

Town of West Hartford, Connecticut

ANNUAL BUDGET 2018-2019



Adopted by the Town Council

Annual Budget

Fiscal Year July 1, 2018 - June 30, 2019

Adopted by the Town Council

West Hartford
Connecticut





TOWN OF WEST HARTFORD
OFFICE OF THE TOWN MANAGER
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April 24, 2018

Town Council

Re: Adopted Fiscal Year 2018-2019 Budget

I am pleased to present the fiscal year 2018-2019 Adopted Budget totaling \$287,782,611, representing an increase of \$2,135,279 or 0.75% from the fiscal year 2017-2018 Adopted Budget. Net of contingency, the increase totals \$9,186,438 or 3.30% over the fiscal year 2017-2018 Restated Budget. The municipal services portion of the budget totals \$105,869,050, representing an increase of \$4,505,383 or 4.44% over the current year restated budget. The Board of Education budget totals \$164,351,527, an increase of \$4,493,773 or 2.81% over the current year. The capital financing portion of the budget for both municipal and education services totals \$17,562,034, an increase of \$187,282 or 1.08% over fiscal year 2017-2018.

Summary of General Fund Expenditures

	<u>FY 2018 Adopted</u>	<u>FY 2018 Restated*</u>	<u>FY 2019 Adopted</u>	<u>Variance from Restated</u>	<u>% Change</u>
Town Services	\$ 108,414,826	\$ 101,363,667	\$ 105,869,050	\$ 4,505,383	4.44%
Board of Education	\$ 159,857,754	\$ 159,857,754	\$ 164,351,527	\$ 4,493,773	2.81%
Capital Financing	\$ 17,374,752	\$ 17,374,752	\$ 17,562,034	\$ 187,282	1.08%
Total Expenditures	\$ 285,647,332	\$ 278,596,173	\$ 287,782,611	\$ 9,186,438	3.30%

* Town Services is restated for State Aid contingency.

An increase of \$6,471,278 or 2.63% in current year property tax revenue is required to finance the fiscal year 2018-2019 Adopted Budget. Of this amount, approximately \$1,900,000 is generated as a result of growth in the Grand List. With respect to the tax rate, the Adopted Budget reflects a combined mill rate of 41.00. This represents a reduction of 0.04 mills for real and personal property, and an increase of 9.00 mills (28.13%) for motor vehicles. Taxes for the average homeowner with two vehicles increase \$163 per annum or 1.65%.

Budget Policy Objectives

The primary issue we contend with each budget cycle is preserving the current level of services provided to Town residents and taxpayers in times of diminishing non-tax revenues, particularly State aid, and increasing operating expenses. The fiscal year 2018-2019 Adopted Budget strikes the right balance between spending and tax increases, as we are sensitive to the financial strain that tax increases impose on our residents and commercial property owners. Other key policy objectives that management has structured the budget to achieve include an increase to fund balance in fiscal year 2017-2018 to address concerns regarding the Town's bond rating; an adjustment to the discount rate in the Town's pension plan to better reflect projected asset growth and conversion to updated mortality tables; and increased funding to cover underfunded Other Post-Employment Benefits (OPEB) liabilities. In addition, the budget includes a judicious use of current year surplus to offset various expenditure increases for fiscal year 2018-2019, including debt service, utility, and risk management costs.

Revenue Outlook

The October 1, 2017 Grand List increased \$48,527,170 or 0.778%, resulting in a net taxable Grand List of \$6,288,939,631. This represents measured growth during a non-revaluation year and is a testament to West Hartford's continued ability to attract residential and commercial investment. The real estate portion of the Grand List increased by \$27,026,725 or 0.48%. Personal property increased by \$14,462,800 or 8.0% and the motor vehicle list increased by \$7,037,645 or 0.29%. The adopted budget maintains the current year property tax collection rate at 99.1%, a conservative estimate. In addition to Grand List growth, the adopted budget reflects an increase in State Aid of \$1,441,712 over the current year budget, net of contingency.

Expenditures

The Town of West Hartford's General Fund budget is comprised of three major components: municipal services, education, and capital financing.

- 1) Municipal services - The municipal services portion of the budget totals \$10,869,050, representing an increase of \$4,505,383 or 4.44% over the current year, as restated. The significant cost drivers leading to this increase include:
 - An increase of \$2,264,620 in the Actuarially Determined Employer Contribution (ADEC) for the Pension Fund
 - An increase of \$1,682,862 to cover unsettled labor contracts
 - An increase of \$1,033,800 (10.8%) in the *ad valorem* tax for wastewater service provided by the Metropolitan District Commission (MDC)
 - An increase of \$917,577 to the Town Health Program, based on claims experience
 - A savings of \$1,134,700 in the Town's refuse hauling contract

Under this budget, current services and programs remain intact. In order to lessen the impact on the taxpayer, management has worked to control expenditures by holding various discretionary line items flat. Expenditures have been reduced and current year surplus has been utilized to effect a reduction from the budgets submitted by department directors. The budget does not include funding for new programs or new positions. The budget eliminates funding for certain vacant positions, assumes various hiring lags, and makes adjustments to other positions all in an effort to limit increases in expenditures.

- 2) West Hartford Public Schools – The Board of Education adopted budget totals \$164,351,527, an increase of \$4,493,773 or 2.81% over the current year. The significant cost drivers leading to this increase include:
 - An increase of \$2.86 million for wages
 - An increase of \$1.78 million for special education, transportation, and utilities
 - A savings of \$0.15 in benefit costs, inclusive of a reduction of \$0.876 in pension costs due to an examination of Town versus BOE pension obligations, with the BOE share declining from 25.0% to 21.3% of the total ADEC
- 3) Capital financing – The capital financing portion of the budget for both municipal and education services totals \$17,562,034, an increase of \$187,282 or 1.08% over the current year. The 2019-2030 Capital Improvements Program (CIP) totals \$197,621,000 and is prepared as a separate submittal.

Fund Balance

An important objective in preparing the fiscal year 2018-2019 budget is to continue the Town's efforts to increase its undesignated fund balance in the General Fund. While West Hartford has long enjoyed a bond rating of AAA from the credit rating agencies, Moody's recently assigned the Town a negative outlook due to concerns regarding the Town's reliance on State Aid and its fund balance level in comparison to other AAA communities. Fund balance as of June 30, 2017 was \$21,846,262 or 8.1% of General Fund expenditures, while the average fund balance level in Connecticut AAA communities is 13.5%. A community's bond or credit rating is important as it is a significant factor in determining the interest rate that the local government will pay on bonds that it issues. The higher a community's bond rating, the lower the interest rate that it will receive, to the benefit of its taxpayers. In order to address the concerns noted by Moody's, the Town Council recently appropriated \$3.2 million from surplus funds, which will increase fund balance to approximately 9% by June 30, 2018. The Town is committed to maintaining its fund balance at this level.

Use of Current Year Surplus

The fiscal year 2018-2019 Adopted Budget relies in part on a conservative use of fiscal year 2017-2018 projected surplus. More specifically, management recommends contributions to the Debt Service Fund (\$500,000), the Utilities Services Fund (\$400,000), and the Risk Management Fund (\$1,500,000) in order to limit the increase to taxes for fiscal year 2018-2019. In addition, the budget includes a contribution of \$1,400,000 from projected fiscal year 2017-2018 surplus to the CNRE fund. The primary use of this contribution (\$1,293,000) will be to finance various smaller capital projects, thereby reducing long-term debt service costs and reserving bond capacity for larger capital projects, and to serve as a small reserve for any unforeseen expenses.

Long-term Budget Strategy

As detailed throughout this message, there are several key cost drivers impacting the Town's budget that make it challenging to maintain current services while limiting increases in the tax rate. Like every community in Connecticut, West Hartford is heavily dependent on property taxes and growth in the Grand List does not generally keep pace with increases in fixed or semi-fixed costs.

In order to ensure that the community remains affordable for its residents and an attractive option for new residents and businesses, it is incumbent upon the Town to continue its efforts to grow the tax base in a sustainable way and to control costs. I recommend that the Town Council, working through its Finance & Budget Committee, consolidate our current initiatives with some new ideas to develop a cohesive and deliberate long-term budget strategy. Key elements of a long-term strategy could include:

- Business retention and recruitment programs
- Exploring options to diversify local revenues (e.g. transport for advanced life support service)
- Exploring options for service-sharing with neighboring municipalities
- Converting utility costs to user fees (e.g. MDC *ad valorem* tax)
- Gradually increasing unrestricted fund balance to help ensure the Town retains the most competitive bond rating
- Lowering debt service costs by funding certain capital projects through the CNRE fund

- Continued modifications to employee benefit programs (e.g. pension, health insurance) to lower costs
- Continued adjustments to the discount rate in the Pension and OPEB funds to more accurately reflect asset growth; increase funding ratios to lower future pension and OPEB liabilities
- Exploring options to restructure pension and OPEB liabilities
- Conducting best practice assessments of municipal operations to identify opportunities to gain efficiencies and to lower cost of service delivery

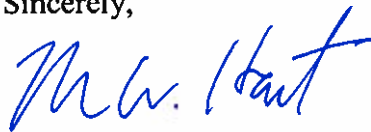
The Council, working through management, would seek to implement this strategy over a period of years to promote sustainability, affordability, and other key Council goals.

Conclusion

In management's view, the fiscal year 2018-2019 Adopted Budget is a responsible spending plan that is designed to maintain current services while adjusting for variances in non-tax revenue and mitigating the impact of increased property taxes on the taxpayer. The budget enables the Town to build fund balance to shore up our valuable credit rating, and to increase funding for pension and OPEB liabilities. In addition, the budget is structured to utilize current year surplus in a judicious manner to offset various expenditure increases for fiscal year 2018-2019.

The preparation of the budget and Capital Improvement Program requires a great deal of time and effort. I would like to thank our directors and the members of the budget team – Peter Privitera, Elizabeth Hewitt, and Barbara Rua – for their patient and thorough work in preparing this submission.

Sincerely,



Matthew W. Hart
Town Manager

TABLE OF CONTENTSBudget Guide

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

<u>Fiscal Policies</u>	F - 1
------------------------------	-------

Budget Summaries (Organization Chart)

Budget In Brief - All Funds.....	S - 1
Summary of Sources, Uses and Changes in Fund Balances - All Funds	S - 2
Budget In Brief - General Fund.....	S - 4
Expenditure Summary by Department - General Fund.....	S - 5
Estimated Revenues and Other Resources – General Fund	S - 6
Comparison of Wages and Salaries, Operating Expense, Equipment, and Social Security - General Fund	S - 9
Full-Time Position Summary	S-13
Categories of Expense Summary – General Fund	S-15

General Government

General Fund Overview	1
Town Council	2
Town Clerk.....	5
Town Manager	10
Corporation Counsel	15
Registrar of Voters	19
Assessor's Office.....	23

Information Technology

General Fund Overview	29
Budget by Division(s)	31
Technology Investment Fund	34

Financial Services

General Fund Overview	37
Budget by Division(s)	39

Human Resources

General Fund Overview	51
Budget by Division(s)	53
Risk Management Fund	56
Pension Operating Fund	65

Fire Services

General Fund Overview	71
Budget by Division(s)	73

Police Services

General Fund Overview	91
Budget by Division(s)	93
Police Private Duty Fund	115

Community Development

General Fund Overview	119
Budget by Division(s)	121
Community Development Block Grant Fund	132
CDBG – Housing Rehabilitation Fund	136
State Housing and Community Development Fund.....	139

Public Works

General Fund Overview	143
Budget by Division(s)	145
Parking Lot Fund.....	161
Cemetery Operating Fund	166

Facilities Services

General Fund Overview	173
Budget by Division(s)	175
Utilities Services Fund	181

Leisure Services and Social Services

General Fund Overview.....	187
Budget by Division(s).....	189
Leisure Services Fund	209
Community Development Block Grant Fund.....	216
Westmoor Park Fund	220

Library Services

General Fund Overview.....	227
Budget by Division(s).....	229
West Hartford Library Fund	245

Education

General Fund Overview	249
-----------------------------	-----

Non-Departmental

General Fund Overview	251
Summary by Program.....	251
Private School Services Fund.....	254
Blue Back Square Fund.....	257
West Hartford Center – Special Services District Fund.....	259

Capital Budget

General Fund Overview.....	263
Debt Service Fund	264
Capital and Non-Recurring Expenditure Fund.....	266
Fiscal Year 2018-2019 and 2019-2020 Capital Budget	269
Capital Financing Guidelines	272
Summary of Capital Improvements 2018-2019	275
2018-2019 Detailed Project Descriptions	276
Summary of Capital Improvements 2019-2020	302
2019-2020 Detailed Project Descriptions	303

<u>Budget Resolutions</u>	331
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Glossary

Glossary of Terms	G-1
Abbreviations/Acronyms	G-7
Description of Funds	G-9

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A READER'S GUIDE TO THE BUDGET

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

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

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

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

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

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

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

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

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

TOWN OF WEST HARTFORD ORGANIZATION VALUES

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

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

Getting Close to our Residents (Customers)

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

Enhancing our Public Image

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

Improving Relations Among All Employees

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

Being on the Leading Edge of Technology

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

Committing to Long Range Fiscal and Administrative Planning

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

SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

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

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

TOWN OF WEST HARTFORD'S ANNUAL BUDGET PROCESS

Budget Process Guided by Town Charter/Town Ordinance

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

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

Budget Referendum Process

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

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

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

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

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

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

Calendar for Fiscal Year 2018-2019 Budget Process

December 4, 2017	Budget guidelines distributed to departments
December - January 19, 2018	Departments prepare budget submissions
January 29 - March 12, 2018	Town Manager's budget review and production of Proposed Budget
March 12, 2018*	Proposed Budget presented to Town Council by Town Manager
March 13 - April 16, 2018	Council review of budget and two public hearings on budget
April 24, 2018**	Town Council adoption of budget
April 25 - June 15, 2018	Preparation of Adopted Budget documents

* Deadline, per Town Charter, is March 12th.

** Deadline, per Town Charter, is April 26th.

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

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

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

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

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

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

The Town That Cares Fund (Leisure Services & Social 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.

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.

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

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

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

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

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

PROPRIETARY FUNDS

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

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

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

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

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

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

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

FIDUCIARY FUNDS

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

Trust Funds – the Town has one trust fund:

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

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

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FISCAL POLICIES SECTION

The fiscal year 2018-2019 budget reflects a number of operational and service modifications which are summarized and highlighted in this section. The culmination of these changes will have a direct impact on the level of services provided to the community and the amount of real, personal and motor vehicle taxes required for the provision of those services. Property taxes are the primary source of revenue to cities and towns throughout Connecticut. The recent trend of reduced municipal aid to cities and towns has placed an additional burden on local taxpayers resulting in higher local taxes and/or reduced service levels. These concerns demand a thorough annual examination of Town services to identify operational efficiencies and budgetary savings. While growth in the Grand List represents investment in the community and additional tax revenue, that revenue falls short of offsetting structural increases related to payroll, employee benefits and operational expenses. Finding the proper balance between tax increases and service levels will continue to drive the annual budget process. The following policies are included in this budget:

- Continue to assume a property tax collection rate of 99.1%.
- Incorporate a uniform mill rate for all real, personal and motor vehicle property. The fiscal year 2018 budget included separate mill rates for real and personal property versus motor vehicles.
- Continue to use conservative revenue estimates in all non-tax and non-municipal aid categories.
- Use of projected fiscal year 2018 General Fund surplus (\$400,000) to mitigate an expected increase in the Utilities Services Fund.
- Use of projected fiscal year 2018 General Fund surplus (\$500,000) to mitigate debt service expenditures.
- Use of projected fiscal year 2018 General Fund surplus (\$1,500,000) to bolster the Town's self-insurance and health programs.
- Use of projected fiscal year 2018 General Fund surplus (\$1,400,000) for fiscal year 2019 Capital Non-Recurring Expenditures.
- Continue to fully fund the Actuarially Determined Employer Contribution (ADEC) related to Pension and Other Post-Employment Benefits (OPEB) liabilities.

The fiscal year 2019 General Fund budget totals \$287,782,611 and represents an increase of \$9,186,438 or 3.30% from fiscal year 2018, restated for State aid contingency. The municipal services portion of the budget totals \$105,869,050, an increase of \$4,505,383 or 4.44%. The education budget totals \$164,351,527, an increase of \$4,493,773 or 2.81%. The capital financing budget for both municipal and education services is \$17,562,034, an increase of \$187,282 or 1.08%. In order to finance the budget, an increase in current year property tax revenue of \$6,471,278 or 2.63% is required. Property taxes are the primary source of revenue for municipalities in Connecticut and increases in property tax revenue are generated from growth in the value of taxable property and increases in the tax rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2017 net taxable Grand List totals \$6,288,939,631, an increase of \$48,527,170 or 0.778%. This growth equates to approximately \$1,900,000 in property tax revenue. In order to generate the remaining property tax revenue required, a mill rate of 41.00 is required.

