist	<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>

**BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The library branch in Bishops Corner is staffed by 3 full-time positions - a branch manager, a children's specialist and a circulation specialist. The manager is charged with directing the daily activities of the branch and supervising the staff, providing reference and information services, balancing the topics and formats of the collection to meet local needs, and providing programs and Internet resources to enhance the materials collection. The Children's Specialist and Circulation Specialist are responsible for their area of the operation under the supervision of the branch manager and their division head at the main library. The increase from fiscal year 2015 reflects anticipated merit increases.

**Temporary Payroll:** There are approximately 9 part-time clerical and page positions in each branch library. The budget maintains the existing staff levels. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage.

### Changes at the Bishops Corner Branch

Patron attendance increased by approximately 5,000 people in the final 6 months of calendar year 2014 versus that same time period in 2013. With a 16.5% increase in materials loaned and holds being placed this year, the library will need more materials in all age ranges and formats, especially audio books and DVD/Blu-Rays. Monthly circulation in special collections (notably the Rapid Reads) is higher than that of the Noah Webster Library, despite Bishops Corner being open 24 hours less per week. Mobile device and e-book instruction are also in demand at the branch, with more than 100 individual sessions occurring over the course of the last year. Bishops Corner hosts several large (100+ people) special inter-generational programs on evenings and weekends throughout the year and story times for 2-year olds have remained popular.

**Office Expense:** This appropriation covers the cost of office and library supplies that are needed at each location. (See division budgets at Noah Webster Library for more specific information.)

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Professional Services:** This appropriation is used to fund presentations to the public in the rare instances that we are not able to get them free – author talks, songwriter/performers, etc.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget for additional information.)

**Library Materials:** This appropriation is for the purchase of library materials, in all formats, for the branch collections. Each branch chooses materials that are geared to the interests of the population in its neighborhood while working closely with the Collection Development Coordinator. (See Public, Teen, and Children's Services budgets for more information.)

**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>2013-14</u>	<u>Adopted</u> <u>2014-15</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$206,325	\$206,328	\$102,578	\$206,328	\$207,239	0.4%
Temporary Payroll	134,602	121,855	64,948	121,855	129,498	6.3%
Overtime	9,326	12,877		12,877	1,215	-90.6%
Office Expense	4,156	4,500	3,002	4,500	4,500	
Dues and Travel	702	637	110	637	637	
Professional Services	1,725	1,500	1,195	1,500	1,500	
Rental/Leases	10,695	10,000	10,000	10,000	10,000	
Library Materials	51,444	51,552	26,401	51,552	51,552	
Social Security	<u>25,786</u>	<u>23,775</u>	<u>11,648</u>	<u>23,987</u>	<u>23,625</u>	-0.6%
<b>TOTAL</b>	<b>\$444,761</b>	<b>\$433,024</b>	<b>\$219,882</b>	<b>\$433,236</b>	<b>\$429,766</b>	<b>-0.8%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Librarian III	1	1	1	1	1
Librarian I					1
Library Specialist	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>

**CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS**

Staff are charged with providing reference and information services; maintaining the Children's materials collection by recommending items for purchase; weeding outdated and worn materials; balancing the topics and formats of the collection to meet local needs; providing computerized programs and Internet resources to enhance the materials collection, as well as training in their use; and providing age appropriate educational and recreational programs to highlight these services and resources. Twenty-five preschool story programs are offered weekly; special programs are offered throughout the year, especially during school and summer vacations, when the library runs a Summer Reading program in conjunction with West Hartford schools.

**Regular Payroll:** The Children's Services Division is staffed by 3 full-time positions at the Noah Webster Library. The budget for fiscal year 2016 reflects the upgrading of a Library Specialist position to Librarian I.

**Temporary Payroll:** There are 12 part-time clerical and page positions (3.35 FTE's) in this division; four of these positions make up the hours that would have been worked by a former full-time position. Clerical positions circulate materials, assist with computer use, and provide patron service to fill out the daily



schedule. Four part-time Library Specialists run programs both in- and outside the library as well as providing help with Reader's Advisory and assistance with collection development. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage. In addition, Sunday hours worked by part-time staff previously accounted for under overtime have been transferred from the overtime budget.

### **Children's Services Offers A Wide Range of Services to Families**

Families have free access to programs for children of all ages at West Hartford's Public Libraries. Children learn skills in preschool story times (25 are offered each week), afterschool and vacation STEAM "Makerspace" activities, and in intergenerational activities and shows. A wide range of puppet, magic, dance and music programs are brought to the libraries, and the Museum Pass Program allows families to visit local attractions for free, or at a reduced cost. The libraries provide a range of computers and tablets loaded with fun, educational software for families to enjoy together and they teach classes in computer and coding skills. Libraries partner with the schools in a summer reading program, as well as providing resources to help students learn how to get the information they need to continue learning throughout their lives. New this year is the *In Between Room* – a space set aside for middle grade students with special materials chosen to meet their interest and reading levels.

**Overtime (Sunday Hours):** This appropriation is used to pay wages for full-time Children's Services staff who work on Sundays. As is the case in Public Services, when a full-time staff member works, they are paid a differential of \$30 (a contracted amount which has not changed since the 1980s) plus their hourly rate. Wages for part-time staff who work on Sundays have been included in temporary payroll.

**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.

**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. For examples of workshops, see the Management Division description for details.

**Professional Services:** This appropriation is used to fund presentations to the public in the rare instances that we are not able to get them free – author talks, songwriter/performers, etc. Several grants fund special program series such as Sunday concerts for children.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget for details.)

**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, music CD's, and electronic materials. The children's room is a destination for many of the Town's families. The account is unchanged from the prior year.

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

**COST CENTER: TEEN SERVICES**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Adopted</u></b> <b><u>2014-15</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$59,948	\$60,669	\$29,836	\$60,669	\$62,271	2.6%
Temporary Payroll	28,172	30,107	13,526	30,107	30,107	
Office Expense	1,003	1,000	515	1,000	1,000	
Dues and Travel	170	100		100	100	
Professional Services	1,000	1,000	670	1,000	1,000	
Rental/Leases	2,500	2,500	2,500	2,500	2,500	
Library Materials	18,617	11,569	7,033	11,569	11,569	
Social Security	<u>6,488</u>	<u>6,716</u>	<u>3,022</u>	<u>6,716</u>	<u>7,010</u>	4.4%
<b>TOTAL</b>	<b>\$117,898</b>	<b>\$113,661</b>	<b>\$57,102</b>	<b>\$113,661</b>	<b>\$115,557</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2012-13</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>
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**

The Librarian I is charged with providing reference and information services; maintaining the teen materials collection by recommending items for purchase; balancing the topics and formats of the collection to meet local needs; providing computerized programs and Internet resources to enhance the materials collection, as well as training in their use; and providing age appropriate educational and recreational programs to highlight these services and resources.

**Regular Payroll:** The Teen Services Division is staffed by one full-time position at the Noah Webster Library. The increase from the fiscal year 2015 results from an anticipated merit increase.

**Temporary Payroll:** There are 3 part-time clerical positions (.9 FTE), in this division. The budget maintains the existing staff levels. Clerical positions assist with computer use and provide patron service to fill out the weekly schedule.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the teen area and that complement program offerings. (See Public Services Division for more detail.)

**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 - author talks, songwriter/performers, etc.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget.)

**Library Materials:** This appropriation is for the purchase of library materials, in all formats, for the teen collection at the Noah Webster Library. The Teen Librarian also works with both branch libraries to ensure they have a small collection of materials that are suited for teen patrons. This includes books, periodicals and newspapers, DVD's and Blu Ray, music CD's, and electronic materials. Careful consideration is made of the age appropriateness of materials. For instance, DVDs purchased are rated PG-13 or below. Some of these materials are duplicated in the adult or children's collection - based on the interest and/or reading level of the material.

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

***Note:** The Teen Room is not open until 2 pm on school days. Public Services staff can assist users at times when there is not an assigned staff member in the room.*

### **Minecraft Comes to West Hartford Library**

The Teen Department recently opened a Minecraft server, one of only two servers hosted by public libraries in Connecticut. Minecraft is an online space for teens to meet up and interact in a safe, collaborative environment. Over a hundred teens have built a virtual Noah Webster Branch, complete with librarians and a virtual teen room, within a world of buildings, mountains, rivers, and forests. A group of middle and high school students volunteer their time on a weekly basis to discuss behavior, recommend changes, and organize meet-ups and competitions. Volunteers are learning valuable leadership and negotiation skills, and teens are visiting the library in a whole new (virtual) way.

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

# BUDGET IN BRIEF

## WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Library Grant	\$ 26,815	\$ 15,000	\$ 15,000	\$ 15,000
Charges for Copies	17,094	15,000	15,000	15,000
Interest Income	<u>110</u>	<u>      </u>	<u>120</u>	<u>      </u>
Total Revenue & Other Resources	\$ 44,019	\$ 30,000	\$ 30,120	\$ 30,000

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Library Operations	<u>\$ 36,691</u>	<u>\$ 66,446</u>	<u>\$ 66,566</u>	<u>\$ 30,000</u>
Total Expenditures	\$ 36,691	\$ 66,466	\$ 66,566	\$ 30,000

CHANGE IN FUND BALANCE	\$ 7,328	(\$ 36,446)	(\$ 36,446)	\$
BEGINNING BALANCE	\$ 29,118	\$ 36,446	\$ 36,446	\$
ENDING BALANCE	\$ 36,446	\$	\$	\$

**Fund: West Hartford Library Fund**
**Department: Library**
**PURPOSE**

A budgeted fund used to account for the Connecticard Program which is funded via State grant. Other programs accounted for in this fund include the operation of the library's copiers, which are supported by user charges, as well as other State grants and private foundation grants.