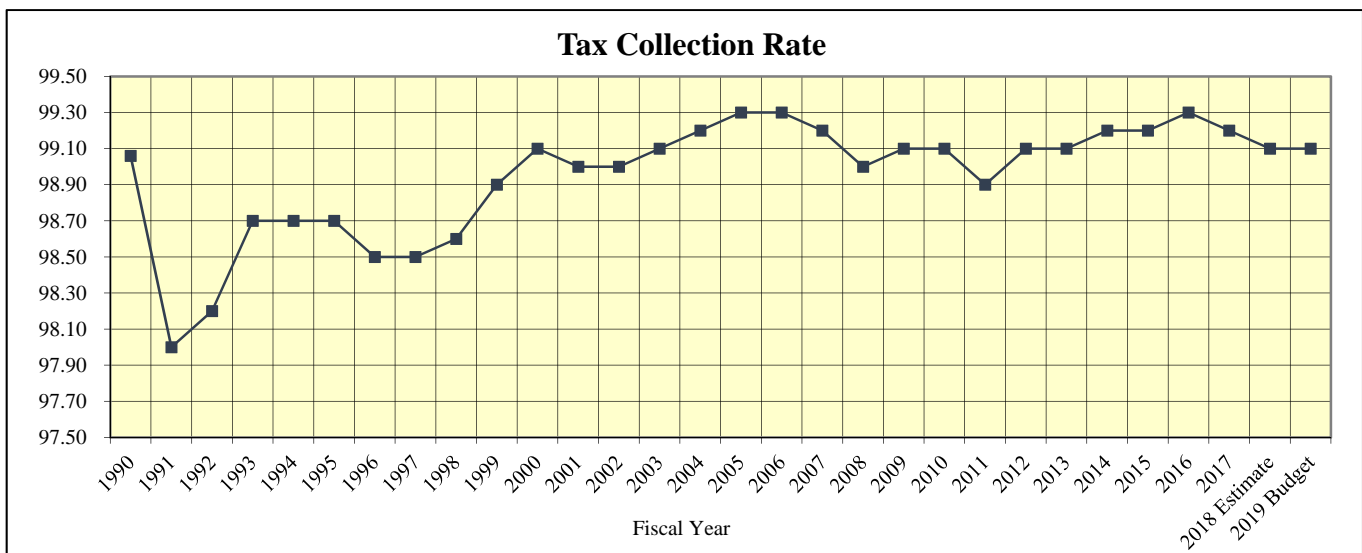
SUMMARY OF REVENUES

	FY 2018 <u>Adopted</u>	FY 2018 <u>Restated*</u>	FY 2019 <u>Adopted</u>	Increase/ (Decrease)	Percent Change
Current Year Property Taxes	\$246,073,015	\$246,073,015	\$252,544,293	\$6,471,278	2.63%
Other Property Taxes	3,850,000	3,850,000	4,600,000	750,000	19.48%
Intergovernmental Revenue	28,531,029	21,479,870	22,921,582	1,441,712	6.71%
Charges for Services	5,953,085	5,953,085	5,646,521	(306,564)	(5.15%)
Miscellaneous Revenue	755,200	755,200	1,586,425	831,225	110.07%
Transfers from Other Funds	485,003	485,003	483,790	(1,213)	(0.25%)
Total Revenues	<u>\$285,647,332</u>	<u>\$278,596,173</u>	<u>\$287,782,611</u>	<u>\$9,186,438</u>	3.30%

*Intergovernmental revenue is restated for State Aid contingency

Property Taxes

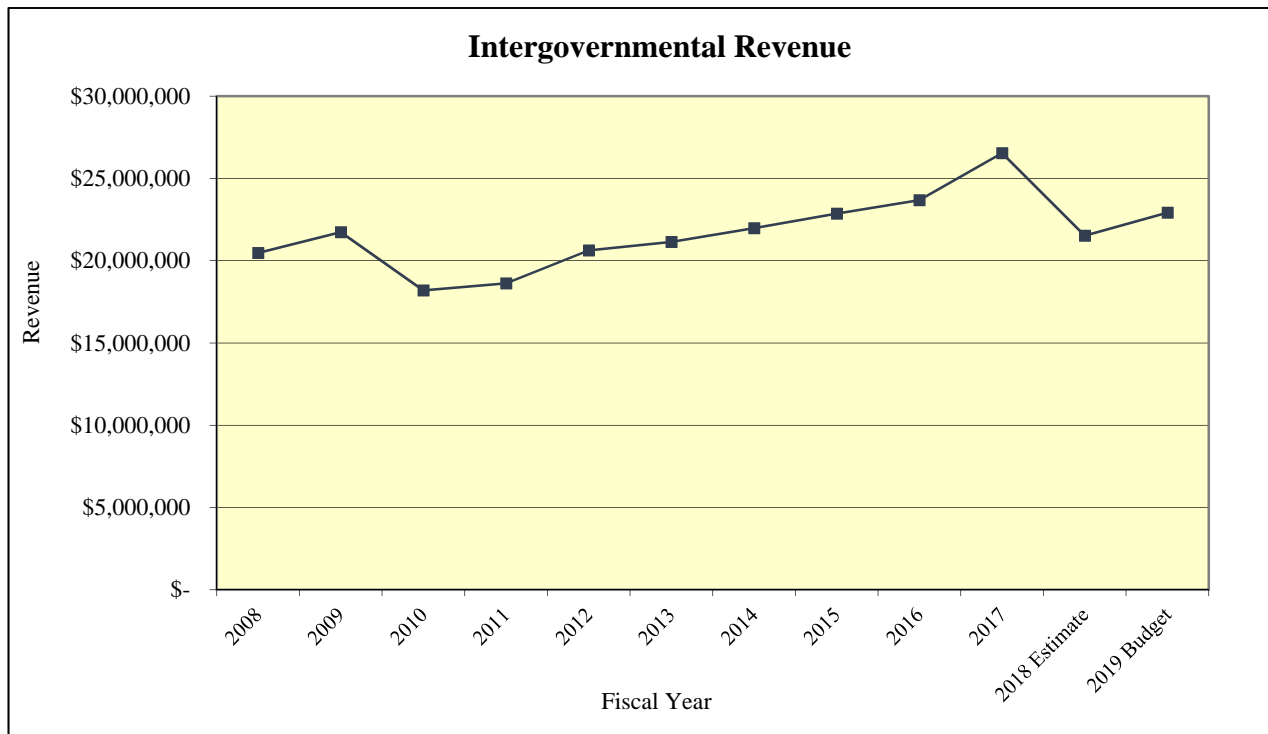
Approximately 88% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2017 net taxable Grand List totals \$6,288,939,631; an increase of \$48,527,170 or 0.778%. The real estate portion of the Grand List increased by \$27,026,725 or 0.48%. This growth was attributed to new commercial/residential construction and remodeling projects, including: the Delamar Hotel; a mixed use development at 616 New Park Avenue; apartments on North Main Street; and, a Chick-fil-A restaurant on New Park Avenue. There were also several parcels that went from exempt to taxable, notably the Hebrew Home on Abrahms Boulevard. Motor vehicles increased by \$7,037,645 or 0.29%, primarily due to the addition of 105 vehicles, while business personal property increased \$14,462,800 or 8.0%. This growth is attributed to 70 new businesses, new capital equipment expenditures that exceed depreciation charges, and additional value from the recently completed personal property audit program encompassing 50 businesses on the 2014, 2015, 2016 Grand Lists. Grand List growth is expected to generate an additional \$1,900,000 in tax revenue. The successful collection of current year property taxes is a critical element in determining property tax revenues and effectively managing the budget during the fiscal year. The collection of the second installment of real estate property taxes in January 2018 was consistent with experience in prior years and it is anticipated that the Town will achieve a 99.1% collection rate in the current fiscal year. The fiscal year 2019 budget maintains the 99.1% collection rate assumption.



Intergovernmental Revenue

Estimated Intergovernmental Revenue for fiscal year 2018-2019 is detailed below. The Town's fiscal year 2018 adopted budget included State Aid revenue assumptions based on the information available at the time of adoption. The State budget that was subsequently adopted provided less funding than the Town had estimated; however, the Town had included a contingency assumption in the Town budget that was virtually equal to the amount of the reduction in State Aid.

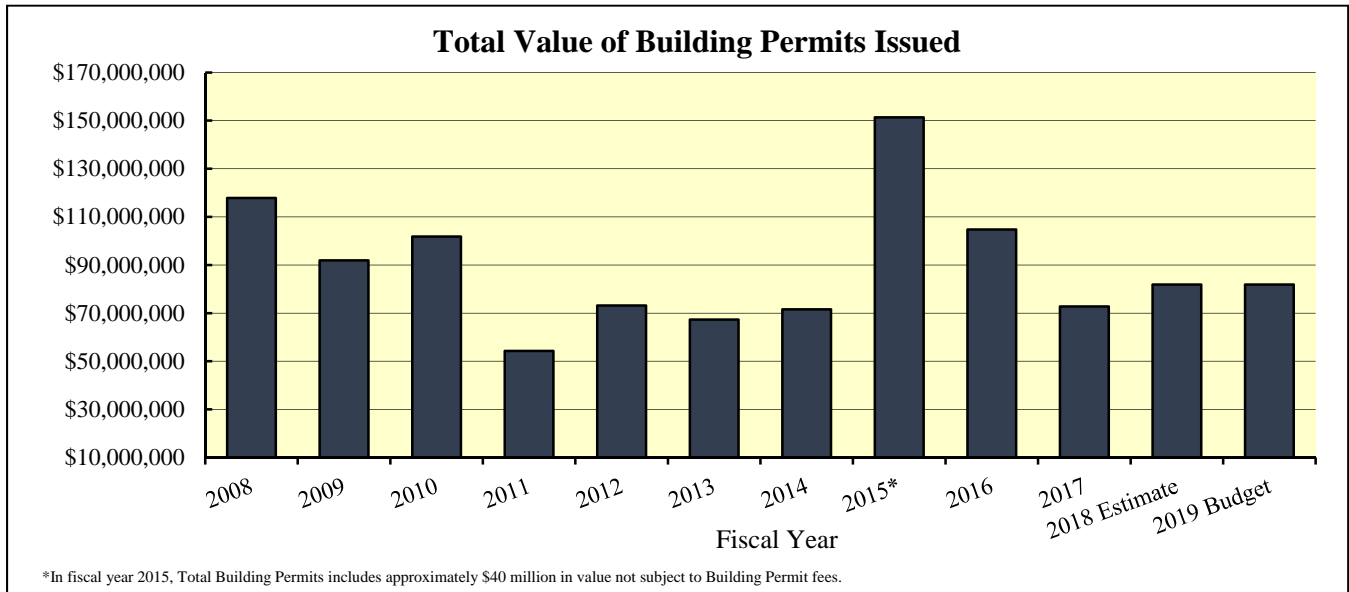
<u>Grant</u>	<u>FY 2018 Adopted</u>	<u>FY 2019 Adopted</u>	<u>Increase/ (Decrease)</u>
Education Cost Sharing	\$ 20,961,352	\$ 20,386,600	\$ (574,752)
Motor Vehicle Mill Rate Offset	2,506,040		(2,506,040)
Municipal Project Grant		805,784	805,784
Payment in Lieu of Taxes (PILOT)	1,162,924	517,655	(645,269)
Pequot/Mohegan Fund Grant	194,502	27,820	(166,682)
Sales Tax Revenue	2,075,223		(2,075,223)
Town Aid Road	686,908	685,503	(1,405)
Other State Revenue	692,288	498,220	(194,068)
State Aid Contingency	(7,051,159)		7,051,159
Total State Aid	\$ 21,228,078	\$ 22,921,582	\$ 1,693,504
Federal Aid	251,792		(251,792)
Total Intergovernmental Revenue	\$ 21,479,870	\$ 22,921,582	\$ 1,441,712



Charges for Services

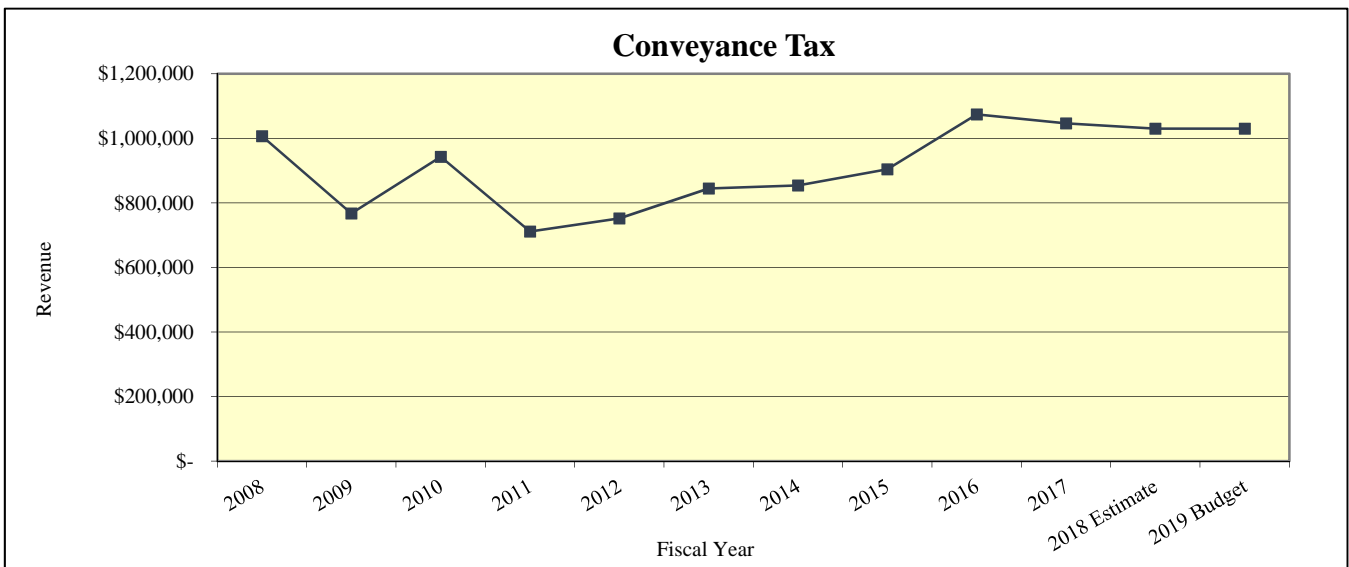
Building Permits

Estimated building permit revenue is expected to total \$1,400,000 for fiscal year 2019, a decrease of \$200,000 compared to the fiscal year 2018 adopted budget, but consistent with the estimate for the current year. The building permit fee is calculated on the value of new construction or building improvements. The fiscal year 2019 estimate is based on anticipated residential housing and commercial construction projects.



Real Estate Transactions

The Town receives fees established by the State of Connecticut for real estate transactions. Land records fee revenue is received for the actual recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The fiscal year 2019 budget reflects an increase in conveyance tax revenue of \$30,000 to \$1,030,000 based upon the level of activity in the current fiscal year. The fiscal year 2019 budget reduces the estimate for land records fee revenue by \$10,000 to \$240,000, consistent with current year experience. Land records fee revenue had achieved higher levels in prior years due to the volume of mortgage refinancings.



Miscellaneous Revenues

Investment Income

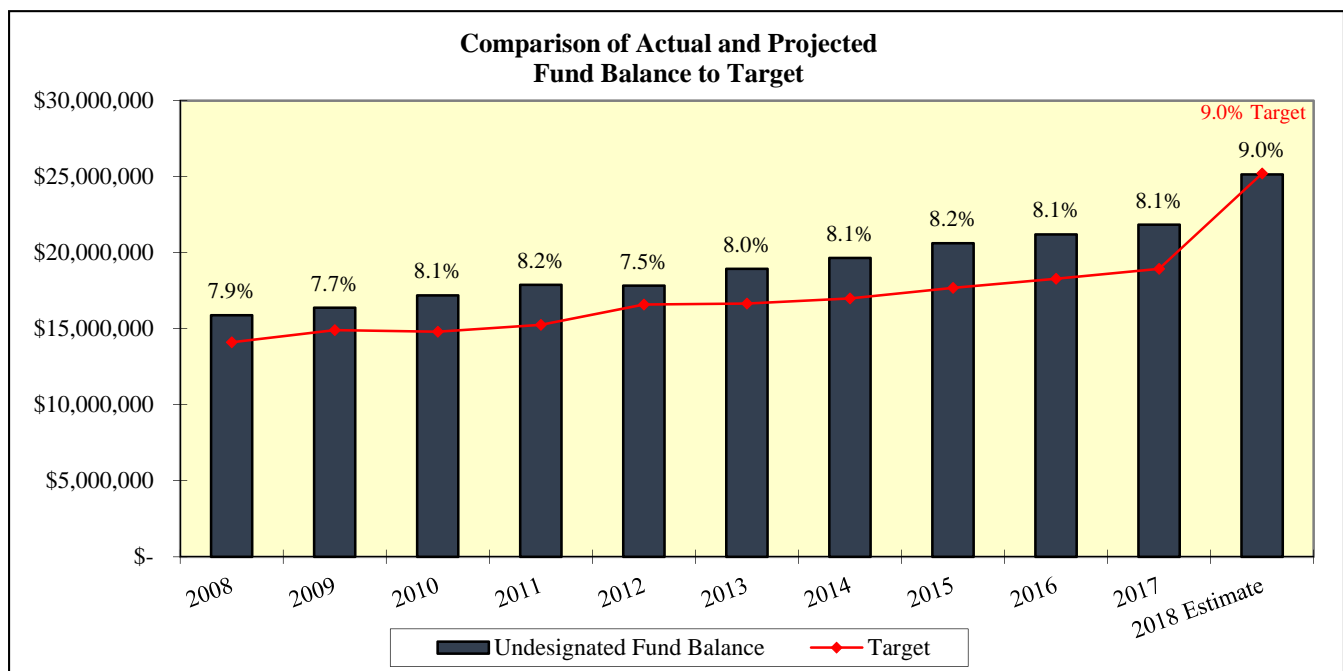
The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The estimated fiscal year 2019 interest income is significantly higher than the 2018 adopted budget due to rising interest rates. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 125 and 145 basis points, to maximize investment income within investment vehicles allowed by State statute.

The Town has also employed a strategy whereby a balance is maintained with its primary bank. While a lower interest rate is earned on these funds, the bank offers an 80 basis point earnings credit applied directly to banking fees charged to the Town. Investing funds in this manner results in significant cost avoidance. On a quarterly basis, the Town reviews independent bank ratings on all financial institutions with which relationships are maintained, investing only with those that maintain at least a three (out of five) star rating. Based on the current year projection and anticipated interest rates, the estimated interest income for fiscal year 2019 is budgeted at \$530,000; an increase of \$246,000 over the fiscal year 2018 adopted budget.

Beginning in fiscal year 2016, the Town invested \$10,000,000 in FDIC insured, secure, marketable CDs and government securities. This investment is projected to generate approximately \$100,000 in both the current fiscal year and fiscal year 2019.

Use of Fund Balance

Fund balance is the amount the Town has accumulated from prior years when revenues exceeded actual expenditures. The Town's June 30, 2017 fund balance was \$21,846,262 or 8.1% of General Fund expenditures. During the current fiscal year, the Town Council appropriated \$3.2 million from surplus funds to increase fund balance of the General Fund to approximately 9% by June 30, 2018. At the same time, the fund balance target was increased from 7% to 9% of General Fund expenditures. This fiscal year 2019 budget does not anticipate any use of fund balance to cover operating expenditures.



SUMMARY OF EXPENDITURES

	<u>FY 2018 Adopted</u>	<u>FY 2018 Restated*</u>	<u>FY 2019 Adopted</u>	<u>Increase/ (Decrease)</u>	<u>Percent Change</u>
Town Services					
Wages & Salaries	\$40,710,704	\$40,710,704	\$40,321,710	(\$388,994)	(0.96%)
Operating Expense	24,297,447	24,297,447	24,264,386	(33,061)	(0.14%)
Fringe Benefits	<u>43,406,675</u>	<u>36,355,516</u>	<u>41,282,954</u>	<u>4,927,438</u>	13.55%
Total Town Services	\$108,414,826	\$101,363,667	\$105,869,050	\$4,505,383	4.44%
Board of Education	\$159,857,754	\$159,857,754	\$164,351,527	\$4,493,773	2.81%
Capital Financing	<u>\$17,374,752</u>	<u>\$17,374,752</u>	<u>\$17,562,034</u>	<u>\$187,282</u>	1.08%
Total Expenditures	<u>\$285,647,332</u>	<u>\$278,596,173</u>	<u>\$287,782,611</u>	<u>\$9,186,438</u>	3.30%

*Fringe Benefits is restated for State Aid contingency

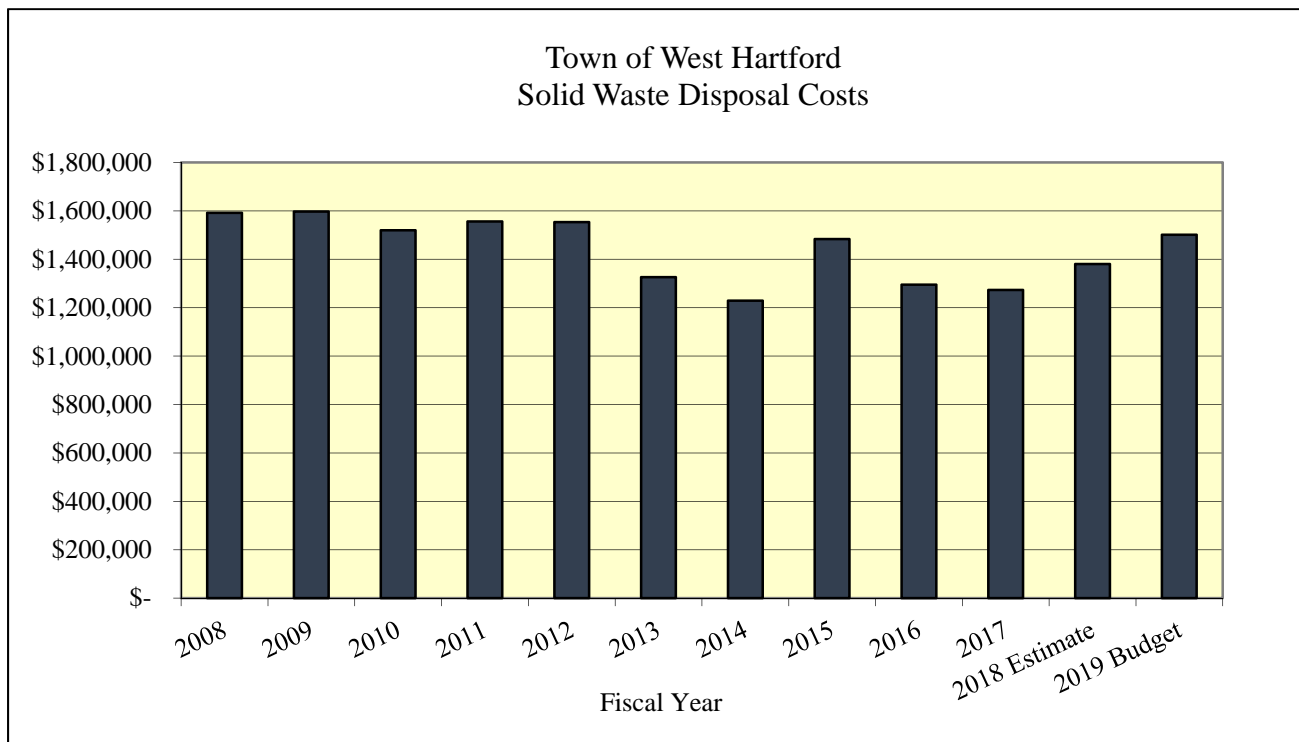
Town Services

Wages & Salaries

Wages and salaries reflect an overall reduction of \$388,994. Regular payroll totals \$33,120,214, a reduction of \$285,286 or 0.9% from the fiscal year 2018 adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all collective bargaining agreements. This budget includes no new positions and eliminates an Assistant Fire Chief position that had been added in fiscal year 2018. The responsibilities associated with that position, providing quality assurance and improvement to the paramedic program, will be supplied by an outside contractor. Hiring lags of \$175,000 in the Police Department and \$120,000 in Public Works are reflected in the budget. The Public Relations Specialist position has been transferred from the Community Development Department to the Town Manager's Office with a corresponding fluctuation in wages. In addition, the downgrading of a vacant Information Technology Specialist position to an Information Technology Analyst and a hiring lag in the filling of a vacant Financial Systems Analyst position create additional savings. The appropriation for part-time personnel increases \$58,464. Temporary payroll increases are seen in the Corporation Counsel's office (\$29,000) to fund a part time Legal Administrative Assistant subsequent to the retirement of the full-time employee, the Registrar of Voters Office (\$34,144) for election workers for the gubernatorial primary, the Assessor's Office (\$22,500) to conduct personal property audits, and the Financial Services department (\$26,500) to backfill a vacant position. These increases are offset by a \$30,000 reduction in Facilities Services and minor reductions in other areas due to anticipated workflow. Overtime is reduced \$166,482 in the fiscal year 2019 budget. This reduction is primarily due to the elimination of one-time grant funded overtime in the Police department.

Operating Expense

Operating expense reflects a net reduction of \$33,061 or 0.14% from the 2018 adopted budget. Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The payment to MDC for operating costs increases \$1,033,800 or 10.8% from fiscal year 2018. Utility costs, which are decreasing \$52,189, represent the transfer to the Utilities Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. The reduced contribution results from the amortization of surplus in the USF offset by slightly increased rates. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement which will result in significant annual electricity savings. To date, the project has focused primarily on streetlights and school buildings. Town building projects and upgrades are progressing and additional savings will be seen in future years. A virtual net metering solar project has recently been completed, whereby the Town will purchase power from a third-party owned solar farm (not on Town property) and receive a credit against electric bills. The appropriation for solid waste disposal increases \$100,000 due to a contractual rate increase. The appropriation for water testing in compliance of MS4 requirements is increased by \$30,000 due to additional testing. Software maintenance costs increase \$81,200 due to increases in annual licensing fees and support for the Town's new financial management system. Offsetting these increases is a significant reduction of \$1,134,700 in the Town's contract for refuse collection and hauling due to a re-bid of the service. In addition, the town-wide radio maintenance cost is reduced by \$129,490 or 30.3% as a result of the expected completion of the installation of the new radio system. Once installation is completed, maintenance costs are included in the contract price.



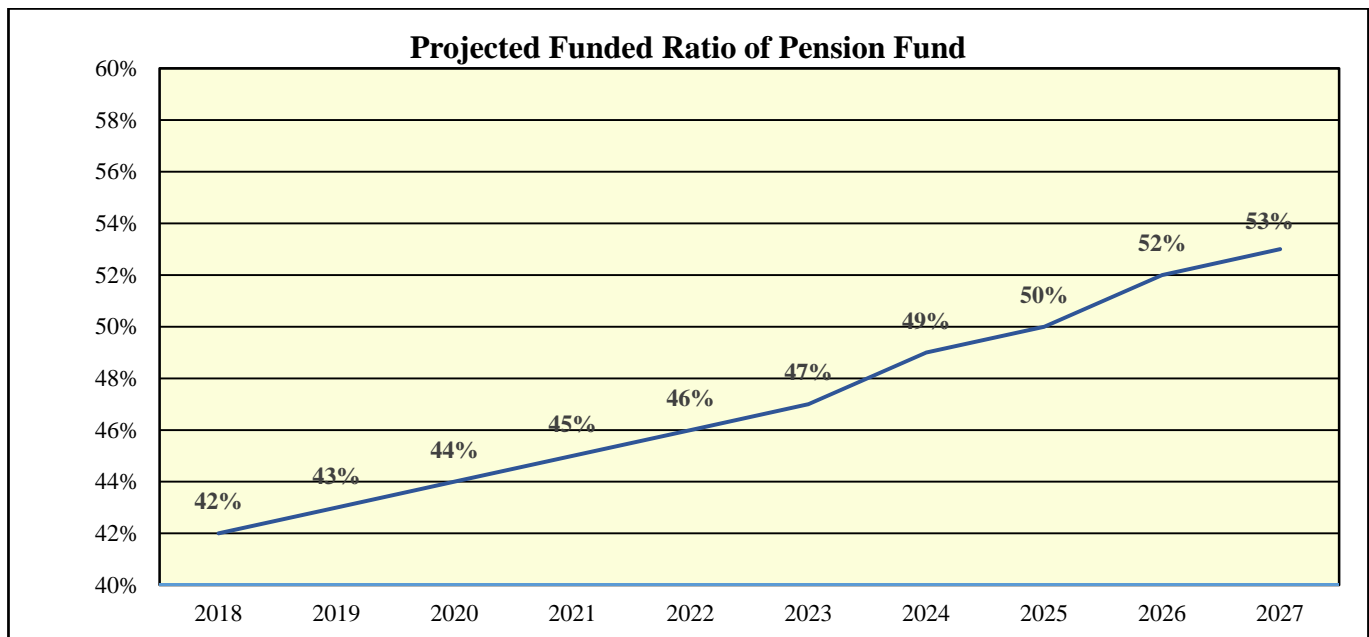
Employee Benefits & Insurance

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 \$641,578, or 3.7% in fiscal year 2019. Town Health Program expense increases \$917,577, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. Offsetting this increase are reductions in the other risk programs due to claim trends and amortization of accumulated surplus/deficit in each program: heart and hypertension (\$53,020), self-insured (\$188,051), workers' compensation (\$30,721), and insured (\$4,207).

Pension Benefits

The Actuarially Determined Employer Contribution (ADEC) for fiscal year 2019 is \$23,880,013, a year over year increase of \$2,264,620. Based upon a review of the ADEC for Town employees versus BOE employees, a redistribution of the pension allocation is reflected in the fiscal year 2019 budget. This resulted in a reduction for the BOE and an increase for the Town of approximately \$876,000. The total liability for pension benefits, measured on July 1, 2017, is \$452,993,244. Of this total, \$189,993,169 or 41.9% is funded. As indicated in the July 1, 2017 valuation, the unfunded accrued liability increased \$28,109,270 over the prior year. The Plan's market value increased \$18,875,558 from July 1, 2016 to July 1, 2017, while the actuarial value increased \$10,350,903. 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. The discount rate was reduced from 7.50% to 7.25% and a new mortality table based on public employee data was utilized. These two primary factors reduced the plan funded status from 43.3% to 41.9%.

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



Retiree Medical

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2017, is \$166,455,000. These benefits are paid from a retiree health care reserve fund established in 1984. The General Fund makes an annual contribution to the reserve fund 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 significantly from a high of \$27,012,296 on July 1, 2003. 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 \$400,000 and will total \$11,780,000 in fiscal year 2019 split between the Town (\$8,872,000) 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 employees hired after 2003 significantly lowering 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 begun phasing in contributions to reach the annual required contribution for employees hired prior to 2003 as well.

Education

The fiscal year 2019 education budget totals \$164,351,527, an increase of \$4,493,773 or 2.81%.

- Salaries, which represent the largest portion (65%) of the education budget, are increasing \$2.86 million. This increase reflects growth due to step movement on the teachers' salary scale and additional staff needed to meet the enrollment growth at the high schools and the needs of special education students.
- Employee benefit expenses represent the second largest portion of the budget (20%) and are decreasing \$0.15 million or -0.5%. Medical costs are rising nominally and the Board's contribution to the pension fund has decreased.
- All other expenses increase \$1.78 million due to a combination of inflation, higher out-of-district special education tuition costs as well as higher utility and transportation costs.

Capital Financing

The annual appropriation for capital financing is determined by the Town's long-range Capital Improvement Program (CIP). The 2019-2030 CIP invests \$197,621,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment. The Capital Improvement Program continues the long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses several non-recurring projects such as the Fern Street Bridge replacement (\$4,200,000, of which \$3,000,000 will be funded by grants), infrastructure improvements to Wolcott Park (\$300,000 in Year 1 and \$200,000 in Year 2), refurbishment of the Kennedy Bath House (\$290,000 in Year 3), Modernization of the Recycling Center (\$2,500,000 in Year 2), migration to a new financial management system (\$350,000 in Year 1 and \$550,000 in Year 2) and the planned replacement of fire apparatus (\$770,000 in Year 2).

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy). Bonded debt service is \$18,472,034 for fiscal year 2019. Of this amount, \$17,472,034 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 \$1,000,000 is funded by bond premiums received from previous Town bond issuances (\$500,000) and the application of fiscal year 2018 surplus (\$500,000). The fiscal year 2019 budget includes no transfer to the CNRE Fund, as capital projects will be funded from existing CNRE fund balance. Fiscal year 2019 debt service costs are partially offset by \$120,906 in school construction reimbursement grant revenue from the State of Connecticut.

TOWN OF WEST HARTFORD

FISCAL YEAR 2018-2019

BUDGET IN BRIEF

ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
General Fund	\$271,276,762	\$285,647,332	\$283,219,982	\$287,782,611
Blue Back Square Fund	3,369,290	3,917,854	3,266,977	3,253,405
Community Development Block Grant Fund	811,785	1,439,944	1,439,944	709,003
CDBG – Housing Rehabilitation Fund	170,744	250,000	412,184	165,000
State Housing & Community Development Fund	8,955		60	
Westmoor Park Fund	641,458	669,283	671,096	680,662
Leisure Services Fund	3,260,113	4,344,876	4,007,212	4,605,150
Private School Services Fund	2,217,806	2,265,882	2,186,809	2,406,186
West Hartford Library Fund	28,210	15,000	15,199	15,000
Parking Lot Fund	3,257,542	3,505,502	3,424,640	3,468,395
Technology Investment Fund	9,776	11,750	11,750	11,750
Capital & Non-Recurring Expenditure Fund	3,282,889	751,194	2,201,194	
Police Private Duty Fund	1,988,067	2,100,000	2,100,000	1,900,000
Cemetery Operating Fund	363,457	347,000	377,000	347,000
Total Revenue & Other Resources	\$290,686,854	\$305,265,617	\$303,334,047	\$305,344,162

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
General Fund	\$270,630,786	\$285,647,332	\$280,251,770	\$287,782,611
Blue Back Square Fund	3,897,275	3,901,475	3,901,475	3,902,975
Community Development Block Grant Fund	811,785	1,439,944	1,439,944	709,003
CDBG – Housing Rehabilitation Fund	191,844	250,000	412,184	165,000
State Housing & Community Development Fund		8,935	8,935	
Westmoor Park Fund	636,931	671,606	659,277	700,827
Leisure Services Fund	3,332,329	4,206,524	4,099,596	4,343,884
Private School Services Fund	2,217,806	2,265,882	2,186,809	2,406,186
West Hartford Library Fund	10,820	100,321	51,491	15,000
Parking Lot Fund	3,178,386	3,038,713	2,998,790	3,466,329
Technology Investment Fund	20,868			
Capital & Non-Recurring Expenditure Fund	1,678,656	1,454,313	4,654,313	1,293,000
Police Private Duty Fund	2,124,795	2,071,135	2,071,135	1,854,045
Cemetery Operating Fund	528,587	404,931	393,219	413,961
Total Expenditures & Other Uses	\$289,260,868	\$305,461,111	\$303,128,938	\$307,052,821

CHANGE IN FUND BALANCE	\$ 1,425,986	(\$ 195,494)	\$ 205,109	(\$ 1,708,659)
BEGINNING BALANCE	\$ 28,796,052	\$ 30,222,038	\$ 30,222,037	\$ 30,427,146
ENDING BALANCE	\$ 30,222,038	\$ 30,026,544	\$ 30,427,146	\$ 28,718,487

ANNUAL BUDGET 2018-2019

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

	General Fund	Blue Back Square Fund	CDBG Fund	CDBG Housing Rehab Fund	State Housing Fund	Westmoor Park Fund	Leisure Services Fund
<u>Revenues</u>							
Property Taxes	\$257,144,293						
Intergovernmental	22,921,582		709,003	165,000			
Charges for Services	5,646,521	19,800				312,066	4,312,500
Miscellaneous	1,586,425	1,000				368,596	22,650
Total Revenues	\$287,298,821	\$20,800	\$709,003	\$165,000	\$0	\$680,662	\$4,335,150
<u>Other Resources</u>							
Transfers In	\$483,790	\$3,232,605					\$270,000
Total Other Resources	\$483,790	\$3,232,605	\$0	\$0	\$0	\$0	\$270,000
Total Revenue & Other Resources	\$287,782,611	\$3,253,405	\$709,003	\$165,000	\$0	\$680,662	\$4,605,150
<u>Expenditures</u>							
Town Clerk	\$ 252,628						
Town Council	383,752						
Town Manager	384,297						
Corporation Counsel	381,635						
Registrar of Voters	267,712						
Information Technology	913,722						
Financial Services	2,366,531						
Assessor	752,172						
Human Resources	444,238						
Fire Department	11,613,368						
Police Department	14,927,645						
Community Development	2,453,346		278,510	165,000			
Public Works	10,518,682						
Plant & Facilities Services	2,423,055						
Leisure Services & Social Services	3,130,602		296,764			672,512	4,343,884
Library Services	3,431,206						
Education	164,351,527						
Debt Service	17,562,034						
Non-Departmental	49,340,470	3,902,975					
Total Expenditures	\$285,898,622	\$3,902,975	\$575,274	\$165,000	\$0	\$672,512	\$4,343,884
<u>Other Uses</u>							
Transfers Out	1,883,989		133,729			28,315	
Total Other Uses	\$1,883,989	\$0	\$133,729	\$0	\$0	\$28,315	\$0
Total Expenditures and Other Uses	\$287,782,611	\$3,902,975	\$709,003	\$165,000	\$0	\$700,827	\$4,343,884
Change in Fund Balance	\$0	(\$649,570)	\$0	\$0	\$0	(\$20,165)	\$261,266
Estimated Fund Balance 7/1/18	\$24,814,474	(\$251,840)	\$0	\$0	\$260	\$423,508	(\$2,003,381)
Estimated Fund Balance 6/30/19	\$24,814,474	(\$901,410)	\$0	\$0	\$260	\$403,343	(\$1,742,115)