**LONG-TERM STRATEGY**

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2010</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$14,000	\$34,000	\$18,000	\$19,000	\$27,000
Charges for Copies	16,000	17,000	19,000	17,000	17,000
Interest Income					
<b>TOTAL REVENUES</b>	<b>\$30,000</b>	<b>\$51,000</b>	<b>\$37,000</b>	<b>\$36,000</b>	<b>\$44,000</b>
<b><u>Expenditures:</u></b>					
Library Operations	\$ 25,000	\$ 52,000	\$ 16,000	\$ 52,000	\$ 37,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,000</b>	<b>\$ 52,000</b>	<b>\$ 16,000</b>	<b>\$ 52,000</b>	<b>\$ 37,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 5,000</b>	<b>(\$ 1,000)</b>	<b>\$ 21,000</b>	<b>(\$16,000)</b>	<b>\$ 7,000</b>
<b>FUND BALANCE</b>	<b>\$25,000</b>	<b>\$24,000</b>	<b>\$ 45,000</b>	<b>\$ 29,000</b>	<b>\$ 36,000</b>

**REVIEW OF PERFORMANCE**

The fund balance in the Library Fund increased \$7,000 in FY 2014, resulting in a balance of \$36,000 at June 30, 2014.

**FISCAL YEAR 2015 OPERATING RESULTS**

In fiscal year 2015, it is expected that the fund will earn \$15,000 in intergovernmental revenue, \$15,000 in charges for copies revenue, and \$120 in interest income. Estimated expenditures total \$66,566 and are comprised of operating expenses (\$15,000), office equipment and furniture (\$16,566) and computer equipment (\$35,000), fully expending fund balance.

**FISCAL YEAR 2016 BUDGET**

The fiscal year 2016 budgeted revenue includes copier charge revenue of \$15,000 and a library grant of \$15,000. Budgeted expenditures total \$30,000, comprised of operating expense (\$15,000), and computer equipment and furniture (\$15,000), with revenues and expenditures fully offsetting each other.

DEPARTMENT: LIBRARY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist				1	1
Administrative Assistant	1	1	1		
Librarian I	4	4	4	4	5
Librarian II	2	2	2	2	2
Librarian III	5	5	5	5	5
Library Specialist	5	5	5	5	5
Library Assistant	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>5</u>
TOTAL LIBRARY	24	24	24	24	24

**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 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Education Cost Sharing					
Grant	\$17,568,474	\$18,181,174	\$18,357,740	\$18,181,174	
School Building Subsidy	207,065	141,804	141,804	136,277	-3.9%
School Transportation					
Grant	<u>278,606</u>	<u>256,021</u>	<u>271,164</u>	<u>181,304</u>	-29.2%
<b>TOTAL</b>	<b>\$18,054,145</b>	<b>\$18,578,999</b>	<b>\$18,770,708</b>	<b>\$18,498,755</b>	<b>-0.4%</b>

<b>BUDGET SUMMARY EDUCATION SERVICES</b>					
<b><u>Expenditures</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Adopted 2014-15</u></b>	<b><u>Estimated 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Percent Change</u></b>
Education	<u>\$139,444,560</u>	<u>\$145,888,757</u>	<u>\$145,488,757</u>	<u>\$148,370,424</u>	1.7%
<b>TOTAL</b>	<b>\$139,444,560</b>	<b>\$145,888,757</b>	<b>\$145,488,757</b>	<b>\$148,370,424</b>	<b>1.7%</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>						
	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Wages & Salaries	\$ 338,763	\$ 95,209	\$ 47,970	\$ 95,209	\$ 96,828	1.7%
Operating Expense	8,687,316	9,099,764	4,684,405	9,085,764	9,599,304	5.5%
Fringe Benefits	<u>26,483,949</u>	<u>29,328,695</u>	<u>19,627,146</u>	<u>29,345,653</u>	<u>30,992,002</u>	5.7%
<b>TOTAL</b>	<b>\$35,510,028</b>	<b>\$38,523,668</b>	<b>\$24,359,521</b>	<b>\$38,526,626</b>	<b>\$40,688,134</b>	<b>5.6%</b>

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>
<b>Full-Time Positions:</b>	<u><b>2012-13</b></u>	<u><b>2013-14</b></u>	<u><b>2014-15</b></u>		
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**

<u><b>Program</b></u>	<u><b>Actual 2013-14</b></u>	<u><b>Adopted 2014-15</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2014-15</b></u>	<u><b>Adopted 2015-16</b></u>	<u><b>Percent Change</b></u>
Probate Court	\$ 35,533	\$ 36,000	\$ 18,114	\$ 36,000	\$ 36,000	
General Fund Contingency		875,000		875,000	1,425,000	62.9%
Radio System Maintenance	362,614	385,322	277,796	385,322	402,415	4.4%
Private School Health Services	515,393	519,031		539,793	557,850	7.5%
Paramedic Services	290,938	315,000	136,959	301,000	315,000	
Revaluation Litigation	6,638	25,000	4,000	25,000	25,000	
Health District Payment	476,185	485,285	242,643	485,285	494,974	2.0%
Non-Public School						
Transportation	717,565	769,484		765,680	842,330	9.5%
Employee Benefits						
Contributions	25,481,362	27,157,896	19,623,759	27,157,896	28,159,415	3.7%
Metropolitan District						
Commission	<u>7,623,800</u>	<u>7,955,650</u>	<u>4,056,250</u>	<u>7,955,650</u>	<u>8,430,150</u>	6.0%
<b>Total Department</b>	<b>\$35,510,028</b>	<b>\$38,523,668</b>	<b>\$24,359,521</b>	<b>\$38,526,626</b>	<b>\$40,688,134</b>	<b>5.6%</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 \$36,000.

**General Fund Contingency:**

This appropriation reflects a contingency for unsettled union contracts.

**Radio System Maintenance:**

The cost of maintaining and operating the town-wide radio communications system is \$402,415 for fiscal year 2016, an increase of \$17,093 or 4.4% from the current year appropriation. The fiscal year 2016 budget reflects estimated merit increases but does not include a cost of living adjustment as union contracts are in negotiation. Increases are also budgeted in the radio maintenance (\$9,482) and land lease (\$4,799) line items.

**Private School Services Fund Subsidy:**

Included in the fiscal year 2016 budget is a subsidy of \$1,400,180 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$557,850) and transportation (\$842,330) services to the non-resident and resident children in West Hartford private schools. The subsidy for health services reflects wage and benefit costs for school nurses including additional temporary payroll to provide services at an additional school, and a reimbursement rate based upon actual experience from the State for health services. The subsidy for transportation services increases \$72,846 due to a contractual cost increase in fiscal year 2016 per the school bus transportation contract and a reduction of \$28,719 in the grant for non-public school transportation.

**Paramedic Services:**

This service is provided by a private contractor, with medics and ambulances dispatched by the Emergency Response Center. This non-departmental appropriation represents the Town's contractual commitment to provide paramedic services to town residents. The current contract with the provider expires June 30, 2015. The budget assumes this contract will be extended for fiscal year 2016.

**Revaluation Litigation:**

A total of \$25,000 is appropriated in fiscal year 2016 for costs associated with new or pending tax appeals of property assessments.

**Health District Payment:**

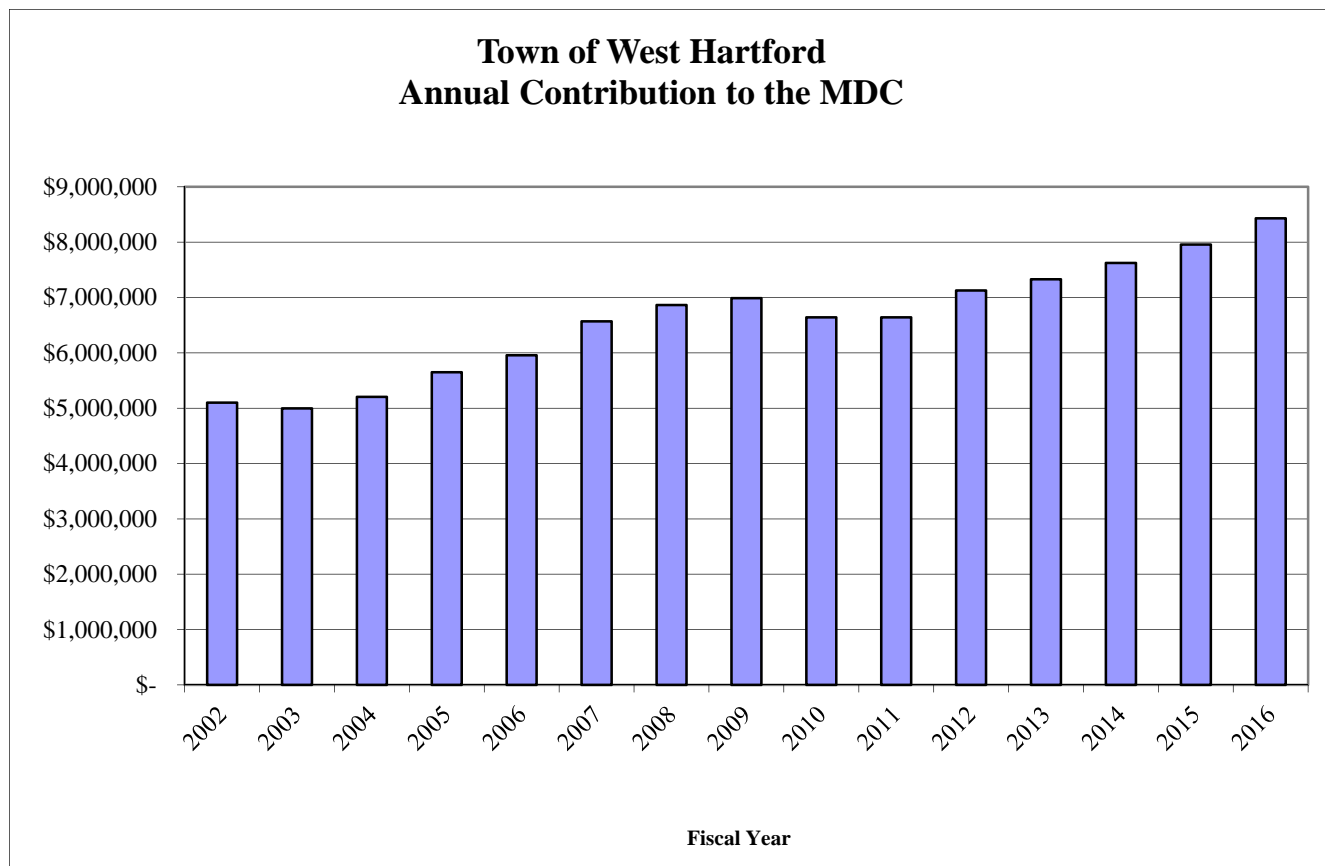
The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$494,974 for fiscal year 2016, an increase of \$9,689 from the current year based upon the district's budget. As in prior years, an additional \$100,000 is paid from the CDBG Fund.