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

ANNUAL BUDGET 2018-2019

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

	Private School Services <u>Fund</u>	Library <u>Fund</u>	Parking Lot <u>Fund</u>	Technology Investment <u>Fund</u>	Capital & Non- Recurring Expenditure <u>Fund</u>	Police Private Duty Service <u>Fund</u>	Cemetery Operating <u>Fund</u>	Total All Funds
<u>Revenues</u>								
Property Taxes								\$257,144,293
Intergovernmental	620,000							24,415,585
Charges for Services		15,000	3,460,395	11,750		1,900,000	340,000	16,018,032
Miscellaneous			8,000				7,000	1,993,671
Total Revenues	\$620,000	\$15,000	\$3,468,395	\$11,750	\$0	\$1,900,000	\$347,000	\$299,571,581
<u>Other Resources</u>								
Transfers In	\$1,786,186							\$5,772,581
Total Other Resources	\$1,786,186	\$0	\$0	\$0	\$0	\$0	\$0	\$5,772,581
Total Revenue & Other Resources	\$2,406,186	\$15,000	\$3,468,395	\$11,750	\$0	\$1,900,000	\$347,000	\$305,344,162
<u>Expenditures</u>								
Town Clerk								\$ 252,628
Town Council								383,752
Town Manager								384,297
Corporation Counsel								381,635
Registrar of Voters								267,712
Information Technology								913,722
Financial Services								2,366,531
Assessor								752,172
Human Resources								444,238
Fire Department								11,613,368
Police Department						1,729,045		16,656,690
Community Development								2,896,856
Public Works			3,466,329				410,737	14,395,748
Plant & Facilities								
Services								2,423,055
Leisure Services & Social Services								8,443,762
Library Services		15,000						3,446,206
Education								164,351,527
Debt Service								17,562,034
Non-Departmental	2,406,186							55,649,631
Total Expenditures	\$2,406,186	\$15,000	\$3,466,329	\$0	\$0	\$1,729,045	\$410,737	\$303,585,564
<u>Other Uses</u>								
Transfers Out					1,293,000	125,000	3,224	3,467,257
Total Other Uses	\$0	\$0	\$0	\$0	\$1,293,000	\$125,000	\$3,224	\$3,467,257
Total Expenditures and Other Uses	\$2,406,186	\$15,000	\$3,466,329	\$0	\$1,293,000	\$1,854,045	\$413,961	\$307,052,821
Change in Fund Balance	\$0	\$0	\$2,066	\$11,750	(\$1,293,000)	\$45,955	(\$66,961)	(\$1,708,659)
Estimated Fund Balance 7/1/18	\$0	\$27,538	\$2,715,358	\$2,109	\$2,909,994	\$145,890	\$1,643,237	\$30,427,147
Estimated Fund Balance 6/30/19	\$0	\$27,538	\$2,717,424	\$13,859	\$1,616,994	\$191,845	\$1,576,276	\$28,718,488

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 2018-2019

BUDGET IN BRIEF

GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Current Year Property Taxes	\$232,366,094	\$246,073,015	\$247,043,015	\$252,544,293
Other Property Taxes	4,550,034	3,850,000	4,165,000	4,600,000
Intergovernmental	26,791,037	28,531,029	21,755,481	22,921,582
Charges for Services	5,747,365	5,953,085	5,580,705	5,646,521
Miscellaneous	1,192,663	755,200	987,094	1,586,425
Transfers In	629,569	485,003	3,688,687	483,790
Total Revenue & Other Resources	\$271,276,762	\$285,647,332	\$283,219,982	\$287,782,611

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Town Council	\$ 416,991	\$ 378,525	\$ 378,525	\$ 383,752
Town Clerk	276,416	259,677	251,628	252,628
Town Manager	362,659	286,286	324,329	384,297
Corporation Counsel	509,426	345,913	376,719	381,635
Registrar of Voters	305,826	235,911	228,315	267,712
Assessor	713,929	723,608	719,157	752,172
Information Technology	882,746	936,552	898,572	913,722
Financial Services	2,363,039	2,346,531	2,321,435	2,366,531
Human Resources	448,879	436,628	430,064	444,238
Fire	11,647,484	11,603,537	11,631,299	11,613,368
Police	14,786,492	15,082,493	14,891,373	14,927,645
Community Development	2,438,488	2,530,528	2,473,118	2,453,346
Public Works	10,902,374	11,780,634	10,091,431	10,616,485
Plant and Facilities Services	2,282,421	2,563,330	2,483,353	2,423,055
Leisure Services & Social Services	2,992,891	3,141,866	3,086,430	3,130,602
Library	3,306,425	3,422,014	3,388,240	3,431,206
Education	153,082,506	159,857,754	158,982,754	164,351,527
Capital Financing	19,273,738	17,374,752	17,369,752	17,562,034
Non-Departmental	43,638,056	52,340,793	49,925,276	51,126,656
Total Expenditures & Other Uses	\$270,630,786	\$285,647,332	\$280,251,770	\$287,782,611

CHANGE IN FUND BALANCE	\$ 645,976	\$	\$ 2,968,212	\$
BEGINNING BALANCE	\$ 21,200,286	\$ 21,846,262	\$ 21,846,262	\$ 24,814,474
ENDING BALANCE	\$ 21,846,262	\$ 21,846,262	\$ 24,814,474	\$ 24,814,474

SUMMARY BY DEPARTMENT
GENERAL FUND EXPENDITURES AND OTHER USES

	<u>ACTUAL</u> <u>FY 2016-2017</u>	<u>ADOPTED</u> <u>FY 2017-2018</u>	<u>ESTIMATED</u> <u>FY 2017-2018</u>	<u>ADOPTED</u> <u>FY 2018-2019</u>	<u>PERCENT</u> <u>CHANGE</u>
Town Council	\$ 416,991	\$ 378,525	\$ 378,525	\$ 383,752	1.4%
Town Clerk	276,416	259,677	251,628	252,628	-2.7%
Town Manager	362,659	286,286	324,329	384,297	34.2%
Corporation Counsel	509,426	345,913	376,719	381,635	10.3%
Registrar of Voters	305,826	235,911	228,315	267,712	13.5%
Assessor's Office	713,929	723,608	719,157	752,172	3.9%
Information Technology	882,746	936,552	898,572	913,722	-2.4%
Financial Services	2,363,039	2,346,531	2,321,435	2,366,531	0.9%
Human Resources	448,879	436,628	430,064	444,238	1.7%
Fire	11,647,484	11,603,537	11,631,299	11,613,368	0.1%
Police	14,786,492	15,082,493	14,891,373	14,927,645	-1.0%
Community Development	2,438,488	2,530,528	2,473,118	2,453,346	-3.1%
Public Works	10,902,374	11,780,634	10,091,431	10,616,485	-9.9%
Plant and Facilities Services	2,282,421	2,563,330	2,483,353	2,423,055	-5.5%
Leisure Services & Social Services	2,992,891	3,141,866	3,086,430	3,130,602	-0.4%
Library	3,306,425	3,422,014	3,388,240	3,431,206	0.3%
Education	153,082,506	159,857,754	158,982,754	164,351,527	2.8%
Capital Financing	19,273,738	17,374,752	17,369,752	17,562,034	1.1%
Non-Departmental	<u>43,638,056</u>	<u>52,340,793</u>	<u>49,925,276</u>	<u>51,126,656</u>	-2.3%
Total Expenditures & Other Uses	\$270,630,786	\$285,647,332	\$280,251,770	\$287,782,611	0.7%

ANNUAL BUDGET 2018-2019

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2016-2017	Adopted 2017-2018	Actual 6 month	Estimated 2017-2018	Adopted 2018-2019	Percent Change
PROPERTY TAXES						
Current Year Taxes	\$232,366,094	\$246,073,015	\$150,643,182	\$247,043,015	\$252,544,293	2.6%
Motor Vehicle Supplement	2,432,995	1,700,000		2,015,000	2,400,000	41.2%
Prior Year Taxes	1,348,311	1,375,000	553,097	1,375,000	1,425,000	3.6%
Interest & Lien Fees	<u>768,728</u>	<u>775,000</u>	<u>210,276</u>	<u>775,000</u>	<u>775,000</u>	
TOTAL PROPERTY TAXES	236,916,128	249,923,015	151,406,555	251,208,015	257,144,293	2.9%
INTERGOVERNMENTAL REVENUES						
Federal						
Dial-A-Ride Assistance	104,306	16,985	16,985	16,985		-100.0%
FEMA Grant	62,519					
Law Enforcement Grants	<u>177,237</u>	<u>234,807</u>	<u>39,956</u>	<u>234,807</u>		-100.0%
Total Federal Revenues	344,062	251,792	56,941	251,792		-100.0%
State						
ECS Grant	21,096,924	20,961,352	9,055,408	18,110,816	20,386,600	-2.7%
School Building Subsidy	<u>131,467</u>	<u>126,200</u>	<u>239,497</u>	<u>126,200</u>	<u>120,906</u>	-4.2%
Sub-Total Education	21,228,391	21,087,552	9,294,905	18,237,016	20,507,506	-2.8%
Circuit Breaker	259,448	182,000				-100.0%
Disabled Property Tax Relief	5,622	6,000	5,538	6,000	6,000	
Municipal Tax Relief	840,734			805,784	805,784	
MRSA – Sales Tax Sharing	1,614,320	2,075,223				-100.0%
MRSA – Motor Vehicles		2,506,040	655,710	655,710		-100.0%
Payment in lieu of Taxes (PILOT)	1,172,138	1,162,924	517,655	517,655	517,655	-55.5%
Veterans Tax Relief	<u>62,613</u>	<u>62,613</u>	<u>62,582</u>	<u>62,613</u>	<u>62,613</u>	
Sub-Total Property Tax Relief	3,954,875	5,994,800	1,241,485	2,047,762	1,392,052	-76.8%
Alcohol/Drug Abuse Grant	7,167	7,116	7,142	7,142	7,142	0.4%
YSB Grant	<u>37,559</u>	<u>37,559</u>		<u>37,559</u>	<u>37,559</u>	
Sub-Total Human & Cultural Services	44,726	44,675	7,142	44,701	44,701	0.1%
Town Aid Road	686,908	686,908	342,752	686,908	685,503	-0.2%
Emergency 911 Service Grant	140,706	141,000	105,078	141,000	141,000	
Emergency Management Grant	30,144	8,000		30,000	8,000	
Pequot/Mohegan Fund Grant	197,475	194,502	64,834	194,502	27,820	-85.7%
Telephone Grant	144,538	115,000	42,671	115,000	115,000	
Preservation of Historic Documents	5,000	5,000	5,000	5,000		-100.0%
Other Miscellaneous Grants	<u>14,212</u>	<u>1,800</u>	<u>1,800</u>	<u>1,800</u>		-100.0%
Sub-Total Other State Aid	1,218,983	1,152,210	562,135	1,174,210	977,323	-15.2%
Total State Revenue	26,446,975	28,279,237	11,105,667	21,503,689	22,921,582	-18.9%
TOTAL INTERGOVERNMENTAL	26,791,037	28,531,029	11,162,608	21,755,481	22,921,582	-19.7%

ANNUAL BUDGET 2018-2019

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2016-2017	Adopted 2017-2018	Actual 6 month	Estimated 2017-2018	Adopted 2018-2019	Percent Change
CHARGES FOR SERVICES						
Licenses & Permits						
Building Permits	1,437,533	1,600,000	619,290	1,400,000	1,400,000	-12.5%
Dog Licenses	11,899	11,000	636	11,000	11,000	
Fire Occupancy Fees	103,390	100,000	16,398	100,000	100,000	
Fire Plan Review Fees	347,581	350,000	95,471	200,000	260,000	-25.7%
Marriage Licenses	19,751	16,500	9,580	18,000	18,000	9.1%
Public Works Permits	93,822	80,000	55,036	95,000	95,000	18.8%
Weapons Permits	17,080	11,000	6,150	11,000	11,000	
Engineering Licenses & Permits	74,452	85,500	46,700	85,500	54,500	-36.3%
Zoning Permits	30,904	35,000	14,895	30,000	30,000	-14.3%
Miscellaneous Licenses & Permits	<u>30,250</u>	<u>2,750</u>	<u>4,720</u>	<u>9,600</u>	<u>11,400</u>	314.5%
Total Licenses & Permits	2,166,662	2,291,750	868,876	1,960,100	1,990,900	-13.1%
Charges for Services						
Alarm Fees	21,236	22,000	8,596	15,000	15,000	-31.8%
Birth Certificates	15,085	12,000	6,522	14,000	14,000	16.7%
Conveyance Taxes	1,046,290	1,000,000	497,387	1,030,000	1,030,000	3.0%
Copies	60,129	58,250	28,105	59,385	58,350	0.2%
Day Care Services	48,247	50,441	12,854	30,844	31,901	-36.8%
Death Certificates	63,520	55,000	30,720	57,500	57,500	4.5%
General Admissions	100,913	85,498	67,482	82,325	80,000	-6.4%
Land Records Fee	245,629	250,000	110,523	240,000	240,000	-4.0%
Land Records – Farmland Bill Fees	20,400	20,000	9,588	21,000	21,000	5.0%
MERS Fee	80,365	80,000	35,150	80,000	80,000	
Memberships	86,767	79,500	42,105	95,624	92,500	16.4%
Metal Recycling	1,486	5,000	1,281	2,400	2,400	-52.0%
Recycling Revenue	38,165	35,000	23,145	35,000	35,000	
Additional Barrel Fees	50,414	202,000		55,000	55,000	-72.8%
Miscellaneous Charges For Services	92,399	80,550	42,191	81,857	95,800	18.9%
Paramedic Services	402,703	440,000	541,676	600,000	600,000	36.4%
Program Registrations	438,181	430,926	333,445	428,500	447,000	3.7%
Land Leases	151,750	150,000	76,755	150,000	150,000	
Rental of Facilities	221,833	211,220	101,287	184,220	201,720	-4.5%
Special Events	63,910	62,000	33,062	61,000	54,000	-12.9%
TPZ/IWW Applications	27,248	15,000	10,570	15,000	17,500	16.7%
Zoning Petitions	<u>10,457</u>	<u>10,000</u>	<u>6,350</u>	<u>10,000</u>	<u>10,000</u>	
Total Charges for Services	3,287,127	3,354,385	2,018,794	3,348,655	3,388,671	1.0%
Fines & Forfeitures						
Adult Library Fines	54,578	65,000	22,577	55,000	55,000	-15.4%
Moving Vehicle Violations	51,938	45,000	32,045	50,000	45,000	
Ordinance Violations	32,302	14,000	5,835	14,000	14,000	
Parking Violation	151,768	180,000	68,966	150,000	150,000	-16.7%
Miscellaneous Fines & Forfeitures	<u>2,990</u>	<u>2,950</u>	<u>1,490</u>	<u>2,950</u>	<u>2,950</u>	
Total Fines & Forfeitures	293,576	306,950	130,913	271,950	266,950	-13.0%
TOTAL CHARGES FOR SERVICES	5,747,365	5,953,085	3,018,583	5,580,705	5,646,521	-5.1%

ANNUAL BUDGET 2018-2019

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2016-2017	Adopted 2017-2018	Actual 6 month	Estimated 2017-2018	Adopted 2018-2019	Percent Change
MISCELLANEOUS REVENUES						
Miscellaneous Revenue	100,000	30,000	30,000	30,000	515,000	1,616.7%
Commissions	36,291		492	500		
Contributions	12,661	23,200	14,206	17,571	16,425	-29.2%
Interest & Investment Income	376,643	384,000	332,973	534,000	630,000	64.1%
Miscellaneous Reimbursements	58,760	18,000	123	5,023	5,000	-72.2%
Workers Compensation Reimbursements	608,308	300,000	282,138	400,000	420,000	40.0%
TOTAL MISC REVENUES	1,192,663	755,200	659,932	987,094	1,586,425	110.1%
 TRANSFERS IN						
Financial Services (Accounting Services)	67,000	67,000		67,000	72,000	7.5%
Human Resources (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)	125,000	125,000		125,000	125,000	
Community Development (CPF)	180,926		23,961	25,000	2,000	
Community Development (CDBG)	50,000	50,000		50,000	50,000	
Facilities Services (CPF)	166,643	194,068		172,752	194,790	0.4%
Social Services (SHCDF)		8,935		8,935		-100.0%
Non-Departmental (CNRE)				3,200,000		
TOTAL TRANSFERS IN	629,569	485,003	23,961	3,688,687	483,790	-0.3%
 GENERAL FUND TOTAL REVENUE	\$271,276,762	\$285,647,332	\$166,271,639	\$283,219,982	\$287,782,611	0.7%

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

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Town Council</u>					
Wages & Salaries	\$114,614	\$118,877	\$118,877	\$117,914	-0.8%
Operating Expense	293,770	250,868	250,868	257,136	2.5%
Social Security	<u>8,607</u>	<u>8,780</u>	<u>8,780</u>	<u>8,702</u>	-0.9%
TOTAL	\$416,991	\$378,525	\$378,525	\$383,752	1.4%
<u>Town Clerk</u>					
Wages & Salaries	\$174,682	\$164,863	\$158,719	\$158,719	-3.7%
Operating Expense	92,187	84,950	83,045	84,045	-1.1%
Social Security	<u>9,547</u>	<u>9,864</u>	<u>9,864</u>	<u>9,864</u>	
TOTAL	\$276,416	\$259,677	\$251,628	\$252,628	-2.7%
<u>Town Manager</u>					
Wages & Salaries	\$342,562	\$265,792	\$297,409	\$352,979	32.8%
Operating Expense	2,740	4,150	8,900	8,900	114.5%
Social Security	<u>17,357</u>	<u>16,344</u>	<u>18,020</u>	<u>22,418</u>	37.2%
TOTAL	\$362,659	\$286,286	\$324,329	\$384,297	34.2%
<u>Corporation Counsel</u>					
Wages & Salaries	\$427,153	\$257,459	\$286,459	\$290,625	12.9%
Operating Expense	58,354	70,260	70,260	70,260	
Social Security	<u>23,919</u>	<u>18,194</u>	<u>20,000</u>	<u>20,750</u>	14.0%
TOTAL	\$509,426	\$345,913	\$376,719	\$381,635	10.3%
<u>Registrar of Voters</u>					
Wages & Salaries	\$236,296	\$187,339	\$185,283	\$221,483	18.2%
Operating Expense	59,337	37,088	31,548	34,745	-6.3%
Social Security	<u>10,193</u>	<u>11,484</u>	<u>11,484</u>	<u>11,484</u>	
TOTAL	\$305,826	\$235,911	\$228,315	\$267,712	13.5%
<u>Assessor</u>					
Wages & Salaries	\$614,835	\$617,460	\$617,517	\$646,674	4.7%
Operating Expense	53,598	58,898	56,140	57,795	-1.9%
Social Security	<u>45,496</u>	<u>47,250</u>	<u>45,500</u>	<u>47,703</u>	1.0%
TOTAL	\$713,929	\$723,608	\$719,157	\$752,172	3.9%