### Employee Benefits Contributions:

This appropriation represents the General Fund's contribution to the Town's Pension Fund and the 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 programs and insured programs. The increase in the appropriation is primarily driven by three factors. First, the Town's actuarially determined contribution to the Pension Fund increased from \$17,712,000 in fiscal year 2015 to \$17,917,000 in fiscal year 2016. 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 contribution for fiscal year 2016 is \$10,182,000, of which the Town is contributing \$7,272,000 and the Board of Education is contributing \$2,910,000. This represents an increase of \$650,000 for the Town from the prior year appropriation. 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 Employee Services 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 2016 increases \$474,500 or 6.0% from fiscal year 2015. It should be noted that the amount paid by the Town includes no costs related to the Clean Water Project. That cost is being billed directly to water/sewer customers by the MDC. The Town's annual contribution for the past fifteen years is depicted on the graph below.



# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Intergovernmental	\$ 759,592	\$ 758,974	\$ 786,928	\$ 777,396
Transfer In	<u>1,232,958</u>	<u>1,288,515</u>	<u>1,305,473</u>	<u>1,400,180</u>
Total Revenues & Other Resources	\$ 1,992,550	\$2,047,489	\$2,092,401	\$2,177,576

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Medical Care Services	\$ 1,169,909	\$1,181,881	\$1,226,793	\$1,267,841
Non-Public School Transportation	<u>822,641</u>	<u>865,608</u>	<u>865,608</u>	<u>909,735</u>
Total Expenditures & Other Uses	\$ 1,992,550	\$2,047,489	\$2,092,401	\$2,177,576

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

**Fund: Private School Services Fund**

**Department: Non-Departmental**

**PURPOSE**

A budgeted fund the purpose of which is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of West Hartford children to private and parochial schools in Town and health services to these schools. The Town receives State grants and a transfer from the General Fund is made each year representing the local costs of the program.

**LONG-TERM STRATEGY**

This fund maintains a fund balance of zero 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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$472,000	\$661,000	\$507,000	\$745,000	\$760,000
<b>TOTAL REVENUES</b>	<b>\$472,000</b>	<b>\$661,000</b>	<b>\$507,000</b>	<b>\$745,000</b>	<b>\$760,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$1,547,000	\$1,622,000	\$1,666,000	\$1,787,000	\$1,993,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,547,000</b>	<b>\$1,622,000</b>	<b>\$1,666,000</b>	<b>\$1,787,000</b>	<b>\$1,993,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>\$1,075,000</b>	<b>\$ 961,000</b>	<b>\$1,159,000</b>	<b>\$1,042,000</b>	<b>\$1,233,000</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 \$1,233,000 in fiscal year 2014. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints, resulting in a higher required contribution from the Town.

**FISCAL YEAR 2015 OPERATING RESULTS**

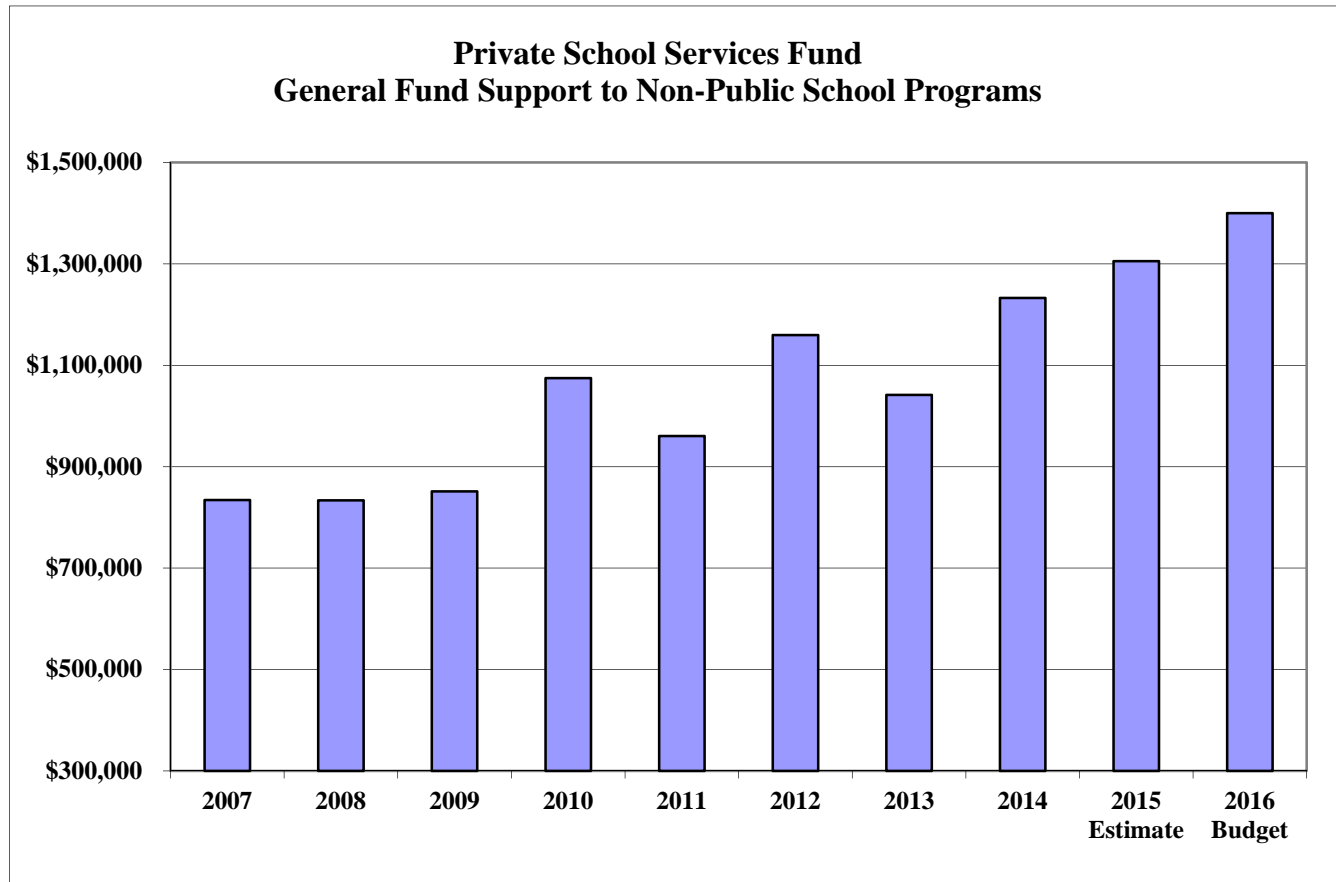
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,305,473. This is an increase from the amount budgeted due to the need for medical services at an additional non-public school.

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**FISCAL YEAR 2016 BUDGET**

Expenditures are projected to increase by \$130,087 in fiscal year 2016. Private school transportation is experiencing an increase (\$44,127) in bus costs under the contract for said services as well as a \$28,719 reduction in the State grant. The cost of medical services for non-public schools increases \$85,960 due to additional staff needed to provide health care at one additional private school and increases in pension and risk costs. The State reimbursement percentage for health services is budgeted at 56%, versus the 80% the Town should receive under existing State statutes.

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2014-15</u>	<u>2015-16</u>
Senior Nurse	1	1	1	1	1
Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
<b>TOTAL</b>	9	9	9	9	9



# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

# BUDGET IN BRIEF

## BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Rental of Facilities	\$ 20,427	\$ 18,856	\$ 18,856	\$ 18,856
Interest Income	711	1,500	2,500	2,500
Transfer In	<u>3,320,971</u>	<u>3,526,782</u>	<u>3,545,843</u>	<u>3,661,885</u>
Total Revenues & Other Resources	\$ 3,342,109	\$ 3,547,138	\$ 3,567,199	\$ 3,683,241

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Capital Financing	\$ 3,929,950	\$ 3,921,500	\$ 3,921,500	\$ 3,877,700
Capital Improvements	<u>135,606</u>			
Total Expenditures & Other Uses	\$ 4,065,556	\$ 3,921,500	\$ 3,921,500	\$ 3,877,700

CHANGE IN FUND BALANCE	(\$ 723,447)	(\$ 374,362)	(\$ 354,301)	(\$ 194,459)
BEGINNING BALANCE	\$ 1,889,845	\$ 1,166,398	\$ 1,166,398	\$ 812,097
ENDING BALANCE	\$ 1,166,398	\$ 792,036	\$ 812,097	\$ 617,638

**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 with 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 projects 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, 2014, the BBS fund balance totaled \$1,166,398 (inclusive of the Capital Projects Reserve of \$395,176).

**FISCAL YEAR 2015 OPERATING RESULTS**

The estimate for fiscal year 2015 includes interest income of \$2,500 and rental of facilities of \$18,856. A transfer of \$3,545,843 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,831,843. Capital financing expenditures of \$3,921,500 represent interest and principal payments due in fiscal year 2015 on the fund's long-term debt.

**FISCAL YEAR 2016 BUDGET**

The budget for fiscal year 2016 includes interest income of \$2,500 and rental of facilities of \$18,856. A transfer of \$3,661,885 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,947,885. Capital financing expenditures of \$3,877,700 are budgeted and represent interest and principal payments due in fiscal year 2016 on the fund's long-term debt.



# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

#### WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Special Services District Tax	\$ 1,701,455	\$1,714,000	\$1,714,000	\$1,714,000
Parking Revenue	2,272,152	2,657,000	2,673,000	2,755,000
Parking Violation Revenue	177,093	100,000	125,000	125,000
Interest Income	<u>8,056</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Total Revenues & Other Resources	\$ 4,158,756	\$4,475,000	\$4,516,000	\$4,598,000

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
Parking Operations	\$ 837,785	\$ 948,218	\$ 970,157	\$ 936,115
Transfer Out	<u>3,320,971</u>	<u>3,526,782</u>	<u>3,545,843</u>	<u>3,661,885</u>
Total Expenditures & Other Uses	\$ 4,158,756	\$4,475,000	\$4,516,000	\$4,598,000

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 operates as an unbudgeted fund independent from the General Fund. Information on the WHC – Special Services District Fund is included to provide support for expenditures in budgeted 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.

In accordance with a parking utilization study conducted in fiscal year 2014 and review of the appropriateness of parking rates at all Town facilities, the following changes were made to parking beginning in fiscal year 2015: 1) increased on-street parking rates to \$1.50 per hour to provide equity across the system; 2) converted the first 30-minute free parking in the surface lots to a 30-minute grace period; 3) included Burr Street in the pay-for-parking system; and, 4) reduced library validation from 2 hours to 1.5 hours.

**FISCAL YEAR 2015 OPERATING RESULTS**

The fund expects to earn Special Services District Tax of \$1,714,000 for fiscal year 2015. In addition, with parking revenue and interest income estimated at \$2,802,000 and a related management fee of \$970,157, the fund expects to transfer \$3,545,843 to the BBS Fund.

**FISCAL YEAR 2016 BUDGET**

The budget for fiscal year 2016 assumes Special Services District taxes of \$1,714,000 and parking revenue and interest income of \$2,884,000. The WHC-SSD Fund contracts with the Parking Lot Fund for the daily operations of the parking facilities with an estimated cost of \$936,115. These assumptions result in a net transfer to the BBS Fund of \$3,661,885 for fiscal year 2016.

DEPARTMENT: NON-DEPARTMENTAL

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2014-15	Adopted 2015-16
	2012-13	2013-14	2014-15		
<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 HEALTH</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</u> <u>2013-14</u></b>	<b><u>Adopted</u> <u>2014-15</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Percent</u> <u>Change</u></b>
Debt Administration	\$ 90,408	\$ 90,000	\$	\$ 90,000	\$ 90,000	
Transfer for Debt Service	13,301,913	13,564,144	6,451,231	13,564,144	15,029,984	10.8%
Transfer to CNRE	<u>1,701,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u></u>	-100.0%
<b>Total Department</b>	<b>\$15,093,321</b>	<b>\$13,754,144</b>	<b>\$6,551,231</b>	<b>\$13,754,144</b>	<b>\$15,119,984</b>	<b>9.9%</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 \$15,729,984 for fiscal year 2016. Of this amount, \$15,029,984 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 of \$700,000 is funded by bond premiums received from previous Town bond issuances. The fiscal year 2016 budget includes no transfer to the CNRE Fund, as capital projects will be funded to the extent possible from current year surplus. Fiscal year 2016 debt service costs are partially offset by \$136,277 in school construction reimbursement grant revenue from the State of Connecticut.

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
---------------------------------	---------------------	----------------------	------------------------	----------------------

Use of Bond Premium	\$	\$ 350,000	\$ 350,000	\$ 700,000
Transfer In	13,301,913	13,564,144	13,564,144	15,029,984
Total Revenues & Other Resources	\$13,301,913	\$13,914,144	\$13,914,144	\$15,729,984

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Debt Service	\$13,301,913	\$13,914,144	\$13,914,144	\$15,729,984
Transfer to Leisure Services Fund				
Total Expenditures & Other Uses	\$13,301,913	\$13,914,144	\$13,914,144	\$15,729,984

CHANGE IN FUND BALANCE	\$	\$	\$	\$
BEGINNING BALANCE	\$	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

## **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 over a three year period (fiscal years 2011 through 2013) to reduce the General Fund appropriation based upon the Town's capital financing model. The Town's February 2014 bond issuance generated approximately \$1,894,000 in bond premium which is recorded as a deferred revenue and will be used to offset debt service over a multi-year period.

### **FISCAL YEAR 2015 OPERATING RESULTS**

In fiscal year 2015, a transfer from the General Fund of \$13,564,144 and use of \$350,000 in bond premium funds debt service payments, resulting in no change to fund balance. The Town issued \$21,000,000 in 20 year General Obligation bonds in February 2015 at a true interest cost of 2.534%. Net bond premium from this sale was \$277,694, which will be used over a multi-year period.

### **FISCAL YEAR 2016 BUDGET**

The budget for fiscal year 2016 reflects a transfer in from the General Fund of \$15,029,984 and use of \$700,000 in bond premium to fund debt service payments of \$15,729,984.

# TOWN OF WEST HARTFORD

## Fiscal Year 2015-2016

### BUDGET IN BRIEF

### CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
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Transfer In	\$1,704,128	\$ 100,000	\$ 100,000	\$
FEMA Grant	<u>18,200</u>			
Total Revenues & Other Resources	\$1,722,328	\$ 100,000	\$ 100,000	\$

EXPENDITURES AND OTHER USES	ACTUAL 2013-2014	ADOPTED 2014-2015	ESTIMATED 2014-2015	ADOPTED 2015-2016
--------------------------------	---------------------	----------------------	------------------------	----------------------

Capital Outlay	\$ 350,758	\$	\$	\$
Transfer Out	<u>1,144,000</u>	<u>100,000</u>	<u>100,000</u>	
Total Expenditures & Other Uses	\$1,494,758	\$ 100,000	\$ 100,000	\$

CHANGE IN FUND BALANCE	\$ 227,570	\$	\$	\$
BEGINNING BALANCE	\$ 429,928	\$ 657,498	\$ 657,498	\$ 657,498
ENDING BALANCE	\$ 657,498	\$ 657,498	\$ 657,498	\$ 657,498



## 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 this fund's contribution to the Capital Projects Fund.

### FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$134,000	\$	\$	\$	\$18,000
Miscellaneous			2,000		
<b>TOTAL REVENUES</b>	<b>\$134,000</b>	<b>\$</b>	<b>\$ 2,000</b>	<b>\$</b>	<b>\$18,000</b>
<b><u>Expenditures:</u></b>					
Capital Outlay	167,000	252,000	115,000	266,000	351,000
<b>TOTAL EXPENSES</b>	<b>\$167,000</b>	<b>\$252,000</b>	<b>\$115,000</b>	<b>\$266,000</b>	<b>\$351,000</b>
<b><u>Transfers:</u></b>					
Transfers In	\$1,155,000	\$1,005,000	\$157,000	\$1,595,000	\$1,704,000
Transfers Out	(1,045,000)	(140,000)	(928,000)	(1,097,000)	(1,144,000)
<b>NET TRANSFERS</b>	<b>110,000</b>	<b>815,000</b>	<b>(771,000)</b>	<b>498,000</b>	<b>560,000</b>
<b>OPERATING RESULTS</b>	<b>77,000</b>	<b>563,000</b>	<b>(884,000)</b>	<b>232,000</b>	<b>227,000</b>
<b>FUND BALANCE</b>	<b>\$469,000</b>	<b>\$1,082,000</b>	<b>\$198,000</b>	<b>\$430,000</b>	<b>\$657,000</b>

**Fund: Capital & Non-Recurring Expenditure Fund**  
**Department: Non-Departmental**

**REVIEW OF PERFORMANCE**

In fiscal year 2014, revenue consisted of transfers from the General Fund of \$1,701,000 and \$3,128 from closed capital projects. Expenditures in the fund totaled \$1,494,758, and consisted of capital equipment purchases (\$350,758) and transfers for capital projects (\$1,144,000), resulting in an increase of \$227,570 in fund balance. At June 30, 2014, the CNRE fund had unreserved, undesignated fund balance of \$657,498.

**FISCAL YEAR 2015 OPERATING RESULTS**

In fiscal year 2015, \$100,000 was transferred in from the General Fund with a corresponding appropriation for Capital Projects.

**FISCAL YEAR 2016 BUDGET**

The budget reflects no transfer from the General Fund to fund capital projects in fiscal year 2016, in accordance with the fiscal year 2016-2027 Capital Improvement Plan (CIP).

**FISCAL YEAR 2015-2016 and 2016-2017 CAPITAL BUDGETS**

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2016 and 2017. 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, 2016-2027. Of the \$38,433,000 in capital project funding for program years one and two, \$29,718,000 or 77% is to be funded via bonds. An additional \$1,121,000 or 3% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$7,594,000 or 20% 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 2016 and 2017 continues the 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 the balance of a new financial management system (\$500,000), an energy conservation project (\$4,380,000) and radio system replacement (\$4,900,000).

The capital financing plan needed to fund the projects included in the Capital Improvement Plan meets the standards established by the Town Council for debt limits, repayment and debt servicing costs. The Town's capital program has always to a large extent been a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs. This recommended program reflects the reconsideration of the community's ability to pay within the context of the current economic conditions.

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**ANNUAL BUDGET 2015-2016**

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The tables below summarize the fiscal years 2016 and 2017 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2016 and 2017 projects are also included in this section.