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

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Information Technology</u>					
Wages & Salaries	\$472,462	\$472,059	\$480,886	\$438,200	-7.2%
Operating Expense	377,020	430,500	382,711	444,500	3.3%
Social Security	<u>33,264</u>	<u>33,993</u>	<u>34,975</u>	<u>31,022</u>	-8.7%
TOTAL	\$882,746	\$936,552	\$898,572	\$913,722	-2.4%
<u>Financial Services</u>					
Wages & Salaries	\$1,676,669	\$1,665,841	\$1,623,539	\$1,634,625	-1.9%
Operating Expense	569,689	556,185	577,435	612,832	10.2%
Social Security	<u>116,681</u>	<u>124,505</u>	<u>120,461</u>	<u>119,074</u>	-4.4%
TOTAL	\$2,363,039	\$2,346,531	\$2,321,435	\$2,366,531	0.9%
<u>Human Resources</u>					
Wages & Salaries	\$351,249	\$348,068	\$350,028	\$350,028	0.6%
Operating Expense	72,484	63,440	54,990	68,950	8.7%
Social Security	<u>25,146</u>	<u>25,120</u>	<u>25,046</u>	<u>25,260</u>	0.6%
TOTAL	\$448,879	\$436,628	\$430,064	\$444,238	1.7%
<u>Fire</u>					
Wages & Salaries	\$10,477,835	\$10,434,888	\$10,390,730	\$10,333,038	-1.0%
Operating Expense	1,013,132	1,004,795	1,077,205	1,105,520	10.0%
Equipment					
Social Security	<u>156,517</u>	<u>163,854</u>	<u>163,364</u>	<u>174,810</u>	6.7%
TOTAL	\$11,647,484	\$11,603,537	\$11,631,299	\$11,613,368	0.1%
<u>Police</u>					
Wages & Salaries	\$13,705,031	\$13,854,133	\$13,748,633	\$13,725,005	-0.9%
Operating Expense	793,558	921,135	848,814	898,543	-2.5%
Social Security	<u>287,903</u>	<u>307,225</u>	<u>293,926</u>	<u>304,097</u>	-1.0%
TOTAL	\$14,786,492	\$15,082,493	\$14,891,373	\$14,927,645	-1.0%
<u>Community Development</u>					
Wages & Salaries	\$2,174,353	\$2,195,652	\$2,152,440	\$2,100,334	-4.3%
Operating Expense	107,688	170,540	159,483	197,825	16.0%
Social Security	<u>156,447</u>	<u>164,336</u>	<u>161,195</u>	<u>155,187</u>	-5.6%
TOTAL	\$2,438,488	\$2,530,528	\$2,473,118	\$2,453,346	-3.1%

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

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Public Works</u>					
Wages & Salaries	\$3,949,537	\$4,200,233	\$3,778,745	\$4,098,440	-2.4%
Operating Expense	6,613,534	7,201,817	5,966,538	6,107,496	-15.2%
Social Security	<u>339,303</u>	<u>378,584</u>	<u>346,148</u>	<u>410,549</u>	8.4%
TOTAL	\$10,902,374	\$11,780,634	\$10,091,431	\$10,616,485	-9.9%
<u>Plant and Facilities Services</u>					
Wages & Salaries	\$1,021,757	\$1,184,358	\$1,111,962	\$1,119,146	-5.5%
Operating Expense	1,185,307	1,294,831	1,293,931	1,226,791	-5.3%
Social Security	<u>75,357</u>	<u>84,141</u>	<u>77,460</u>	<u>77,118</u>	-8.3%
TOTAL	\$2,282,421	\$2,563,330	\$2,483,353	\$2,423,055	-5.5%
<u>Leisure Services and Social Services</u>					
Wages & Salaries	\$1,935,953	\$2,050,152	\$2,020,816	\$2,031,888	-0.9%
Operating Expense	961,990	974,043	949,822	983,429	1.0%
Social Security	<u>94,948</u>	<u>117,671</u>	<u>115,792</u>	<u>115,285</u>	-2.0%
TOTAL	\$2,992,891	\$3,141,866	\$3,086,430	\$3,130,602	-0.4%
<u>Library</u>					
Wages & Salaries	\$2,509,478	\$2,588,566	\$2,569,820	\$2,597,648	0.4%
Operating Expense	615,863	654,587	639,559	654,587	
Social Security	<u>181,084</u>	<u>178,861</u>	<u>178,861</u>	<u>178,971</u>	0.1%
TOTAL	\$3,306,425	\$3,422,014	\$3,388,240	\$3,431,206	0.3%
<u>Board of Education</u>					
Board of Education	<u>\$153,082,506</u>	<u>\$159,857,754</u>	<u>\$158,982,754</u>	<u>\$164,351,527</u>	2.8%
TOTAL	\$153,082,506	\$159,857,754	\$158,982,754	\$164,351,527	2.8%
<u>Capital Financing</u>					
Debt and Sundry	<u>\$19,273,738</u>	<u>\$17,374,752</u>	<u>\$17,369,752</u>	<u>\$17,562,034</u>	1.1%
TOTAL	\$19,273,738	\$17,374,752	\$17,369,752	\$17,562,034	1.1%

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

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Non-Departmental</u>					
Wages & Salaries	\$104,889	\$104,964	\$104,964	\$104,964	
Operating Expense	9,796,163	10,519,360	10,519,620	11,451,032	8.9%
Fringe Benefits and Insurance	<u>33,737,004</u>	<u>41,716,469</u>	<u>39,300,692</u>	<u>39,570,660</u>	-5.1%
TOTAL	\$43,638,056	\$52,340,793	\$49,925,276	\$51,126,656	-2.3%
 TOTAL ALL DEPARTMENTS	 \$270,630,786	 \$285,647,332	 \$280,251,770	 \$287,782,611	 0.7%

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 2019 budget includes 444 full-time funded positions, one position fewer than fiscal year 2018.

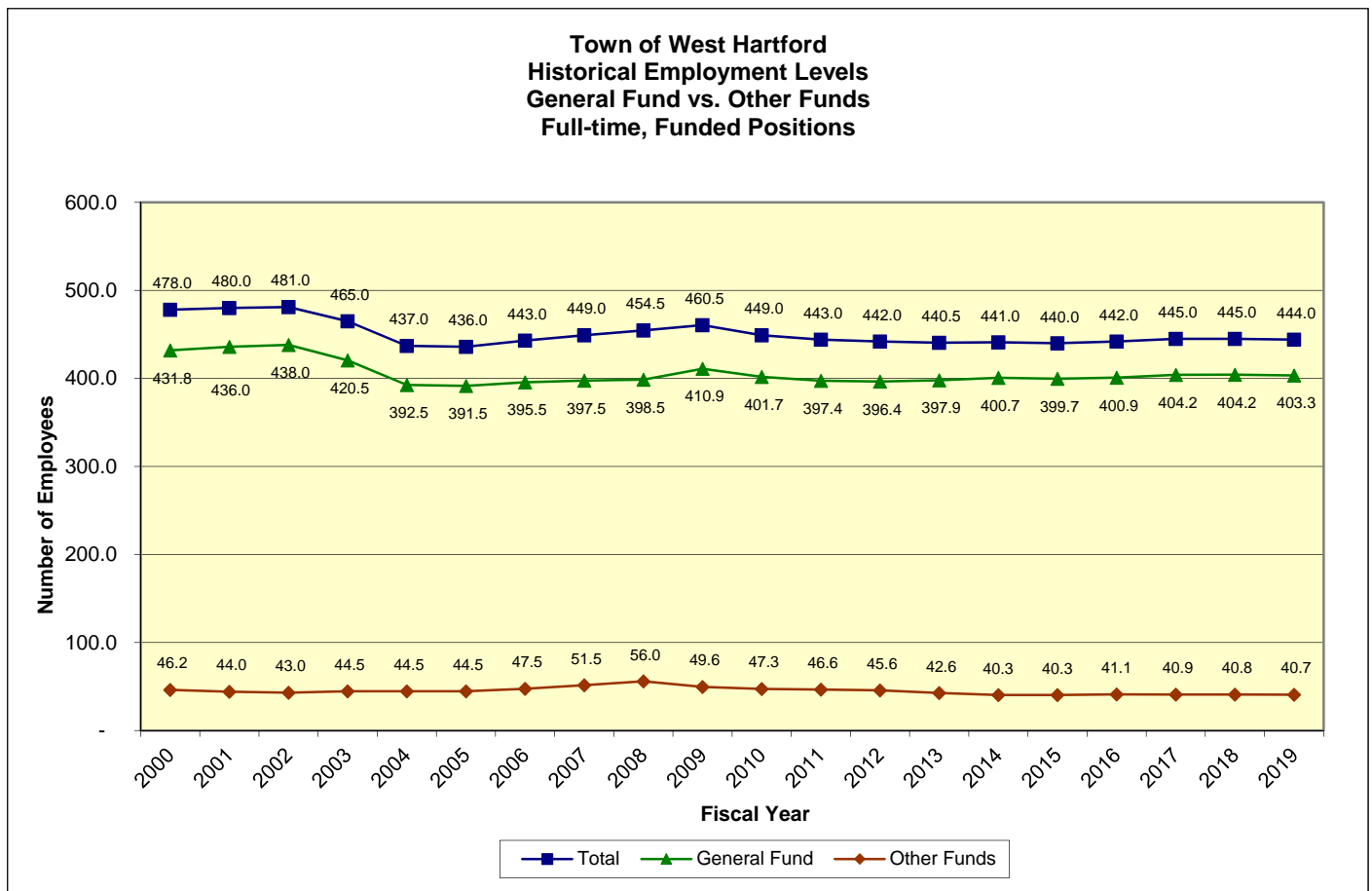
Authorized and Funded Positions

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
<u>General Government</u>					
General Fund	16.00	16.00	15.00	15.00	16.00
<u>Information Technology</u>					
General Fund	4.00	4.00	4.00	4.00	4.00
<u>Financial Services</u>					
General Fund	17.00	17.00	17.00	17.00	17.00
<u>Human Resources</u>					
General Fund	3.20	3.20	3.20	3.20	3.20
Pension Fund	1.60	1.60	1.60	1.60	1.60
Risk Management Fund	<u>4.70</u>	<u>4.70</u>	<u>4.70</u>	<u>4.70</u>	<u>4.70</u>
TOTAL	9.50	9.50	9.50	9.50	9.50
<u>Fire</u>					
General Fund	92.00	92.00	93.00	93.00	92.00
<u>Police</u>					
General Fund	151.00	151.00	151.00	151.00	151.00
Parking Lot Fund	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
	153.00	153.00	153.00	153.00	153.00
<u>Community Development</u>					
General Fund	24.25	25.25	25.00	25.00	24.00
CDGB Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	25.25	26.25	26.00	26.00	25.00
<u>Public Works</u>					
General Fund	47.00	49.00	49.00	49.00	49.00
Parking Lot Fund	10.00*	10.00*	10.00*	10.00*	10.00*
Cemetery Operating Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	58.00	60.00	60.00	60.00	60.00
<u>Plant and Facilities Services</u>					
General Fund	8.25	8.25	8.50	8.50	8.50

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

Authorized and Funded Positions

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
<u>Leisure Services & Social Services</u>					
General Fund	13.22	13.45	13.65	13.52	13.62
CDBG Fund	1.00	0.92	0.97	1.10	1.10
Westmoor Park Fund	2.30	2.10	2.10	2.10	2.10
Leisure Services Enterprise Fund	<u>8.48</u>	<u>8.53</u>	<u>8.28</u>	<u>8.28</u>	<u>8.18</u>
TOTAL	25.00	25.00	25.00	25.00	25.00
<u>Library Department</u>					
General Fund	24.00	24.00	24.00	24.00	24.00
<u>Non-Departmental</u>					
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
TOTAL ALL FUNDS	442.00	445.00	445.00	445.00	444.00



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

	<u>ADOPTED FY 2018</u>	<u>ESTIMATED FY 2018</u>	<u>ADOPTED FY 2019</u>	<u>PERCENT CHANGE</u>
<u>WAGES & SALARIES</u>				
REGULAR PAYROLL	\$33,405,500	\$31,825,537	\$33,120,214	-0.9%
<p>Comment: Regular payroll totals \$33,120,214, a reduction of \$285,286 or 0.9% from the fiscal year 2018 adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all collective bargaining agreements. This budget includes no new positions and eliminates an Assistant Fire Chief position that had been added in fiscal year 2018. The responsibilities associated with that position, providing quality assurance and improvement to the paramedic program, will be supplied by an outside contractor. A hiring lag in the Police Department is budgeted at \$175,000 and a hiring lag of \$120,000 is reflected in Public Works. The Public Relations Specialist position has been transferred from the Community Development Department to the Town Manager's Office with a corresponding fluctuation in wages. In addition, the downgrading of a vacant Information Technology Specialist position to an Information Technology Analyst and a hiring lag in the filling of a vacant Financial Systems Analyst position create additional savings.</p>				
TEMPORARY PAYROLL	2,637,476	2,661,997	2,695,940	2.2%
<p>Comment: The appropriation for part-time personnel increases \$58,464. Temporary payroll increases are seen in the Corporation Counsel's office (\$29,000) to fund a part time Legal Administrative Assistant subsequent to the retirement of the full-time employee, the Registrar of Voters Office (\$34,144) for election workers for the gubernatorial primary, the Assessor's Office (\$22,500) to conduct personal property audits, and the Financial Services department (\$26,500) to backfill a vacant position. These increases are offset by a \$30,000 reduction in Facilities Services and minor reductions in other areas due to anticipated workflow.</p>				
OVERTIME	3,524,136	4,389,199	3,357,654	-4.7%
<p>Comment: The overtime appropriation decreases \$166,482 townwide due primarily to the elimination of one-time grant funded overtime in the Police Department. Variances in other departments are based upon anticipated workflow needs.</p>				
HOLIDAY	983,172	961,392	984,783	0.2%
<p>Comment: 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**

<u>ADOPTED</u>	<u>ESTIMATED</u>	<u>ADOPTED</u>	<u>PERCENT</u>
<u>FY 2018</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>CHANGE</u>

WAGES & SALARIES (continued)

EDUCATION PREMIUM PAY	<u>160,420</u>	<u>158,703</u>	<u>163,119</u>	1.7%
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Comment: Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract. Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. Members of the Police and Fire Unions are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree. The increase in fiscal year 2019 reflects fluctuation in the number of employees eligible for this payment.

TOTAL WAGES AND SALARIES	<u>\$40,710,704</u>	<u>\$39,996,827</u>	<u>\$40,321,710</u>	-1.0%
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2018</u>	<u>ESTIMATED FY 2018</u>	<u>ADOPTED FY 2019</u>	<u>PERCENT CHANGE</u>
<u>OPERATING EXPENSES</u>				
OFFICE EXPENSE	\$629,900	\$597,284	\$612,435	-2.8%
Comment: Includes copying, postage, office supplies, paper and other miscellaneous costs associated with program operation. Total office expense costs are reduced \$17,465 in fiscal year 2019. These costs continue to be carefully scrutinized resulting in minor reductions in numerous departments.				
DUES AND TRAVEL	225,741	220,467	225,306	-0.2%
Comment: Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense.				
TRAINING	54,465	56,605	57,675	5.9%
Comment: Used for customer service training programs as well as department specific training. The increase relates to additional training in economic development and the increased cost of training opportunities.				
ADVERTISING	56,990	55,072	61,790	8.4%
Comment: Budgeted primarily for required public notices related to the business of the Town Council and Town Planning and Zoning Commission, recruitment advertising for new employees and advertising for Leisure Services programs. Advertising costs are increased in the Human Resources department due to anticipated recruitment activity.				
PROFESSIONAL SERVICES	445,482	444,446	493,541	10.8%
Comment: This appropriation funds services provided by outside consultants and contractual costs such as internal mail, switchboard and copying services and paramedic communication network operations, provided by North Central Connecticut Emergency Medical Services Council, Inc. The increase results from the execution of a contract with a consultant who will provide quality assurance and improvements to the Town's paramedic services program.				

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

	<u>ADOPTED</u> <u>FY 2018</u>	<u>ESTIMATED</u> <u>FY 2018</u>	<u>ADOPTED</u> <u>FY 2019</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

CONTRACTUAL SERVICES	4,344,444	3,327,543	3,295,707	-24.1%
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Comment: Cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects a net decrease of \$1,048,737 from fiscal year 2018. The contract for refuse and recycling was re-bid, resulting in savings of approximately \$1,134,700. Offsetting this reduction is an increase for required water testing (\$30,000), and an increase for markout service for the Call Before You Dig program and on-street pole transfers by Eversource.

SOLID WASTE DISPOSAL	1,401,500	1,380,500	1,501,500	7.1%
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Comment: The appropriation for tipping fees reflects an increase of \$100,000 due to the cost of disposing materials vacuumed from catch basins and swept from Town streets under the Municipal Separate Storm Sewer System (MS4) program (\$15,000), a contractual increase in the rate for disposal, and elimination of a \$3.50/ton incentive subsidy which has expired.

PRINTING/BINDING SERVICES	15,980	14,052	13,430	-16.0%
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Comment: Use of the Board of Education Print Shop for large departmental printing jobs such as publications, forms and public communications.

OFFICE & MINOR EQUIPMENT	167,750	153,920	161,045	-4.0%
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Comment: Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works departments.

BOARDS & COMMISSIONS	12,116	12,142	12,142	0.2%
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Comment: This appropriation includes \$5,000 for the West Hartford Police Cadets and \$7,142 for the Substance Abuse Commission, which is funded through a State grant.

MEALS	14,700	14,500	17,200	17.0%
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Comment: Meal reimbursement payments are required by collective bargaining agreements or appropriated for individuals serving on oral boards. The appropriation is increased to reflect anticipated recruitment activity.

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

	<u>ADOPTED</u> <u>FY 2018</u>	<u>ESTIMATED</u> <u>FY 2018</u>	<u>ADOPTED</u> <u>FY 2019</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

UNIFORMS & LAUNDRY	243,211	195,527	242,885	-0.1%
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Comment: Pays for uniforms for public safety employees and uniforms and/or laundry for community maintenance departments, per union contracts.

EDUCATION TUITION REIMBURSEMENT	42,000	35,000	40,000	-4.8%
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Comment: This appropriation pays for certain approved educational courses for public safety employees (\$30,000) and town-wide (\$10,000) through the Human Resources department. The town-wide appropriation has been reduced \$2,000 due to budget constraints.

GENERAL CONTRIBUTIONS	889,655	889,655	921,629	3.6%
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Comment: This appropriation funds costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$588,159), youth services provided by The Bridge, Inc. (\$188,242), a contractual contribution to the West Hartford Revolver Club (\$500), and utility costs at the Noah Webster House (\$12,400), Sarah Whitman Hooker House (\$4,000) and the West Hartford Art League (\$12,400). In addition, the Town Council makes contributions to several non-profit agencies serving West Hartford residents (\$115,928). The increase of \$31,974 relates primarily to the Health District (\$26,102) and a contractual increase to The Bridge.

INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE	836,035	833,707	917,235	9.7%
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Comment: Funds a variety of software and hardware related maintenance costs. Annual software support contracts provide for technical assistance, new software updates and new releases of the software. Included in the fiscal year 2019 budget is an increase in the appropriation for the financial management system license and support (\$71,422), and increased software and platform costs in the Library budget. Minor increases are seen in various other software maintenance agreements.

MISCELLANEOUS	2,500	2,500	700	-72.0%
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Comment: This appropriation is for incidental administrative expenditures.

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

<u>ADOPTED</u>	<u>ESTIMATED</u>	<u>ADOPTED</u>	<u>PERCENT</u>
<u>FY 2018</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>CHANGE</u>

OPERATING EXPENSES (continued)

UTILITIES	1,447,130	1,447,130	1,394,941	-3.6%
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Comment: This appropriation, which is decreasing \$52,189, represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement which will result in significant annual electricity savings. To date, the project has focused primarily on streetlights and school buildings. Town building projects and upgrades are progressing and savings will be seen in future years. A virtual net metering solar project is also underway, whereby the Town will purchase power from a third-party owned solar farm (not on Town property) and receive a credit against electric bills. The reduced contribution for fiscal year 2019 results from the amortization of surplus in the USF offset by slightly increased rates.

MDC	9,574,900	9,574,900	10,608,700	10.8%
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Comment: Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The operating budget for fiscal year 2019 increases \$1,033,800 or 10.8% from fiscal year 2018.

TELECOMMUNICATIONS	238,102	218,456	220,991	-7.2%
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Comment: Maintenance and operating costs for the townwide telephone system, data communications network and radio system. The reduction is consistent with current year experience.

BUILDING MAINTENANCE	240,750	227,450	234,450	-2.6%
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Comment: Building repairs, supplies and contractual services are included in this appropriation. The appropriation reflects a slight decrease based upon experience.

VEHICLES & EQUIPMENT EXPENSE	813,750	820,692	842,704	3.6%
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Comment: Includes vehicle maintenance and fuel costs for all Town departments. The appropriation for fuel is consistent with the prior year based upon estimated rates and consumption. The budget for vehicle maintenance increases due to the age of the fleet and the anticipated costs for parts, supplies and tires.

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

	<u>ADOPTED FY 2018</u>	<u>ESTIMATED FY 2018</u>	<u>ADOPTED FY 2019</u>	<u>PERCENT CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
OPERATING EXPENSE – MISCELLANEOUS	42,013	42,432	40,519	-3.6%
Comments: Includes expenditures related to small machines or equipment repairs and maintenance.				
GROUNDS MAINTENANCE	115,181	109,800	118,488	2.9%
Comments: Includes grounds supplies such as fertilizer, seeds, plants and irrigation upgrades.				
MAINTENANCE & REPAIRS	547,488	478,482	378,160	-30.9%
Comments: This appropriation pays for equipment repair and maintenance, inclusive of the townwide radio system. The new radio system being installed by the Town includes maintenance, resulting in a significant reduction (\$129,490) in fiscal year 2019. In addition, a reduction of \$25,000 is reflected in the Police department based upon anticipated need.				
SNOW REMOVAL SUPPLIES	359,300	359,300	360,550	0.3%
Comment: The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget represents funding based upon a historical average of events per year.				
STREET MAINTENANCE SUPPLIES	111,250	89,300	89,000	-20.0%
Comment: Street repair supplies such as cement, sand, bituminous materials and catch basins are included in this appropriation. The reduction results from a new reclaiming machine which results in lower usage of bituminous material.				
SIDEWALK MAINTENANCE	4,540	6,000	6,000	32.2%
Comment: Minor supplies for maintenance and repair of sidewalks.				
STREET LIGHT MAINTENANCE	32,000	12,000	20,000	-37.5%
Comment: Minor supplies for maintenance of street lights which is reduced based upon actual usage and anticipated operational need.				
SIGNAL & LIGHT MAINTENANCE	43,200	24,200	31,000	-28.2%
Comment: Minor supplies for signal and light maintenance which is reduced consistent with experience and expected activity levels.				

CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

GENERAL FUND

<u>ADOPTED</u>	<u>ESTIMATED</u>	<u>ADOPTED</u>	<u>PERCENT</u>
<u>FY 2018</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>CHANGE</u>

OPERATING EXPENSES (continued)

MISCELLANEOUS SUPPLIES	188,900	190,652	173,900	-7.9%
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Comment: Public safety supplies including self-contained breathing apparatus and emergency medical supplies for the Fire department and bullet-proof vests for the Police department. The appropriation is reduced as the Fire department anticipates grant funding for self-contained breathing apparatus.

RECREATIONAL SUPPLIES	33,654	29,599	33,600	-0.2%
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Comment: The cost of supplies relating to the Town's Leisure Services recreational programs.

RECREATIONAL CONTRACTUAL	182,120	175,500	176,800	-2.9%
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Comment: The cost of instructors who run the Town's recreational programs in the Leisure Services & Social Services department, which is offset by user fees for these programs. This account is reduced as the department plans to use part-time employees rather than contractors for some program offerings.

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

TOWN ASSISTANCE	289,135	290,185	305,800	5.8%
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Comment: Funds the cost of the Town's Dial-A-Ride contract, bus transportation to and from Kennedy Park for the Hillcrest Camp program, expenditures related to evictions and foreclosures experienced by Town residents, and administrative costs of Probate Court. This appropriation is increased as the Town has been informed that grant funding for the expanded Dial-A-Ride program has been eliminated.

ADA EXPENDITURES	250	250	250	
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Comment: Miscellaneous costs to administer the Americans with Disabilities Act.

RENTAL/LEASES	165,200	158,506	168,198	1.8%
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Comment: Various land, operating equipment and system leases within the Information Technology, Financial Services, Public Works, and Radio Maintenance departments.

INFO SYSTEMS RENTAL & MAINTENANCE EXPENSE	37,000	37,000	37,000	
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Comment: Primarily funds costs associated with maintaining hardware that provides wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications.

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

	<u>ADOPTED</u> <u>FY 2018</u>	<u>ESTIMATED</u> <u>FY 2018</u>	<u>ADOPTED</u> <u>FY 2019</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

LIBRARY MATERIALS	403,470	395,470	398,270	-1.3%
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Comment: Materials for the public libraries including books, subscriptions, and periodicals. This account is reduced as a portion of the budget is transferred to the Electronic Materials account.

ELECTRONIC MATERIALS	<u>42,895</u>	<u>47,895</u>	<u>48,095</u>	12.1%
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Comment: This appropriation covers e-book, e-serial and e-audio collections as well as online resources available to West Hartford Library patrons. The increase in this line item results from a reallocation of the library materials budget.

TOTAL OPERATING EXPENSES	\$24,297,447	\$22,970,869	\$24,264,386	-0.1%
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2018</u>	<u>ESTIMATED FY 2018</u>	<u>ADOPTED FY 2019</u>	<u>PERCENT CHANGE</u>
<u>FRINGE BENEFITS, INSURANCE & MISCELLANEOUS</u>				

SOCIAL SECURITY	\$1,635,069	\$1,575,739	\$1,622,521	-0.8%
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Comment: Determined by payroll costs and estimated cost-of-living and merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.

PENSION	14,755,616	14,755,616	17,160,222	16.3%
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Comment: The fiscal year 2019 contribution to the Pension Fund reflects the actuarially determined employer contribution required to achieve full funding of the pension plan. The total contribution for fiscal year 2019 is \$23,880,000, an increase of \$2,265,000 over the fiscal year 2018 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. In fiscal year 2019 a redistribution of the contribution is reflected whereby the Board's allocation drops from 25% to 21.3% based upon actuarial analysis. The Town General Fund portion of this contribution totals \$17,160,222, an increase of \$2,404,606 from fiscal year 2018.

RISK MANAGEMENT EXPENSE	17,499,644	17,499,644	18,141,222	3.7%
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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 \$741,578, or 3.7% in fiscal year 2019. Town Health Program expense increases \$917,577, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. Offsetting this increase are reductions in the other risk programs due to claim trends and amortization of accumulated surplus/deficit in each program: heart and hypertension (\$53,020), self-insured (\$188,051), workers' compensation (\$30,721), and insured (\$4,207).

CONTINGENCY	7,843,297	1,613,138	2,475,000	-68.4%
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Comment: The appropriation for fiscal year 2019 reflects potential wage settlements for all collective bargaining agreements, as they are currently in negotiation. The prior year included an estimate for the Police contract and a contingency for State Aid uncertainty.

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

	<u>ADOPTED FY 2018</u>	<u>ESTIMATED FY 2018</u>	<u>ADOPTED FY 2019</u>	<u>PERCENT CHANGE</u>
<u>FRINGE BENEFITS, INSURANCE & MISCELLANEOUS</u>				
TRANSFERS OUT	<u>1,673,049</u>	<u>5,487,431</u>	<u>1,883,989</u>	12.6%
<p>Comment: The Private School Services Fund subsidy increases \$176,304 to \$1,786,186 for fiscal year 2019. The transfer for the private school transportation program decreases \$28,227 due to fewer buses. The transfer for the private school health program increases \$204,531 due to salary, pension and benefit increases. In addition, the State reimbursement percentage for health services is budgeted at approximately 40%, versus the 80% the Town should receive under existing State statutes, based upon experience. A transfer of \$97,803 from the Public Works department to the Board of Education for grounds maintainers' health benefits increases from the prior year based upon health costs.</p>				
TOTAL FRINGE BENEFITS, INSURANCE & MISC.	\$43,406,675	\$40,931,568	\$41,282,954	-4.9%
TOTAL TOWN GENERAL FUND	\$108,414,826	\$103,800,264	\$105,869,050	-2.3%

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

	<u>ADOPTED FY 2018</u>	<u>ESTIMATED FY 2018</u>	<u>ADOPTED FY 2019</u>	<u>PERCENT CHANGE</u>
<u>CAPITAL FINANCING</u>				
DEBT ADMINISTRATION	\$90,000	\$85,000	\$90,000	
Comment: The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
TRANSFER FOR DEBT SERVICE	17,284,752	17,284,752	17,472,034	1.1%
Comment: Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued total \$18,472,034 in fiscal year 2019, an increase of \$837,282 from the current year. Debt service includes principal payments of \$14,415,000 and interest payments of \$4,057,034, which are made out of the Debt Service Fund. Of this total, \$17,472,034 is funded via transfer from the General Fund, \$500,000 from bond premiums received on prior debt issuances, and \$500,000 from a planned transfer of General Fund surplus.				
TRANSFER TO CNRE				
Comment: Annual contribution to the Capital Non-Recurring Expenditure Fund for the financing of capital projects not eligible to be funded via long term financing per the terms of the Town's Capital Financing Policy. In fiscal year 2019, these projects (\$1,293,000) are to be funded out of existing CNRE fund balance, requiring no contribution from the General Fund.				
TOTAL CAPITAL FINANCING	\$17,374,752	\$17,369,752	\$17,562,034	1.1%
<u>BOARD OF EDUCATION</u>				
DIRECT APPROPRIATION	<u>\$159,857,754</u>	<u>\$158,982,754</u>	<u>\$164,351,527</u>	2.8%
Comment: Annual direct appropriation to the Board of Education for public schools.				
TOTAL BOARD OF EDUCATION	\$159,857,754	\$158,982,754	\$164,351,527	2.8%
TOTAL GENERAL FUND BUDGET	\$285,647,332	\$280,251,770	\$287,782,611	0.7%

GENERAL GOVERNMENT OVERVIEW

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

BUDGET SUMMARY GENERAL GOVERNMENT					
	<u>Actual 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Estimated 2017-2018</u>	<u>Adopted 2018-2019</u>	<u>Percent Change</u>
Town Council	\$ 416,991	\$ 378,525	\$ 378,525	\$ 383,752	1.4%
Town Clerk	276,416	259,677	251,628	252,628	-2.7%
Town Manager	362,659	286,286	324,329	384,297	34.2%
Corporation Counsel	509,426	345,913	376,719	381,635	10.3%
Registrar of Voters	305,826	235,911	228,315	267,712	13.5%
Assessor	<u>713,929</u>	<u>723,608</u>	<u>719,157</u>	<u>752,172</u>	3.9%
TOTAL	\$2,585,247	\$2,229,920	\$2,278,673	\$2,422,196	8.6%

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**

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
<u>Expenditures:</u>						
Wages & Salaries	\$ 114,614	\$ 118,877	\$ 56,359	\$ 118,877	\$ 117,914	-0.8%
Operating Expense	293,770	250,868	235,159	250,868	257,136	2.5%
Social Security	<u>8,607</u>	<u>8,780</u>	<u>4,194</u>	<u>8,780</u>	<u>8,702</u>	-0.9%
TOTAL	\$416,991	\$378,525	\$295,712	\$378,525	\$383,752	1.4%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	1.5	1.5	1.5	1.5	1.5

BUDGET & PROGRAM HIGHLIGHTS

The Town Council's budget increases \$5,227 or 1.4% in fiscal year 2019. Wages and salaries decrease \$963 or 0.8%, due to the impact of benefit elections. Operating expense increases \$6,268, due to an increase in dues and contributions to outside agencies and audit fees. The change in social security is consistent with wage changes.

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$114,614	\$118,877	\$ 56,359	\$118,877	\$117,914	-0.8%
Dues	94,242	95,340	95,340	95,340	98,208	3.0%
Professional Services	40,000	42,000	38,719	42,000	43,000	2.4%
General Contributions	159,528	113,528	101,100	113,528	115,928	2.1%
Social Security	<u>8,607</u>	<u>8,780</u>	<u>4,194</u>	<u>8,780</u>	<u>8,702</u>	-0.9%
Total Department	\$416,991	\$378,525	\$295,712	\$378,525	\$383,752	1.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Town Clerk	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.5	1.5	1.5	1.5	1.5

TOWN COUNCIL– BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Town Council office is staffed with 1.5 full time positions. A Town/Council Clerk is elected every four years with the salary set by Town Council resolution on a biennial basis. The Assistant Town Clerk position is shared with the Town Clerk's office. The slight decrease in this appropriation reflects benefit elections.

Dues and Travel: The Town pays dues to organizations as detailed in the chart below. Dues for fiscal year 2019 increase \$2,868, resulting from minor increases and the addition of dues for CT Main Street Center.

Dues to Outside Agencies

<u>Agency</u>	<u>Actual 2017</u>	<u>Adopted 2018</u>	<u>Estimated 2018</u>	<u>Adopted 2019</u>
Capital Region Council of Governments (CRCOG)	\$44,338	\$44,804	\$44,804	\$45,539
Greater Hartford Transit District (GHTD)	8,858	9,490	9,490	10,123
CT Conference of Municipalities (CCM)	41,046	41,046	41,046	41,046
CT Main Street Center				<u>1,500</u>
TOTAL	\$94,242	\$95,340	\$95,340	\$98,208

Professional Services: This appropriation, which reflects an increase of \$1,000, funds the cost of the Town Council's annual financial audit. The Town and the Board of Education split the cost of the audit equally.

General Contribution: This appropriation funds contributions to not-for-profit organizations as detailed below, and reflects an increase in the contribution to West Hartford Community Television.

Contributions to Outside Agencies				
<u>Agency</u>	<u>Actual 2017</u>	<u>Adopted 2018</u>	<u>Estimated 2018</u>	<u>Adopted 2019</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	22,500
West Hartford Art League	5,000	5,000	5,000	5,000
Playhouse on Park	5,000	5,000	5,000	5,000
North Central Regional Mental Health	4,428	4,428	4,428	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
West Hartford Symphony	4,000	4,000	4,000	4,000
Jonathan's Dream	<u>50,000</u>			
TOTAL	\$159,528	\$113,528	\$113,528	\$115,928

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Calendar Year)				
	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>
Number of Public Hearings	26	34	19	26	18
Number of Town Council Meetings	19	20	19	21	21
Special Services District Meetings	5	5	5	5	5
Legal Notices	n/a	n/a	n/a	67	54
Justice of the Peace Appointments*	160	--	--	--	135
Board & Commission Appointments	n/a	n/a	n/a	48	77

* Justices of the Peace are appointed every four years.

n/a – information not available.

TOWN CLERK

MISSION

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Introduced credit and debit cards for in-person transactions.
- ✓ Wrote and received grant from State Library for \$5,000 that resulted in converting printed Agendas, Public Hearing and Town Council Minutes into online ECode that provides word search capability of these documents dating back to 1970. Over 80,000 pages were converted.
- ✓ Reduced budget by eliminating verbatim minutes which results in cost savings in printing, microfilming and storage.
- ✓ Introduced "Vitalchek" which provides an expedited process for issuing Vital Records Certified copies. This has been particularly helpful to customers who do not live in West Hartford.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Work with Purchasing and other Hartford County cities/towns to jointly bid items used in Town Clerks' offices to achieve greater savings. Items include Vital Record and Land Record binders, archival paper, labels, etc.
- ❖ Investigate alternative ways to communicate with the public regarding dog licensing reminders instead of sending individual mailings.
- ❖ Work with the Secretary of the State's Office to implement a new version of Absentee Ballot system for issuing and reporting. This would reduce errors at the polling places and improve the accuracy of reporting.

TOWN CLERK

BUDGET SUMMARY

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$	-100.0%
Licenses and Permits	32,966	28,950	10,722	30,500	30,500	5.4%
Charges for Services	<u>1,524,761</u>	<u>1,472,300</u>	<u>715,668</u>	<u>1,498,300</u>	<u>1,503,300</u>	2.1%
TOTAL	\$1,562,727	\$1,506,250	\$731,390	\$1,533,800	\$1,533,800	1.8%
<u>Expenditures:</u>						
Wages & Salaries	\$174,682	\$164,863	\$ 75,842	\$158,719	\$158,719	-3.7%
Operating Expense	92,187	84,950	38,710	83,045	84,045	-1.1%
Social Security	<u>9,547</u>	<u>9,864</u>	<u>4,490</u>	<u>9,864</u>	<u>9,864</u>	
TOTAL	\$276,416	\$259,677	\$119,042	\$251,628	\$252,628	-2.7%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	1.9	1.9	1.9	1.9	1.9

BUDGET & PROGRAM HIGHLIGHTS

The Town Clerk's budget decreases \$7,049 or 2.7% in fiscal year 2019. A payroll decrease of \$6,144 reflects a reduction in temporary payroll from the prior year. Operating expense decreases \$905 or 1.1% due to an increase (\$1,900) in office expense offset by a reduction (\$2,000) in advertising.

Revenues in the Town Clerk's office reflect a net increase of \$27,550. An increase of \$30,000 is included in conveyance tax offset by the historical document preservation grant (\$5,000) which has not been awarded yet for fiscal year 2019. Minor variances in other revenue line items comprise the balance.