**PROGRAM YEARS 1 – 2****FINANCING SUMMARY**

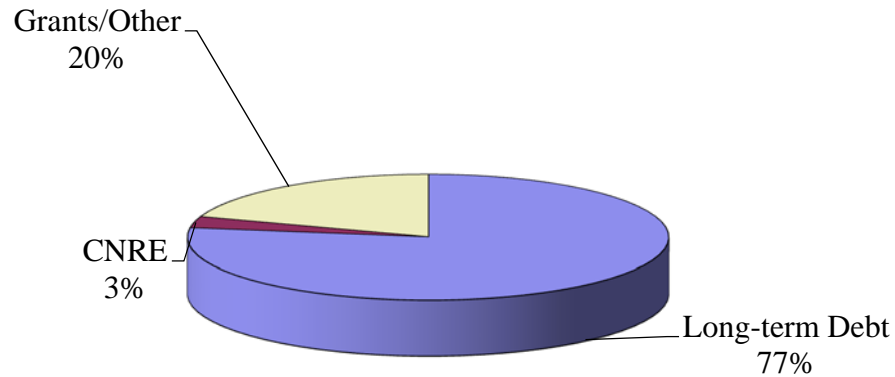
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>Total</u></b>
Long Term Debt Funding	\$13,932,000	\$15,786,000	\$29,718,000
CNRE Contribution		1,121,000	1,121,000
Grants	2,210,000	5,184,000	7,394,000
Other	<u>110,000</u>	<u>90,000</u>	<u>200,000</u>
TOTAL	\$16,252,000	\$22,181,000	\$38,433,000

**PROGRAM YEARS 1 – 2****PLANNING SUMMARY**

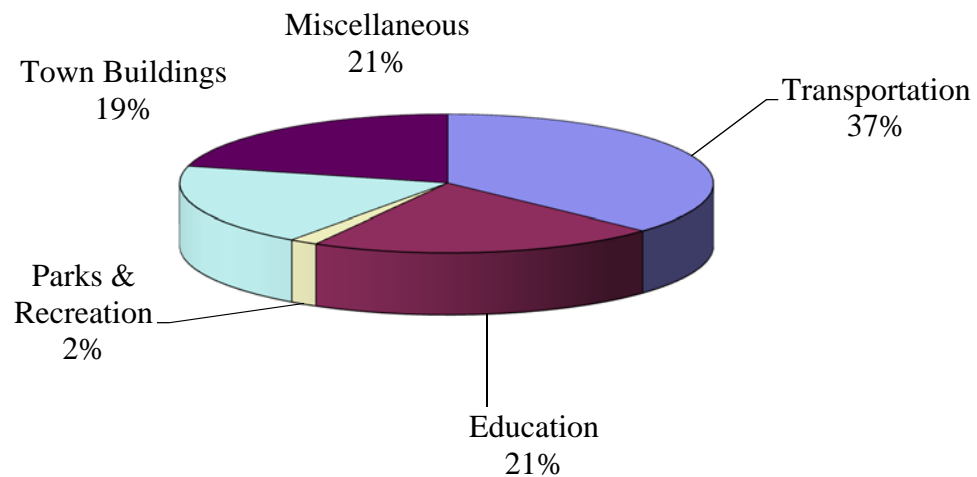
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>Total</u></b>
Transportation & Circulation	\$4,875,000	\$9,442,000	\$14,317,000
Education	3,795,000	4,390,000	8,185,000
Parks & Recreation	160,000	496,000	656,000
Town Building Improvements	5,807,000	1,570,000	7,377,000
Miscellaneous Improvements	<u>1,615,000</u>	<u>6,283,000</u>	<u>7,898,000</u>
TOTAL	\$16,252,000	\$22,181,000	\$38,433,000

# Fiscal Years 2016 & 2017 Capital Budget Summary

## By Financing Source



## By Planning Category



**Town of West Hartford, Connecticut**  
**Comprehensive Capital Financing Policy**

**March 2015**

**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 \$2,553 in FY 2015 (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.
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.
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, 2014, the Town's debt base was \$214,973,000 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%	\$483,689	\$381,752
Schools	450	967,378	923,613
Sewers	375	806,148	665,931
Urban Renewal	325	698,662	698,662
Pension Deficit	300	644,918	644,918

### **Summary of Long-Term Bonded Indebtedness** – As of June 30, 2014

<b>Purpose</b>	<b>Interest Rates</b>	<b>Amount (000's)</b>
General Public Improvements	2.00 – 5.00%	\$101,937
Schools	2.00 – 5.00%	43,765
Sewers		<u>140,217</u>
<b>Total Bond Indebtedness</b>		<b>\$285,919</b>



TOWN COUNCIL ADOPTED  
SUMMARY OF CAPITAL IMPROVEMENTS  
PROGRAM YEAR 2015-2016  
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,360	\$	\$	\$	\$1,360
Neighborhood Street Reconstruction	1,487				1,487
Pedestrian & Bicycle Management	402				402
Storm Water Management	720				720
Street Resurfacing	706				706
Traffic System Management	<u>200</u>				<u>200</u>
Sub-Total	4,875	0	0	0	4,875
<b><u>EDUCATION</u></b>					
Asbestos Removal	155		70		225
Exterior School Building Improvements	660		440		1,100
Heating & Ventilation Systems	800				800
Interior School Building Improvements	500		120		620
School Security	250		100		350
Site and Athletic Field Improvements	500				500
Stage & Auditorium Renovations	<u>200</u>				<u>200</u>
Sub-Total	3,065	0	730	0	3,795
<b><u>PARKS &amp; RECREATION</u></b>					
Rockledge Golf Course – Irrigation				50	50
Sitework – Recreational Facilities	50				50
Westmoor Park Improvements	<u>—</u>	<u>—</u>	<u>—</u>	<u>60</u>	<u>60</u>
Sub-Total	50	0	0	110	160
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Energy Conservation	2,900		1,480		4,380
Town Building Improvements	<u>1,427</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>1,427</u>
Sub-Total	4,327	0	1,480	0	5,807
<b><u>MISCELLANEOUS IMPROVEMENTS</u></b>					
Communications Infrastructure	500				500
Financial Management System Replacement	500				500
Public Works Rolling Stock	<u>615</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>615</u>
Sub-Total	1,615	0	0	0	1,615
TOTAL	<u>\$13,932</u>	<u>\$ 0</u>	<u>\$2,210</u>	<u>\$110</u>	<u>\$16,252</u>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Arterial Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,360,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$1,360,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of an arterial/collector roadway. 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 or 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 and on-street parking, drainage systems, and more sustainable curbing material.

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 pavement condition evaluations, which rates the entire Town-maintained roadway network into 5 categories; Excellent, Good, Fair, Poor, and Extremely Poor. Based on this year's evaluation, 37 percent or 22 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction may involve the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; replacement of curbing; replacement of failing concrete or brick sidewalk; replacement of concrete or brick driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; and roadway repaving. 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 poor condition major roadway will be repaved under the Street Resurfacing Capital Improvement Program.

The primary major street reconstruction project in this program year is the completion of the remaining Farmington Avenue section between Quaker Lane South and Whiting Lane, which is estimated to cost \$900,000. The Engineering Division will complete design of the Park Road at Interstate 84 Interchange Improvement project in 2016. Construction is anticipated to start in 2017. Construction will be funded through the Park Road Interchange Capital Improvement Program.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Neighborhood Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,487,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$1,487,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets or local roadways in the Town's 217 mile roadway network. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 35 percent or 57 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 curbing with granite curbing; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement as necessary; re-establishment of the roadway base material; replacement of the road surface; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance that is often petitioned by entire neighborhoods.</p> <p>The goal is to annually reconstruct 1 mile of the Town's neighborhood streets. This year's neighborhood street reconstruction projects may include Farnham Road, Dorset Road, Rumford Street, and Thompson Road.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Pedestrian and Bicycle Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$402,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$402,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<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. Currently 1,350 sidewalk section are in need of repair. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users.</p> <p>In addition to the sidewalk system, the Town will continue to design and construct on and off street bicycling options across the Town, such as the Trout Brook Multi-Use Trail, which when complete will stretch from the Elmwood section through the Town Center to the UCONN campus. To date, the trail is complete from New Park Avenue to Quaker Lane South and from Park Road to Farmington Avenue. Construction of the trail from Quaker Lane South to Jackson Avenue will occur in 2015. Design of the trail sections from Farmington Avenue to Fern Street and Fern Street to Asylum Avenue will start in 2015 with construction anticipated in 2016.</p> <p>For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$720,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$720,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<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 135 miles of pipe. In the next few years, the Town plans to complete a comprehensive mapping of the entire drainage system.</p> <p>Most of the Town's bridges and some culverts are inspected every two years by the State Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All of the Town's bridges and culverts are in safe, working order. The North Main Street Bridge will receive a major rehabilitation with this year's funding.</p> <p>Inspections of the Town's storm pipes occur annually and on an as needed basis to investigate flooding or pavement failures especially prior to a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe repairs, which average \$210,000 per year.</p> <p>The Public Works Department replaces all necessary catch basins in conjunction with the Town's street programs. On the average, 150 catch basins are replaced every year at a cost of approximately \$100,000.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Street Resurfacing	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$706,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$706,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>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, the Town has only been able to resurface an average of 7.4 miles during this period of time. In order to increase this distance and get closer to 10 miles, annual funding for this program is increased by \$100,000.</p> <p>The street selections for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 36 percent or 78 miles is 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; and paving the roadway. In some cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Traffic System Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$200,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$200,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### Description & Justification

This Capital Improvement Program addresses the replacement of the Town's 61 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, 2 miles of guiderail, and the Town's street lighting system. Proper operating condition of these traffic control devices greatly improves safety to the mobile public.

In the past 7 years, 45 of the Town's traffic signals were replaced. Of the remaining 16 traffic signals, three are at the end of their useful life, which is 30 years. The goal of this program is to replace one traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades, 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.

For this program year, the replacement of the traffic signal at the intersection of New Park Avenue at Talcott Road is proposed. The replacement traffic signal will include accessible pedestrian signal equipment, countdown pedestrian signal heads, and video detection.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Asbestos Removal	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$225,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$225,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$155,000
		State Grant	\$70,000

### Description & Justification

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.