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Intergovernmental						
Revenue	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$	-100.0%
Licenses and Permits	32,966	28,950	10,722	30,500	30,500	5.4%
Conveyance Taxes	1,046,290	1,000,000	497,387	1,030,000	1,030,000	3.0%
Land Records Fee	245,629	250,000	110,523	240,000	240,000	-4.0%
Charges for Services	<u>232,842</u>	<u>222,300</u>	<u>107,758</u>	<u>228,300</u>	<u>233,300</u>	4.9%
Total Department	\$1,562,727	\$1,506,250	\$731,390	\$1,533,800	\$1,533,800	1.8%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$120,199	\$120,311	\$ 57,771	\$120,311	\$120,311	
Temporary Payroll	54,072	44,000	17,884	38,000	38,000	-13.6%
Education Premium Pay	411	552	187	408	408	-26.1%
Office Expense	32,991	30,600	20,392	31,500	32,500	6.2%
Dues and Travel	540	550	360	550	550	
Advertising	11,599	8,000	2,413	6,000	6,000	-25.0%
Professional Services	13,471	9,000	3,786	9,000	9,000	
Printing/Binding Services	631	800	244	800	800	
Office Equipment	500	2,000		1,195	1,195	-40.3%
Information Technology	31,690	33,000	11,155	33,000	33,000	
Telecommunications	765	1,000	360	1,000	1,000	
Social Security	<u>9,547</u>	<u>9,864</u>	<u>4,490</u>	<u>9,864</u>	<u>9,864</u>	
Total Department	\$276,416	\$259,677	\$119,042	\$251,628	\$252,628	-2.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Deputy Town Clerk	0.4	0.4	0.4	0.4	0.4
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.9	1.9	1.9	1.9	1.9

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 an Assistant Town Clerk position is shared with the Town Council's office. The appropriation for fiscal year 2019 is consistent with the prior year.

Temporary Payroll: The temporary payroll appropriation reflects a decrease of \$6,000 due to fewer staff hours based upon workflow needs, consistent with the current year. In addition to daily responsibilities, the temporary staff covers lunch hours, vacations, high volume periods and special projects (i.e. elections, dog licensing month).

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

Office Expense: The office expense appropriation is increased \$1,900 or 6.2%. The Town has not yet been notified if it will receive a Historic Document Preservation grant for fiscal year 2019, resulting in a decrease to both revenue and expenditure appropriations of \$5,000. Offsetting this reduction is a slight increase in supplies due to a primary in fiscal year 2019 as well as an increase of \$5,000 for administrative expenditures.

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

Advertising: This appropriation is used for publishing meeting dates, agendas, ordinances and elections as required under FOI rules and is reduced based upon experience.

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

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

Office Equipment: Replacement of printers, toner, ink cartridges, label makers associated with printing and binding land records and vital statistics and is reduced based upon experience and anticipated need.

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 and is reduced based upon experience.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Calendar Year)				
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Absentee Ballots Processed	812	2,032	1,036	6,306	874
Annual Births	612	596	569	587	554
Annual Deaths	662	698	786	736	753
Burial/Cremation permits	417	584	772	645	721
Certified Copies Vital Statistics	3,751	4,041	4,183	4,529	4,835
Copies of Land Records	48,790	37,798	44,415	41,841	41,967
Dog Licenses	2,900	3,100	2,840	2,927	2,955
E Search Subscriptions	13	26	31	28	34
Land Records Processed	12,158	8,856	9,295	9,031	8,897
Liquor permits	136	122	129	137	156
Maps	184	450	289	216	194
Marriage Certificates	438	550	486	491	486
Military Discharges Filed	136	141	396	27	28
Notary Commission	158	144	137	118	144
Notary Fees	446	385	412	402	483
Trade Names	144	150	153	168	151

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.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Began tenure as Town Manager and initiated an aggressive plan to "learn the people and the systems." Met with all town councilors and key town and school district staff. Worked to become familiar with programs and services, major projects, and policies and procedures, as well as the organization's culture. Toured municipal and school facilities, and established regular meeting schedule with all direct reports. Met with several key stakeholders in the community, including business groups, neighborhood associations, non-profit agencies, and higher education institutions. Worked to become familiar with the physical layout of the town, its infrastructure, and its assets, including arts and culture.
- ✓ Worked to become familiar with operating budget, other funds, and capital improvement program (CIP), as well as financial management policies and controls. Reviewed pension and OPEB liabilities, and risk management reserve fund. Worked in collaboration with Finance Director to develop plan to accommodate potential reduction in state aid for FY18 and presented proposal to Town Council to increase fund balance to 9% of General Fund and to adjust discount rate for employee pension plan. Re-bid contracts for legal services to achieve additional savings.
- ✓ Presented proposed Town Center ordinances (incentive-based zoning, experiential zoning) to Town Council for approval. Worked with UCONN and Department of Energy and Environmental Protection (DEEP) to complete due diligence on former UCONN campus, and assisted Town Council with its decision to terminate purchase & sale agreement. Supported staff with work on key infrastructure projects, including Park Road/I84 project.
- ✓ Reviewed collective bargaining agreements, personnel rules, and personnel policies. Met with officers of various municipal unions. Assisted staff with recruitment efforts to fill police chief and other mission-critical vacancies. Collaborated with Human Resources Director to set direction for union negotiations, addressing wage, pension, health insurance, and other items.
- ✓ Assigned public relations staff to Town Manager's Office. Assisted with implementation of social media strategy, including launch of municipal Facebook site.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Develop long-term budget strategy beginning with FY19 budget/CIP in order to promote sustainability; critically assess expenditures and make adjustments to promote efficiency and effectiveness; re-build fund balance to stabilize bond rating; increase CNRE funding to lower debt service costs; and to adequately fund programs, services and other Council priorities while carefully managing the tax burden.
- ❖ Continue work on important economic development initiatives, including development of UCONN West Hartford campus.
- ❖ Assist staff with recruitment efforts to fill fire chief and other mission-critical vacancies. Collaborate with Human Resources Director to complete negotiation of outstanding union contracts.
- ❖ Conduct Organizational Effectiveness and Efficiency Evaluation to assess delivery of emergency services and other fire department services.
- ❖ Assist Town Council with review of Save Money & Reduce Trash (SMART) initiative for waste management.
- ❖ Actively participate in MDC Sewer Use Charge Study.
- ❖ Develop digital *new resident* and *new business* guides to promote Town as a place to live and open a business.

TOWN MANAGER

BUDGET SUMMARY

<u>Expenditures:</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$342,562	\$265,792	\$153,772	\$297,409	\$352,979	32.8%
Operating Expense	2,740	4,150	6,635	8,900	8,900	114.5%
Social Security	<u>17,357</u>	<u>16,344</u>	<u>8,571</u>	<u>18,020</u>	<u>22,418</u>	37.2%
TOTAL	\$362,659	\$286,286	\$168,978	\$324,329	\$384,297	34.2%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	2	2	2	2	3

BUDGET & PROGRAM HIGHLIGHTS

The budget for the Town Manager's office for fiscal year 2019 reflects an increase of \$98,011 or 34.2%. This increase results primarily from the transfer of the Public Relations Specialist position and related costs to this department from the Community Development department.

Fund: General Fund
Department: Town Manager

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$341,755	\$264,992	\$153,672	\$297,309	\$352,179	32.9%
Education Premium Pay	807	800	100	100	800	
Office Expense	2,085	3,100	1,705	2,600	2,850	-8.1%
Dues and Travel	223	500	4,770	5,700	5,100	920.0%
Printing/Binding Services		50		100	150	200.0%
Office/Minor Equipment	132				300	
Telecommunications	300	500	160	500	500	
Social Security	<u>17,357</u>	<u>16,344</u>	<u>8,571</u>	<u>18,020</u>	<u>22,418</u>	37.2%
Total Department	\$362,659	\$286,286	\$168,978	\$324,329	\$384,297	34.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Public Relations Specialist*	—	—	—	—	<u>1</u>
TOTAL	2	2	2	2	3

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

TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Beginning in fiscal year 2019, the department is staffed with three full-time employees, as the Public Relations Specialist position was transferred from Community Development.

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, postage, printing and copying and is reduced based upon experience.

Dues and Travel: This appropriation is for dues to professional organizations and related travel, primarily for International City/County Management Association (ICMA).

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

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

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

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

CORPORATION COUNSEL**MISSION**

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Provided legal guidance in connection with the University of Connecticut site.
- ✓ Argued Walgreen Eastern v. Town before the Connecticut Supreme Court.
- ✓ Brought suit against a local business for violations of a variety of ordinances and statutes, as well as addressing that issue in other fora.
- ✓ Provided memoranda and informal guidance on a wide array of legal topics ranging from the 2017 federal tax law amendments to Freedom of Information Act compliance.
- ✓ Identified legislative changes which required input and provided guidance on those changes.

FISCAL YEAR 2019 GOALS & OBJECTIVES

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

CORPORATION COUNSEL

BUDGET SUMMARY						
<u>Revenues:</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 276	\$	\$ 413	\$ 500	\$	
TOTAL	\$ 276	\$	\$ 413	\$ 500	\$	
<u>Expenditures:</u>						
Wages & Salaries	\$427,153	\$257,459	\$139,165	\$286,459	\$290,625	12.9%
Operating Expense	58,354	70,260	27,113	70,260	70,260	
Social Security	23,919	18,194	9,255	20,000	20,750	14.0%
TOTAL	\$509,426	\$345,913	\$175,533	\$376,719	\$381,635	10.3%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	3	3	2	2	2

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Corporation Counsel's budget is increased \$35,722 or 10.3% in fiscal year 2019. Wages and salaries reflect applicable salary ranges and anticipated merit increases, as well as the addition of \$29,000 in temporary payroll to support the department subsequent to the retirement of the full-time Legal Administrative Assistant. Operating expense is consistent with the prior year. Social security reflects wage and salary modifications.

Fund: General Fund

Department: Corporation Counsel

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Copies	\$ 276	\$	\$ 413	\$ 500	\$	
Total Department	\$ 276	\$	\$ 413	\$ 500	\$	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$419,892	\$257,459	\$123,664	\$257,459	\$261,625	1.6%
Temporary Payroll	7,261		15,501	29,000	29,000	
Office Expense	13,838	18,100	6,253	18,100	18,100	
Dues and Travel	704	1,600	217	1,600	1,600	
Professional Services		7,000		7,000	7,000	
Contractual Services	43,317	42,500	20,433	42,500	42,500	
Printing/Binding Services	75	60		60	60	
Telecommunications	420	1,000	210	1,000	1,000	
Social Security	23,919	18,194	9,255	20,000	20,750	14.0%
Total Department	\$509,426	\$345,913	\$175,533	\$376,719	\$381,635	10.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Administrative Assistant	<u>1</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	3	3	2	2	2

CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS

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

Temporary Payroll: This appropriation is new in fiscal year 2019 and funds a part-time Legal Administrative Assistant as the full-time position was eliminated upon the incumbent's retirement.

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

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

Professional Services: This appropriation is for outside legal services and is level funded based upon anticipated need.

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 and is increased based upon the temporary payroll increase.

REGISTRAR OF VOTERS**MISSION**

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Republican Registrar of Voters completed the State of Connecticut certification classes and passed the certification exam.
- ✓ Democrat Registrar of Voters completed the State of Connecticut classes required for examination.
- ✓ Limited ballot ordering by evaluating voting trends in the past years.
- ✓ Refrained from hiring additional office staff during the Municipal election, as had been done in past years.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Increase outreach for new voters.
- ❖ Share unused items (map storage cabinets) with other departments.
- ❖ Order monthly Canvass report to ensure accurate and updated registration files which will result in controlled costs for elections. Over staffing at polling locations and over ordering of supplies will be kept to a minimum due to more accurate files.
- ❖ Maintain a database of qualified and diverse electors with skill sets commensurate with the qualifications of the specific poll worker position. To attract new poll workers, the Registrars will utilize the Town's Facebook page, Senior Job Bank, and various associations and groups for continued diversity.

REGISTRAR OF VOTERS

BUDGET SUMMARY

<u>Expenditures:</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Wages & Salaries	\$236,296	\$187,339	\$102,489	\$185,283	\$221,483	18.2%
Operating Expense	59,337	37,088	17,227	31,548	34,745	-6.3%
Social Security	10,193	11,484	4,457	11,484	11,484	
TOTAL	\$305,826	\$235,911	\$124,173	\$228,315	\$267,712	13.5%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	0.6	0.6	0.6	0.6	0.6

BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' fiscal year 2019 budget increases \$31,801 or 13.5%, due to the upcoming gubernatorial election, which will require both a primary and a general election. Wages and salaries reflect an increase of \$34,144 for election workers. Operating expense decreases \$2,343 due primarily to a reduction in voting machine maintenance. Social security is consistent with the prior year.

Fund: General Fund

Department: Registrar of Voters

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$59,653	\$56,071	\$34,510	\$56,071	\$56,071	
Temporary Payroll	175,958	130,800	67,698	128,600	164,800	26.0%
Overtime	68					
Education Premium Pay	617	468	281	612	612	30.8%
Office Expense	36,067	17,500	7,004	13,554	17,300	-1.1%
Dues and Travel	6,261	4,275	1,930	4,371	5,425	26.9%
Advertising		100			100	
Professional Services	1,280	1,400	245	770	780	-44.3%
Printing/Binding						
Services	2,247	400	94	200	400	
Telecommunications	1,883	1,500	370	740	740	-50.7%
Operating Expense –						
Miscellaneous	11,599	11,913	7,584	11,913	10,000	-16.1%
Social Security	10,193	11,484	4,457	11,484	11,484	
Total Department	\$305,826	\$235,911	\$124,173	\$228,315	\$267,712	13.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Deputy Town Clerk	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL	0.6	0.6	0.6	0.6	0.6

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Calendar Year)

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>
Percent Voting:					
Gubernatorial		61%			
Municipal	27%		29%		32%
Presidential				78%	
Number of Eligible Voters	38,826	39,517	38,266	43,248	38,855
Connecticut Voter Registration System:					
Additions				7,515	2,255
Changes				4,941	7,165

REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: A full-time supervisory position responsible for administrative oversight is shared with the Town Clerk's department.

Temporary Payroll: This appropriation funds: the salaries of the Registrars and Deputy Registrars, which are set via Town Council resolution; office staff for the department and election workers. The increase in election workers for fiscal year 2019 is due to an anticipated gubernatorial primary.

	Actual <u>2017</u>	Adopted <u>2018</u>	Estimated <u>2018</u>	Adopted <u>2019</u>
Registrars/Deputy Registrars	\$91,000	\$91,000	\$91,000	\$91,000
Office Staff	8,950	8,000	8,000	8,000
Election Workers	<u>76,008</u>	<u>31,800</u>	<u>29,600</u>	<u>65,800</u>
Total Temporary Payroll	\$175,958	\$130,800	\$128,600	\$164,800

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

Office Expense: 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 minor reduction of \$200 in office supplies is reflected. Postage is reduced \$2,000, as a comprehensive canvass was performed in fiscal year 2017, and printing/copying is increased \$2,000 due to the need for ballots for two elections.

Dues and Travel: This appropriation funds the cost of membership in the Registrar of Voters Association of Connecticut, as well as costs for semi-annual conferences, meals for poll workers, and mileage reimbursement. The increase results from the need for poll worker meals for two elections.

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.

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

Operating Expense - Miscellaneous: This line item funds costs related to the optical scan voting machines including moving the machines to polling places, programming them for elections and performing annual maintenance on all machines. The appropriation is reduced based upon anticipated need.

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

ASSESSOR'S OFFICE**MISSION**

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Completed audits on 45 business personal property accounts with an aggregate increase of \$10,678,450 encompassing three Grand List years (2014, 2015 & 2016) recapturing \$421,560 in tax dollars.
- ✓ Created a Spanish translated brochure on how to resolve motor vehicle assessment matters.
- ✓ Created a Veteran's benefits brochure. The brochure will be placed in strategic public building locations (community centers, libraries, etc.).
- ✓ Completed the State mandated 2016 general property revaluation.
- ✓ Settled 22 tax appeals resulting from the 2016 revaluation with an average settlement of 5% with the removal of two outliers.
- ✓ Completed the October 1, 2017 Grand List by the statutory deadline, January 31, 2018.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Complete office procedures manual in fiscal year 2019.

ASSESSOR'S OFFICE

BUDGET SUMMARY

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$1,316	\$2,000	\$ 660	\$1,500	\$1,500	-25.0%
TOTAL	\$1,316	\$2,000	\$ 660	\$1,500	\$1,500	-25.0%
<u>Expenditures:</u>						
Wages & Salaries	\$614,835	\$617,460	\$296,318	\$617,517	\$646,674	4.7%
Operating Expense	53,598	58,898	31,003	56,140	57,795	-1.9%
Social Security	45,496	47,250	21,735	45,500	47,703	1.0%
TOTAL	\$713,929	\$723,608	\$349,056	\$719,157	\$752,172	3.9%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	7	7	7	7	7

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2019 budget for the Assessor's Office increases \$28,564, or 3.9%, from the prior year budget. Wages and salaries reflect anticipated merit increases and deferred compensation matching as well as an appropriation of \$22,500 for temporary payroll. This part-time employee will focus on personal property audits. Operating expense reflects a net decrease of \$1,103, with minor budget refinements on multiple lines. Social security increases reflect changes to wages and salaries.

ANNUAL BUDGET 2018-2019

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Copies	\$1,316	\$2,000	\$ 660	\$1,500	\$1,500	-25.0%
TOTAL	\$1,316	\$2,000	\$ 660	\$1,500	\$1,500	-25.0%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$597,440	\$614,315	\$282,716	\$591,869	\$620,009	0.9%
Temporary Payroll	12,816		11,583	22,500	22,500	
Overtime	2,946	2,125	1,169	2,128	2,125	
Education Premium Pay	1,632	1,020	850	1,020	2,040	100.0%
Office Expense	16,832	19,955	6,792	17,555	18,755	-6.0%
Dues and Travel	2,783	3,100	2,062	3,000	3,537	14.1%
Training	1,710	4,515	1,099	3,515	3,515	-22.1%
Advertising		200		100	200	
Printing/Binding Services	3,119	2,170		2,170	1,020	-53.0%
Information Technology	26,760	25,908	19,910	26,750	27,914	7.7%
Telecommunications	1,462	2,000	701	2,000	1,700	-15.0%
Vehicles & Equipment Expense	933	1,050	439	1,050	1,154	9.9%
Social Security	45,496	47,250	21,735	45,500	47,703	1.0%
Total Department	\$713,929	\$723,608	\$349,056	\$719,157	\$752,172	3.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

ASSESSOR'S OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Assessment office is staffed with seven full-time positions. Regular payroll reflects anticipated merit increases and changes to benefit elections.