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.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Exterior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$1,100,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$1,100,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$660,000
		State Grant	\$440,000
<p><b>Description &amp; Justification</b></p> <p>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. Reroofing 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.</p> <p>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.</p> <p>This year's appropriation will be dedicated to the partial roof replacement at King Philip and Morley and masonry repairs at Sedgwick and Hall.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Heating and Ventilation Systems	
Department	Public Schools	Funding Schedule	Program Year: \$800,000
Category	Education	Prior Year(s):	-
Fiscal Year	2015-2016	Total Cost:	\$800,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 will, along with funding from 2016-2017, go toward the replacement of the HVAC system at Duffy School.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Interior School Building Improvements			
<b>Department</b>		<b>Funding Schedule</b>	
Public Schools		Program Year:	\$620,000
<b>Category</b>		<b>Prior Year(s):</b>	
Education		-	
<b>Fiscal Year</b>		<b>Total Cost:</b>	
2015-2016		\$620,000	
<b>Project Duration</b>		<b>Funding Source(s)</b>	
Recurring		Bonds	\$500,000
		State Grant	\$120,000

### Description & Justification

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.

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.

Improvements this year will include painting at Wolcott School and Norfeldt School, installation of a ceiling system in the Conard High School gym and updates to Conard locker rooms.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		School Security	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$350,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$350,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$250,000
		State Grant	\$100,000
<p><b>Description &amp; Justification</b></p> <p>This project will address various security improvements at all school facilities. Included in the project are card access entry systems, exterior lock changes, installation of a “panic button” and automatic building wide notification systems at all schools. The project will also upgrade the existing exterior camera systems at secondary schools to provide for secure internet access to video by administrative and public safety personnel.</p> <p>These investments will improve the security at all school buildings. This year’s allocation will go toward an upgrade of the security camera system at the schools and improvements to the Hall High School main office. It is anticipated that these expenditures will be eligible for State reimbursement.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department	Public Schools	Funding Schedule	Program Year: \$500,000
Category	Education	Prior Year(s):	-
Fiscal Year	2015-2016	Total Cost:	\$500,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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. This funding is used to upgrade those 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 2015-2016 funding will go toward resurfacing the Conard track and repaving surface parking lots at Wolcott.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Stage & Auditorium Renovations	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$200,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$200,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<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 an upgrade of the theatrical lighting at Hall High School and partial funding of an upgrade of seating at Norfeldt School.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Rockledge Golf Course - Irrigation	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	Program Year: \$50,000
<b>Category</b>	Parks & Recreation	<b>Prior Year(s):</b>	-
<b>Fiscal Year</b>	2015-2016	<b>Total Cost:</b>	\$50,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	Other
<b>Description &amp; Justification</b> This project will continue improvements to the irrigation system and will involve the excavation, installation and backfilling of irrigation lines and isolation valves on all 18 fairways at Rockledge Golf Club. It will be funded via the capital projects user fee included in the rates at Rockledge Golf Club.			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Sitework – Recreational Facilities	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$50,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$50,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<b>Description &amp; Justification</b> This project will repair and repave parking lots at recreational facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility for the elderly and residents who are handicapped.			



Town of West Hartford Capital Improvement Program			
Project Title		Westmoor Park Improvements	
Department	Human & Leisure Services	Funding Schedule	Program Year: \$60,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2015-2016	Total Cost:	\$60,000
Project Duration	Year 1 of 2	Funding Source(s)	Other
<b>Description &amp; Justification</b> This project funds the restoration of the barn at Westmoor Park. This project will fund inspection and design costs (\$5,000), as well as structural repair to portions of the interior and exterior of the existing two story timber framed barn structure.			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Energy Conservation			
<b>Department</b>		<b>Funding Schedule</b>	
Facilities Services		Program Year:	\$4,380,000
<b>Category</b>		Prior Year(s):	
Building Improvements		-	
<b>Fiscal Year</b>		Total Cost:	
2015-2016		\$4,380,000	
<b>Project Duration</b>		<b>Funding Source(s)</b>	
Recurring		Bonds	\$2,900,000
		Grants	\$1,480,000

### Description & Justification

This project will fund energy conservation projects at Town and BOE facilities focusing on three areas:

Lighting (\$2,200,000) – interior lighting retrofits with light emitting diode (LED) or high performance fluorescent; lighting controls such as photocells or occupancy sensors; and, LED replacement of exterior and/or parking lot lighting.

Energy Management Systems (\$1,700,000) – upgrading or installing automated systems that control building schedule and turn major equipment, such as boilers and air-handlers, on/off.

Street Lights (\$480,000) – replacement of approximately 1,200 high pressure sodium cobra head street lights on main roads with new LED fixtures.

It is anticipated that rebates from the utility company will total approximately \$1,180,000 for these projects, on-utility-bill financing will be \$300,000, and the balance of \$2,900,000 will be funded by long-term debt. Upon completion, it is estimated that \$500,000 in annual energy savings will be achieved as a result of these projects.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Town Building Improvements	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	Program Year: \$1,427,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2015-2016	Total Cost:	\$1,427,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### 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 project 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		Communications Infrastructure	
Department	Information Technology Services	Funding Schedule	Program Year: \$500,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2015-2016	Total Cost:	\$500,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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>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. 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 Replacement			
<b>Department</b>		<b>Funding Schedule</b>	
Financial Services		Program Year:	\$500,000
<b>Category</b>		Prior Year(s):	\$1,000,000
Miscellaneous			
<b>Fiscal Year</b>		Total Cost:	\$1,500,000
2015-2016			
<b>Project Duration</b>		<b>Funding Source(s)</b>	
Year 2 of 2		Bonds	\$500,000

### Description & Justification

This project replaces the Town's automated general ledger accounting, purchasing and payroll/human resource management systems. This also includes budgeting, fixed asset management and vendor registration systems. The project includes the purchase of new software and hardware, implementation and data conversion services, and training. The current software applications for general ledger accounting and purchasing are reaching end of useful life. The vendor has not made any significant re-investment in the applications and vendor support has diminished. This has resulted in stagnated functionality and incompatibility issues with newer operating system software versions. The general ledger accounting and payroll system are used for both the Town and Board of Education. The financial operations of the Town are highly dependent upon these systems to perform day to day operations. The installation of the new system will require configuring and testing the system to the Town's requirements for accounting, payroll processing and procurement processing. A significant investment is required to convert the twelve years of financial data currently contained in the existing financial management system.

The Town's financial management operation is highly dependent on technology for the efficient processing of financial transactions and distribution of financial information throughout the organization. The Town's current financial management system has been in use since 1999. Over the last several years, ownership of the software has transferred to several different companies. The current owner has not released any significant updates to the software for three (3) years. Software updates are required to implement new functionality, fix glitches in the software and keep current with new server and end user computer operating systems. There are enhancements and changes to the purchasing system that are important to the Town's use of the system that have not been forthcoming. The selection and implementation of a new financial management system is a considerable effort that will take several years to implement. It will also require re-integration with other systems or potential replacement of other systems if a new financial management system has the functionality provided by other systems.

Town of West Hartford Capital Improvement Program			
Project Title		Public Works Rolling Stock	
Department	Public Works	Funding Schedule	Program Year: \$615,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2015-2016	Total Cost:	\$615,000
Project Duration	Recurring	Funding Source(s)	Bonds
<p><b>Description &amp; Justification</b></p> <p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.</p>			

TOWN COUNCIL ADOPTED  
SUMMARY OF CAPITAL IMPROVEMENTS  
PROGRAM YEAR 2016-2017  
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,390	\$	\$	\$	\$1,390
Neighborhood Street Reconstruction	1,532				1,532
Park Road Interchange	460		4,140		4,600
Pedestrian & Bicycle Management	517		224		741
Storm Water Management	373				373
Street Resurfacing	724				724
Traffic System Management	—	82	—	—	82
Sub-Total	4,996	82	4,364	0	9,442
<b><u>EDUCATION</u></b>					
Asbestos Removal	155		70		225
Computer Infrastructure		300			300
Exterior School Building Improvements	690		460		1,150
Furniture & Equipment Replacement		125			125
Heating & Ventilation Systems	800				800
Interior School Building Improvements	750		190		940
Lockers		50			50
School Security	250		100		350
Site and Athletic Field Improvements	250				250
Stage & Auditorium Renovations	200				200
Sub-Total	3,095	475	820	0	4,390
<b><u>PARKS &amp; RECREATION</u></b>					
Athletic Playfield Improvements	100				100
Outdoor Pool Improvements		128			128
Park/Playscape Improvements		128		50	178
Sitework – Recreational Facilities	50				50
Westmoor Park Improvements	—	—	—	40	40
Sub-Total	150	256	0	90	496
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Energy Conservation	100				100
Town Building Improvements	1,470	—	—	—	1,470
Sub-Total	1,570	0	0	0	1,570
<b><u>MISCELLANEOUS IMPROVEMENTS</u></b>					
Communications Infrastructure	500	308			808
Public Works Rolling Stock	575				575
Radio System Replacement	4,900	—	—	—	4,900
Sub-Total	5,975	308	0	0	6,283
<b>TOTAL</b>	<b><u>\$15,786</u></b>	<b><u>\$1,121</u></b>	<b><u>\$5,184</u></b>	<b><u>\$90</u></b>	<b><u>\$22,181</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Arterial Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,390,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,390,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of an arterial/collector roadway. 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 or 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 and on-street parking, drainage systems, and more sustainable curbing material.

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 pavement condition evaluations, which rates the entire Town-maintained roadway network into 5 categories; Excellent, Good, Fair, Poor, and Extremely Poor. Based on this year's evaluation, 37 percent or 22 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; replacement of curbing; replacement of failing concrete or brick sidewalk; replacement of concrete or brick driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; and roadway repaving. 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 poor condition major roadway will be repaved under the Street Resurfacing Capital Improvement Program.



<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Neighborhood Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,532,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,532,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets or local roadways in the Town's 217 mile roadway network. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 35 percent or 57 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 curbing with granite curbing; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement as necessary; re-establishment of the roadway base material; replacement of the road surface; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance that is often petitioned by entire neighborhoods.</p> <p>The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Park Road Interchange	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$4,600,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$4,600,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	
		Bonds	\$ 460,000
		Grants	\$4,140,000
<p><b>Description &amp; Justification</b></p> <p>This project will fund capacity, safety and operational improvements at the Park Road Interchange with Interstate 84. These improvements will include road widening; milling and overlay on Park Road to accommodate turning lanes; relocation and widening of ramps; and, a new traffic signal system at the intersection of Park Road and I84.</p> <p>Construction on the Park Road at Interstate 84 Interchange project is anticipated to start in 2017 and will continue into 2018. The construction cost is estimated to be \$4.6 million, with the cost funded by Federal (80%), State (10%) and Town (10%) sources.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Pedestrian and Bicycle Management			
<b>Department</b>		<b>Funding Schedule</b>	
Community Services		Program Year:	\$741,000
<b>Category</b>		<b>Prior Year(s):</b>	
Transportation & Circulation		-	
<b>Fiscal Year</b>		<b>Total Cost:</b>	
2016-2017		\$741,000	
<b>Project Duration</b>		<b>Funding Source(s)</b>	
Recurring		Bonds	\$517,000
		Grants	\$224,000

### Description & Justification

This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. A recent sidewalk condition survey identified over 1,300 sidewalk sections in need of repair. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users.

In addition to the sidewalk system, the Town will continue to design and construct on and off street bicycling options across the Town, such as the Trout Brook Multi-Use Trail, which when complete will stretch from the Elmwood section through the Town Center to the UCONN campus. To date, the trail is complete from New Park Avenue to Quaker Lane South and from Park Road to Farmington Avenue. The Town received approval to design and construct the trail section from Farmington Avenue to Fern Street through the Connecticut Department of Energy and Environmental Protection's Recreation Trails Program. The estimated construction cost is \$330,000 with grant funds of \$224,000 and the balance funded by the Town. In addition, the Town received a commitment to fund the trail section from Fern Street to Duffield Drive at a construction cost of \$355,000. The Town will fund design costs for this section.

For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways.

In order to address the upcoming trail construction, the ever increasing number of sidewalk deficiencies, retaining wall failures, and the increasing demand for a comprehensive bicycling network, the funding schedule for this project was increased.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$373,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$373,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### Description & Justification

This capital program maintains the complex Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next few years, the Town plans to complete a comprehensive mapping of the entire drainage system.

Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State 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.

Inspections of the Town's storm pipes occur annually and on an as needed basis to investigate flooding or pavement failures especially prior to a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe repairs, which average \$210,000 per year.

The Public Works Department replaces all necessary catch basins in conjunction with the Town's street programs. On the average, 150 catch basins are replaced every year at a cost of approximately \$100,000.

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Street Resurfacing	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$724,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$724,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>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, the Town has only been able to resurface an average of 7.4 miles during this period of time. In order to increase this distance and get closer to 10 miles, annual funding for this program is increased by \$100,000.</p> <p>The street selections for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 36 percent or 78 miles is 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; and paving the roadway. In some cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Traffic System Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	Program Year: \$82,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$82,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Capital Non-Recurring Expenditure 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, 2 miles of guiderail, and the Town's street lighting system. Proper operating condition of these traffic control devices greatly improves safety to the mobile public.</p> <p>In the past 7 years, 45 of the Town's traffic signals were replaced. Of the remaining 16 traffic signals, three are at the end of their useful life, which is 30 years. The goal of this program is to replace one traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades, 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>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Asbestos Removal	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$225,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$225,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$155,000
		State Grant	\$70,000
<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>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</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>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Computer Infrastructure	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	Program Year: \$300,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$300,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Capital Non-Recurring Expenditure 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>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Exterior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$1,150,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,150,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$690,000
		State Grant	\$460,000

### 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. Reroofing 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 King Philip and Hall 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>Funding Schedule</b>	Program Year: \$125,000
<b>Category</b>	Education	<b>Prior Year(s):</b>	-
<b>Fiscal Year</b>	2016-2017	<b>Total Cost:</b>	\$125,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Capital Non-Recurring Expenditure Fund

### Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are four 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.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. Furthermore, as classrooms are added to a school (modulars, reconfiguring existing spaces, etc.) additional furniture is needed. 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 miscellaneous furniture and equipment throughout the system.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Heating and Ventilation Systems	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$800,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$800,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### 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, along with funding from prior years, will go toward the replacement of the HVAC system at Duffy School.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Interior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$940,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$940,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$750,000
		State Grant	\$190,000
<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 flooring in classrooms at King Philip, Bugbee and Braeburn, replacement of exterior doors at Webster Hill, refurbishment of modular classrooms at Hall, replacement of the Conard gym floor, and painting at Whiting Lane and Webster Hill.</p>			

Town of West Hartford Capital Improvement Program	
Project Title Lockers	
Department Public Schools	Funding Schedule Program Year: \$50,000
Category Education	Prior Year(s): -
Fiscal Year 2016-2017	Total Cost: \$50,000
Project Duration Recurring	Funding Source(s) Capital Non-Recurring Expenditure Fund
<p><b>Description &amp; Justification</b></p> <p>Lockers are an element of the school building design subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. A certain amount from operating funds is allocated to handle repairs district-wide to the locking and latching mechanisms. Because certain lockers cannot be repaired, there is a need for new lockers district-wide for the next several years. New lockers are specified to be wider and deeper than the existing ones and they are usually specified to have a more limited number of moving components, thereby limiting future repairs and maintenance.</p> <p>Funding will be allocated towards replacement of lockers throughout the system.</p>	

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		School Security	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$350,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$350,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$250,000
		State Grant	\$100,000
<p><b>Description &amp; Justification</b></p> <p>This project will address various security improvements at all school facilities. Included in the project are card access entry systems, exterior lock changes, installation of a “panic button” and automatic building wide notification systems at all schools. The project will also upgrade the existing exterior camera systems at secondary schools to provide for secure internet access to video by administrative and public safety personnel.</p> <p>These investments will improve the security at all school buildings. This year’s allocation will go toward improvement of the security of classroom doors systemwide by changing the locking systems. It is anticipated that these expenditures will be eligible for State reimbursement.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department	Public Schools	Funding Schedule	Program Year: \$250,000
Category	Education	Prior Year(s):	-
Fiscal Year	2016-2017	Total Cost:	\$250,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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. This funding is used to upgrade those 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 2016-2017 funding will go toward refurbishment of the Hall tennis courts.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department	Public Schools	Funding Schedule	Program Year: \$200,000
Category	Education	Prior Year(s):	-
Fiscal Year	2016-2017	Total Cost:	\$200,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 an upgrade of seating at Norfeldt School.</p>			



<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Athletic Playfield Improvements	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	Program Year: \$100,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$100,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This is a cooperative program between the Town and the Board of Education to expand, upgrade and improve West Hartford's athletic fields. It is the intent of both the Town and schools to prioritize the major needs and attempt to address concerns as funding becomes available. Recommendations include a reorganization of certain fields, total reconstruction of poor fields, irrigation, regrading and re-seeding of designated fields.</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. The purpose of these improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. In addition, the number of youths participating in community youth leagues has increased over the years. A long-term athletic field improvements program is needed to prevent further deterioration and to preserve these important community resources within Town parks. In addition, funding will be used to upgrade several playgrounds as required.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Outdoor Pool Improvements	
Department	Human & Leisure Services	Funding Schedule	Program Year: \$128,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2016-2017	Total Cost:	\$128,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring Expenditure 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			
Project Title		Park/Playscape Improvements	
Department	Human & Leisure Services	Funding Schedule	Program Year: \$178,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2016-2017	Total Cost:	\$178,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring \$128,000 Expenditure Fund Other \$50,000
<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. A priority list of playscape improvements will be updated yearly.</p> <p>The existing structures and equipment are ten to fifteen years old and are in need of significant maintenance and repair. The replacement of the existing equipment will provide for an accessible playground, improve safety and better serve the needs of the neighborhoods. The new equipment will conform to current standards for playground equipment.</p> <p>Also included in this year's appropriation is \$100,000 to restore McGovern Pond, located in Spicebush Swamp Park. It is anticipated that \$50,000 will be funded via Capital Non-Recurring Expenditure Fund and \$50,000 will be sought in matching funds. McGovern Pond has slowly been filled with sediments, consisting primarily of road sand, eroded soils from constructions sites and organic plant materials. The removal of these sediment deposits by dredging is the most efficient method to restore the pond to a condition that supports a diverse aquatic community. McGovern Pond plays an important role as a location for Ecoventure, the Town's ecology education program, and is the site of the Annual Fishing Derby.</p>			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b>		Sitework – Recreational Facilities	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$50,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$50,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<b>Description &amp; Justification</b> This project will repair and repave parking lots at recreational facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility for the elderly and residents who are handicapped.			

<b>Town of West Hartford Capital Improvement Program</b>			
<b>Project Title</b> Westmoor Park Improvements			
<b>Department</b> Human & Leisure Services		<b>Funding Schedule</b> Program Year: \$40,000	
<b>Category</b> Parks & Recreation		Prior Year(s): \$60,000	
<b>Fiscal Year</b> 2016-2017		Total Cost: \$100,000	
<b>Project Duration</b> Year 2 of 2		<b>Funding Source(s)</b> Other	
<b>Description &amp; Justification</b> This project funds the restoration of the barn at Westmoor Park. This project will fund structural repair to portions of the interior and exterior of the existing two story timber framed barn structure.			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Energy Conservation	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	
		Program Year:	\$100,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$100,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### Description & Justification

This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements could include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.

Natural gas and electricity costs had stabilized over the past few years but will be increasing over time. Investments need to be made that reduce the consumption of energy to manage energy costs. This dedicated project for energy conservation improvements establishes these investments as a priority rather than competing with other building improvement projects and priorities.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Town Building Improvements	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	Program Year: \$1,470,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,470,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### 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 project 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

<b>Project Title</b>		Communications Infrastructure	
<b>Department</b>	Information Technology Services	<b>Funding Schedule</b>	
		Program Year:	\$808,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$808,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$500,000
		Capital Non-Recurring	\$308,000
		Expenditure Fund	

### Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data 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.



Town of West Hartford Capital Improvement Program			
Project Title		Public Works Rolling Stock	
Department	Public Works	Funding Schedule	Program Year: \$575,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2016-2017	Total Cost:	\$575,000
Project Duration	Recurring	Funding Source(s)	Bonds
<b>Description &amp; Justification</b> 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.			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Radio System Replacement	
<b>Department</b>	Public Works	<b>Funding Schedule</b>	
		Program Year:	\$4,900,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$4,900,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	Bonds

### Description & Justification

The Town's current 3-site, 800 megahertz analog radio system backbone was purchased and installed in 1999. Between 2008 and 2010, the Town replaced many of its portable and mobile radios as part of a national re-banding program at no cost to the Town. Some components of that backbone infrastructure (controllers and GPS units) were upgraded with Capital Improvement Funding in 2009 and 2010 to keep the system operational until 2015, when Motorola support for the existing system would expire. During that same period, the Town also replaced the remaining portable and mobile radios that were outdated and could no longer be supported by the equipment maintenance contract. Through a Federal fire grant the Town also invested in a microwave communications system that replaced the original T-1 telephone communications system. This system coordinates the remote radio sites and the master site located at Raymond Road. Since its installation, the system has operated flawlessly through snowstorms, recent hurricanes and Winter Storm Alfred. The Town has also re-located its main radio tower site to the WCCC tower site on Albany Avenue in West Hartford.

After 2015, Motorola, the manufacturer and maintainer of the Town's system equipment, will no longer guarantee replacement parts for the current backbone components of the Town's radio system. The Town can continue operating in this mode, but jeopardizes system operation in the event of a failure in the equipment or equipment components located at the main equipment site on Raymond Road or at any of the three remote sites (Albany Avenue, Hamilton Heights & Avery Heights in Hartford). This is especially critical for the Public Safety radio system users (approximately 250 mobiles and portables) who rely on the radio system for emergency communications and support.

Anticipating the need to replace the current radio system, representatives from Motorola were asked to provide the Town with an estimated cost for migrating to a digital radio system, utilizing existing backbone equipment and field units wherever possible.

As part of the process, the Town hired a radio system consultant, utilizing existing Radio System CIP funds, to review the components of the Motorola proposal and make recommendations for opportunities in migrating to a digital format, including broadband data capability and interoperability with Towns that border West Hartford. The consultant may also assist the Town in preparing an RFP for a new digital radio system, reviewing the proposal submitted and working with the Town to oversee the installation.

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**ANNUAL BUDGET 2015-2016**

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ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2015

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, 2014 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2015 to June 30, 2016 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	\$151,223	\$ 91,950	\$	\$ 10,099	\$253,272
Town Council	107,105	250,856		8,042	366,003
Town Manager	262,386	4,150		15,292	281,828
Corporation Counsel	324,959	71,360		22,589	418,908
Registrar of Voters	213,086	43,408		11,868	268,362
Information Technology	422,660	278,308		30,874	731,842
Financial Services	1,551,332	349,538		114,713	2,015,583
Assessor	562,514	56,815		41,670	660,999
Employee Services	328,053	69,650		24,125	421,828
Fire	9,816,561	793,629		151,407	10,761,597
Police	13,568,401	1,026,513		295,771	14,890,685
Community Services	1,914,878	474,199		143,611	2,532,688
Public Works	3,953,551	7,140,071		358,039	11,451,661
Facilities Services	1,082,194	964,262		81,714	2,128,170
Human and Leisure Services	1,839,432	963,345		100,885	2,903,662
Library	2,420,015	654,187		174,211	3,248,413
Education				148,370,424	148,370,424
Debt Service/Capital Financing				15,119,984	15,119,984
Payments to Probate		36,000			36,000
Contingency				1,425,000	1,425,000
Radio Maintenance	96,828	298,180		7,407	402,415
Private School Health Services				557,850	557,850
Paramedic Services		315,000			315,000
Revaluation Litigation		25,000			25,000
Health District		494,974			494,974
Private School Transportation				842,330	842,330
Risk Management Contributions				28,159,415	28,159,415
Metropolitan District					
Commission		8,430,150			8,430,150
<b>TOTALS</b>	<b>\$38,615,178</b>	<b>\$22,831,545</b>	<b>\$</b>	<b>\$196,067,320</b>	<b>\$257,514,043</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 2015-2016**

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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	\$	\$	\$	\$3,877,700	\$3,877,700
Community Development Block Grant Fund	240,605	131,840		324,418	696,863
CDBG – Housing Rehabilitation Fund		150,000			150,000
State Housing & Community Development Fund				19,300	19,300
Westmoor Park Fund	325,900	135,603		222,318	683,821
Leisure Services Fund	1,137,342	1,186,494		633,351	2,957,187
Private School Services Fund	720,313	898,905		558,358	2,177,576
West Hartford Library Fund		15,000	15,000		30,000
Parking Lot Fund	1,012,413	1,113,128	145,000	683,153	2,953,694
Police Private Duty Fund	1,410,000	30,000		608,645	2,048,645
Technology Investment Fund		15,000			15,000
Cemetery Operating Fund	126,827	173,590		86,715	387,132

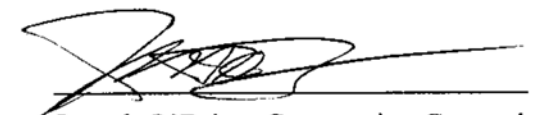
And further, that increases or decreases to said appropriations may be made only upon certification by the Town Treasurer that anticipated expenditures do not exceed anticipated revenues.

ATTEST:

  
Essie S. Labrot, Town Clerk

  
Ron VanWinkle, Town Manager

Approved as to form and legality:

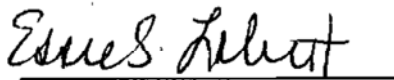
  
Joseph O'Brien, Corporation Counsel

## RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2014

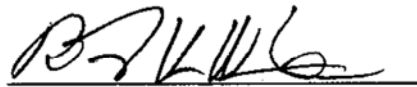
BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, on the Town Assessment List of October 1, 2014, there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General Assembly heretofore passed, a tax of thirty-eight and thirty-one hundredths (38.31) mills on the dollar. Said taxes shall become due on July first, two thousand fifteen (July 1, 2015) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand fifteen (July 1, 2015), and January first, two thousand sixteen (January 1, 2016) 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 fifteen (July 1, 2015). 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



Ron VanWinkle, Town Manager

AN ORDINANCE DEAUTHORIZING \$4,200,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2015-2016, APPROPRIATING \$4,560,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2015-2016, APPROPRIATING \$20,970,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2016-2017 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$21,330,000 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 \$4,200,000, previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2015-2016, is hereby deauthorized as follows:

	<u>2015-2016</u>
<u>Town Projects</u>	
Pools – Eisenhower	\$ 200,000
Radio System Replacement	<u>4,000,000</u>
Town Total	\$4,200,000
Total	<u>\$4,200,000</u>

Section 2. The sum of \$4,560,000 is hereby appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2015-2016, as follows, said appropriations to be inclusive of administrative, legal, financing and costs of issuance related thereto:

	<u>2015-2016</u>
<u>Town Projects</u>	
Energy Conservation	\$4,280,000
Sitework at Recreational Facilities	50,000
Storm Water Management	130,000
Street Resurfacing	<u>100,000</u>
Town Total	\$4,560,000
Total	<u>\$4,560,000</u>

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**ANNUAL BUDGET 2015-2016**

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Section 3. The sum of \$20,970,000 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 2016-2017, as follows, said appropriations to be inclusive of administrative, legal, financing and costs of issuance related thereto, and any and all State grants-in-aid of the school projects:

<u>Town Projects</u>	<u>2016-2017</u>
Arterial Street Reconstruction	\$ 1,390,000
Athletic Playfield Improvements	100,000
Communications Infrastructure	500,000
Energy Conservation	100,000
Neighborhood Street Reconstruction	1,532,000
Park Road Interchange	4,600,000
Pedestrian & Bicycle Management	741,000
Public Works Rolling Stock	575,000
Radio System Replacement	4,900,000
Sitework at Recreational Facilities	50,000
Storm Water Management	373,000
Street Resurfacing	724,000
Town Building Improvements	<u>1,470,000</u>
Town Total	\$17,055,000
<u>School Projects</u>	
Asbestos Removal	\$ 225,000
Exterior School Building Improvements	1,150,000
Heating & Ventilation Systems	800,000
Interior School Building Improvements	940,000
Security Improvements	350,000
Site & Athletic Field Improvements	250,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$ 3,915,000
Total	<u>\$20,970,000</u>
Grand Total	<u>\$21,330,000</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 \$21,330,000, 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 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 and 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 above. 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:

  
\_\_\_\_\_  
Joseph O'Brien, Corporation Counsel

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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 an annual Federal grant received 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 of 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 outlays.

**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, e.g. 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 for West Hartford that accounts for all the 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.

**GOAL** – an object or end that one strives to attain.

**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 Utility 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 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 and advertising, etc.

**OBLIGATIONS** - amounts which a governmental unit may be required legally 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.

**POLICY** – a principle, plan, or course of action pursued by a government.

**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.

**SUB-ACTIVITY** - a specific line of work performed in carrying out a governmental activity.

**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 Cemetery Operating Fund and the Pension Operating Fund.

**UNAPPROPRIATED BUDGET SURPLUS** - where fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues which has not been appropriated. Where fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal year.

**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

CRRA – Connecticut Resource Recovery Association

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

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 special revenue 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 Community Services and Human & Leisure Services sections.

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 Community 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 Human & Leisure 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 Employee Services 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 and 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 Employee Services 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 Community Services section.

Utilities Service 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 Human & Leisure Services section.