Temporary Payroll: A new appropriation for a part-time employee to perform personal property audits to ensure all personal property is discovered and listed.

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

Education Premium Pay: Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. The increase is based upon a new employee eligible for this payment.

Office Expense: The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications. The budget is reduced \$1,200 based upon experience and anticipated need.

Dues & Travel: Appropriations for dues in the Hartford Area Assessors Association, Connecticut Association of Assessing Officers, International Association of Assessing Officers, and the Appraisal Institute are integral to the core mission of the department, enabling attendance at educational seminars and workshops at discounted rates which are requisite for maintaining State certification as Certified Connecticut Municipal Assessors and towards improvement of assessment practices. In addition, the department maintains membership in the Multiple Listing Service in order to obtain detailed information on properties for sale. The increase (\$437) reflects slight increases in annual dues.

Training: This appropriation covers attendance at local workshops, seminars and assessment/appraisal related classes to maintain requisite State certification as Certified Connecticut Municipal Assessors and is reduced \$1,000 based upon anticipated training opportunities in fiscal year 2019.

Advertising: This appropriation funds all State mandated notice requirements.

Printing & Binding Services: This appropriation, which funds the cost associated with printing and binding of the Grand List, the use of the Board of Education's print shop, and various forms, is reduced \$1,150 based upon anticipated needs.

Information Technology: This appropriation funds the annual cost of web hosting for Vision software and software maintenance and support contracts for Vision and Quality Data Systems and reflects an increase of \$2,006.

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 and is reduced \$300 based upon experience.

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.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(calendar year)				
	2013	2014	2015	2016	2017
	<u>(GL 2011)</u>	<u>(GL 2012)</u>	<u>(GL 2013)</u>	<u>(GL 2014)</u>	<u>(GL 2015)</u>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,629	2,650	2,740	2,737	2,808
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,119	2,492	2,916	2,351	2,702
Real property transfers	2,014	2,238	2,148	2,295	2,324
Elderly, veterans, blind and disability applications	982	1,022	1,172	1,391	1,191

DEPARTMENT: GENERAL GOVERNMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.5	1.5	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk	0.4	0.4	0.4	0.4	0.4
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.9	1.9	1.9	1.9	1.9
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Public Relations Specialist					<u>1</u>
TOTAL	2	2	2	2	3
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Administrative Assistant	<u>1</u>	<u>1</u>			
TOTAL	3	3	2	2	2
<u>REGISTRAR OF VOTERS</u>					
Deputy Town Clerk	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL	0.6	0.6	0.6	0.6	0.6
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	16	16	15	15	16

DEPARTMENT OF INFORMATION TECHNOLOGY**MISSION**

The mission of the Information Technology Department is to contribute to the successful operation, performance and long-term viability of the organization through a technical infrastructure that promotes employee and customer access to information.

This mission is accomplished through the cost effective and efficient delivery of management and maintenance of a wide-area network for voice and data communications and an infrastructure for supporting the Town's business applications.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Upgraded the Police Department training room technology for EOC and regional events, leveraging new interactive LED SmartBoards and laser projection systems.
- ✓ Replaced our existing disaster recovery (DR) system for the Town and Board of Education, increasing the retention duration and overall storage capacity.
- ✓ Completed the deployment of over 300 IP security cameras for all Public Schools.
- ✓ Implemented elementary school report cards in PowerSchool, replacing a handwritten paper process.
- ✓ Replaced the school district's wireless system with over 900 access points and controllers; this new system is more reliable and supports the latest wireless protocols for faster speeds and for more concurrent device connections.
- ✓ Deployed over 1,757 new devices as part of the ongoing strategic technology refresh cycle; 431 new iPads, 1,087 Chromebooks and 239 Windows devices for instruction.
- ✓ Closed over 11,894 work orders, an increase of 18.43% over the prior year; average time to completion was 5 days.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ 25% of municipal and public school buildings will be online with redundant fiber utilizing disparate paths by June 2019; currently only 11% are on redundant fiber.
- ❖ 50% of known paper forms will be converted to an electronic format with an increased utilization rate of 75%; currently 184 forms have been converted to electronic format with 5,710 submissions annually.
- ❖ 13% of servers and 30% of desktops are past end of usable life and will be replaced by June 2019; currently 7 servers and 150 desktops meet this criteria.
- ❖ 100% of the existing non-functional IP cameras at the two parking garages will be operational by June 2019.
- ❖ 75% of Town facilities that currently have no existing public address system (PA) will have Informacast implemented, a system that will enable a one-way PA over existing VoIP speakerphones.
- ❖ 100% of the non-functional and non-existing IP cameras at the Public Works yard and Police station will be operational by June 2019.
- ❖ 100% of the Town's public facing network will be penetration tested under a comprehensive information security risk assessment by June 2019.

DEPARTMENT OF INFORMATION TECHNOLOGY

BUDGET SUMMARY						
<u>Expenditures:</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$472,462	\$472,059	\$224,940	\$480,886	\$438,200	-7.2%
Operating Expense	377,020	430,500	226,814	382,711	444,500	3.3%
Social Security	33,264	33,993	16,029	34,975	31,022	-8.7%
TOTAL	\$882,746	\$936,552	\$467,783	\$898,572	\$913,722	-2.4%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	4	4	4	4	4

BUDGET & PROGRAM HIGHLIGHTS

In total, the fiscal year 2019 budget for the Department of Information Technology decreases \$22,830 or 2.4%. Wages and salaries decrease \$33,859, or 7.2%, due to the downgrading of a vacant Information Technology Specialist position to an Information Technology Analyst which will be filled at the beginning of the pay range. Operating expense increases \$14,000 or 3.3%. This is predominantly attributed to the increased cost of the Town's annual support contracts (\$6,000), telephone costs (\$2,000), and internet service provider charges (\$6,000). The social security adjustment reflects estimated cost based upon wages and withholdings.

COST CENTER: INFORMATION TECHNOLOGY

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$463,736	\$464,192	\$224,704	\$473,255	\$430,333	-7.3%
Temporary Payroll	8,658	7,867	236	7,631	7,867	
Overtime	68					
Office Expense	1,383	500	188	503	500	
Dues and Travel	644	1,000	530	1,000	1,000	
Training	105	5,000	850	5,000	5,000	
Professional Services	23,952	25,000	30,208	30,208	31,000	24.0%
Information Technology	241,020	288,000	148,818	230,000	288,000	
Telecommunications	39,183	45,000	11,538	45,000	47,000	4.4%
Rental & Leases	35,421	31,000	13,103	36,000	37,000	19.4%
Information Systems	35,312	35,000	21,579	35,000	35,000	
Social Security	<u>33,264</u>	<u>33,993</u>	<u>16,029</u>	<u>34,975</u>	<u>31,022</u>	-8.7%
TOTAL	\$882,746	\$936,552	\$467,783	\$898,572	\$913,722	-2.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3	2	2	2	1
Information Technology Analyst					1
Network Engineer*	<u>0.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL	4.0	4.0	4.0	4.0	4.0

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

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, offset by the downgrade of a vacant Information Technology Specialist position to an Information Technology Analyst.

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

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

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

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

Professional Services: This appropriation for outside consultants funds professional services to maintain and enhance our existing applications for business software and the GIS application. It also funds a service agreement for the Town's back-up system, including repair and maintenance if hardware failures occur. The cost of these services is increasing \$6,000 in fiscal year 2019.

Information Technology: This appropriation finances software licenses used by Town departments. There are also annual license fees associated with software products used to protect and defend the Town's computer network. These software licenses include anti-virus software for desktop computers and servers, web filtering software, and spam firewall. Funding of \$100,000 is included for the cost of Geographic Information System (GIS) maintenance and support for all Town departments. In addition, new software purchases requested by departments are funded in this line item.

Telecommunications: The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. This appropriation increases \$2,000 due to the VoIP licensing renewal. The balance of the appropriation is for cell phones, mobile communication devices and desktop phones for IT staff and a backup internet service.

Rental & Leases: This appropriation for internet bandwidth services is increased \$6,000 based upon actual experience.

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.

Social Security: This appropriation is for required federal payments based upon actual wages paid, and applicable social security base wage rates and employee withholdings.

PROGRAM PERFORMANCE MEASURES & INDICATORS

	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Estimated FY 2018</u>
Number of Municipal/School Sites on Town Owned Fiber	28	27	42	44	44
Number of Physical Servers Consolidated to Virtual Servers	84	86	112	112	116
Number of Sites with Building-wide Wireless	19	23	23	25	27
<u>IT Helpdesk:</u>					
Number of Town Work Orders Received	1,099	1,837	2,264	2,673	2,896
Number of BOE Work Orders Received	7,097	7,177	7,736	9,221	10,270
Percentage Completed	100%	100%	100%	99.9%	97.5%
Average Number of Days to Complete	5.7	4.1	3.98	4.56	5.0
<u>Website Statistics:</u>					
Site Visits to www.westhartfordct.gov	217,908	336,000	513,857	687,391	700,000
Site Visits to West Hartford's GIS Site	10,272	16,260	19,692	10,932	12,000
Use of West Hartford's Online Parking Omit System	n/a	n/a	13,259	23,234	25,000

n/a – not available before fiscal year 2016

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

TECHNOLOGY INVESTMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Charges for Services	\$ 9,666	\$ 11,750	\$ 11,750	\$ 11,750
Interest on Investments	110			
Total Revenues & Other Resources	\$ 9,776	\$ 11,750	\$ 11,750	\$ 11,750

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Technology Investments	\$ 20,868	\$	\$	\$
Total Expenditures & Other Uses	\$ 20,868	\$	\$	\$

CHANGE IN FUND BALANCE	(\$ 11,902)	\$ 11,750	\$ 11,750	\$ 11,750
BEGINNING BALANCE	\$ 1,451	(\$ 9,641)	(\$ 9,641)	\$ 2,109
ENDING BALANCE	(\$ 9,641)	\$ 2,109	\$ 2,109	\$ 13,859

Fund: Technology Investment Fund
Department: Information Technology

PURPOSE

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

LONG-TERM STRATEGY

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

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Charges for Services	\$27,000	\$25,000	\$20,000	\$16,000	\$10,000
TOTAL REVENUES	\$27,000	\$25,000	\$20,000	\$16,000	\$10,000
<u>Expenditures:</u>					
Operational	\$31,000	\$20,000	\$47,000	\$35,000	\$21,000
TOTAL EXPENDITURES	\$31,000	\$20,000	\$47,000	\$35,000	\$21,000
OPERATING RESULTS	(\$4,000)	\$5,000	(\$27,000)	(\$19,000)	(\$11,000)
FUND BALANCE	\$ 42,000	\$ 47,000	\$ 20,000	\$ 1,000	(\$ 10,000)

FISCAL YEAR 2018 OPERATING RESULTS

The Fund is projected to earn revenue in the amount of \$11,750 with no expenditures for the fiscal year. Accordingly, the fund balance deficit will be eliminated by June 30, 2018.

FISCAL YEAR 2019 BUDGET

The budget for fiscal year 2019 assumes revenues derived from charges for services of \$11,750 and no expenditures. This will allow fund balance to stabilize before appropriating additional funds.

DEPARTMENT: INFORMATION TECHNOLOGY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3.0	2.0	2.0	2.0	1.0
Information Technology Analyst					1.0
Network Engineer*	<u>0.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL INFORMATION TECHNOLOGY	4.0	4.0	4.0	4.0	4.0

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

DEPARTMENT OF FINANCIAL SERVICES**MISSION**

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

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

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Received the Certificate for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- ✓ After successfully implementing Dynamics AX (DAX) financial software, decentralized the departmental budget submission process on DAX as well as migrated accounting of fixed assets from Excel files to DAX.
- ✓ Successfully executed a general obligation bond sale of \$17M and retained the Town's AAA/Aaa bond rating from Standard & Poor's and Moody's.
- ✓ Achieved a collection rate of 99.2% for property taxes.
- ✓ Continued to address the Town's funded pension status by recommending a further reduction in the pension discount rate as well as proposing further discount rate reductions that will have a positive effect on decreasing long term unfunded pension liabilities.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Explore increasing the number of vendors who will accept ACH payments as well as increase department credit card limits. The expected outcome will be the processing of fewer checks/payments and receipt of larger rebates from the State through the State P-Card program.
- ❖ Decrease the number of payments that are processed manually in the Tax Office by working with banks and leasing companies by providing electronic billing files and receipt of electronic payment files.
- ❖ Continue to explore and implement DAX options that integrate data and automate functions that are either currently process manually or are based on input into Excel or comparable software, as well as improve reporting tools for managers. This goal is contingent upon decision to either maintain DAX or migrate to MUNIS.

DEPARTMENT OF FINANCIAL SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 347	\$ 400	\$ 272	\$ 335	\$ 200	-50.0%
Fines & Forfeitures	660	750	540	750	750	
Transfers from Other Funds	<u>67,000</u>	<u>67,000</u>	<u>—</u>	<u>67,000</u>	<u>72,000</u>	7.5%
TOTAL	\$68,007	\$68,150	\$ 812	\$68,085	\$72,950	7.0%
<u>Expenditures:</u>						
Wages & Salaries	\$1,676,669	\$1,665,841	\$774,385	\$1,623,539	\$1,634,625	-1.9%
Operating Expense	569,689	556,185	358,953	577,435	612,832	10.2%
Social Security	<u>116,681</u>	<u>124,505</u>	<u>54,318</u>	<u>120,461</u>	<u>119,074</u>	-4.4%
TOTAL	\$2,363,039	\$2,346,531	\$1,187,656	\$2,321,435	\$2,366,531	0.9%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	17	17	17	17	17

BUDGET & PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$20,000 or 0.9% from the current fiscal year. Wages and salaries decrease \$31,216, or 1.9%, and reflect anticipated merit increases and additional funding of temporary payroll, offset by a vacant position which is unfunded. Operating expense increases \$56,647, primarily attributable to software maintenance contracts (\$71,422) relating to the new financial management system, offset by reductions in bank services (\$5,000) and professional services (\$3,500). Social Security reflects wage and salary changes.

COST CENTER: FINANCIAL OPERATIONS

SUMMARY OF REVENUES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
NSF Check Fees	\$ 660	\$ 750	\$ 540	\$ 750	\$ 750	
Transfer In	<u>67,000</u>	<u>67,000</u>	<u>—</u>	<u>67,000</u>	<u>72,000</u>	7.5%
TOTAL	\$67,660	\$67,750	\$ 540	\$67,750	\$72,750	7.4%

SUMMARY OF EXPENDITURES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$734,400	\$713,933	\$345,566	\$713,933	\$715,926	0.3%
Temporary Payroll	28,015	28,750	11,653	28,750	29,500	2.6%
Overtime	3,539	2,128	1,256	2,138	2,225	4.6%
Education Premium Pay	1,452	1,440	660	1,440	720	-50.0%
Office Expense	12,285	16,000	3,537	14,315	14,600	-8.8%
Dues and Travel	1,523	2,700	1,896	2,450	2,750	1.9%
Professional Services	2,152	775	741	775	775	
Contractual Services	23,738	25,000		20,000	20,000	-20.0%
Printing/Binding Services	955	1,500	300	1,200	1,200	-20.0%
Office Equipment	375					
Telecommunications	940	1,000	480	960	960	-4.0%
Social Security	<u>52,263</u>	<u>54,581</u>	<u>24,304</u>	<u>54,581</u>	<u>53,125</u>	-2.7%
TOTAL	\$861,637	\$847,807	\$390,393	\$840,542	\$841,781	-0.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</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
Financial Analyst	1	1	1	1	1
Accountant I	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Payroll Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Financial Operations is staffed with seven full-time positions. The budget reflects estimated merit increases for eligible employees.

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

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

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

Office Expense: This appropriation is used for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies (toner cartridges, printer maintenance) associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB pronouncements, GAAP updates and payroll updates. Office expense is reduced as the department moves toward more electronic services.

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

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

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

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>
Financial Reporting:					
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
Financial Operations:					
% of FT Employees on Direct Deposit	97%	97%	99%	98%	98%
% of FT Electronic Direct Deposit Stmtts	90%	93%	99%	99%	99%
% of Electronic Payments	25%	26%	27%	30%	26%
Fund Balance as a % of General Fund Expenditures	8.0%	8.1%	8.2%	8.1%	8.1%
Investment Strategy:					
Short-Term Investment Fund Return	0.16%	0.14%	0.15%	0.37%	0.58%
Other Investment Vehicle Return*	0.49%	0.38%	0.39%	0.39%	0.42%
Capital Financing:					
Debt Service as a % of General Fund Expenditures (excluding BBS)	5.9%	5.5%	5.5%	6.1%	6.1%
Debt per Capita	\$2,145	\$2,303	\$2,435	\$2,445	\$2,471
Long Term Bonded Debt to Net Assessed Value	2.3%	2.4%	2.5%	2.5%	2.5%
WH General Obligation Bond Rate	n/a	2.49%	2.03%	2.62%	2.58%
Benchmark GO Bond Rate	n/a	3.04%	2.08%	2.66%	2.36%

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

* Investments with maturity terms of 3-6 months

COST CENTER: PURCHASING
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 10	\$	\$ 135	\$ 135	\$	
TOTAL	\$ 10	\$	\$ 135	\$ 135	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$366,912	\$368,039	\$174,428	\$367,932	\$368,365	0.1%
Temporary Payroll	21,036	24,000	10,220	24,000	24,000	
Office Expense	2,615	3,500	451	2,205	2,205	-37.0%
Dues and Travel	1,455	1,990	1,290	2,495	1,720	-13.6%
Training		300		300	300	
Advertising	3,765	4,000	1,076	4,000	4,000	
Printing/Binding Services	390	200		400	400	100.0%
Telecommunications	240	540	120	240	240	-55.6%
Vehicles & Equipment Expense	53	150	429	500	500	233.3%
Social Security	<u>28,775</u>	<u>29,581</u>	<u>13,715</u>	<u>29,581</u>	<u>29,615</u>	0.1%
TOTAL	\$425,241	\$432,300	\$201,729	\$431,653	\$431,345	-0.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Accounting Manager	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Accounting Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

PURCHASING - BUDGET AND PROGRAM HIGHLIGHTS

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

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

Office Expense: The office expense appropriation reflects the cost of general office supplies, as well as the copying and mailing of procurement notices and specifications. The reduction in fiscal year 2019 reflects the elimination of an annual subscription.

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

Training: This account funds miscellaneous staff training.

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

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

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

Vehicles & Equipment Expense: This appropriation funds fuel and maintenance cost for the Town pool car assigned to the division and is increased to reflect additional maintenance costs.

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

COST CENTER: REVENUE COLLECTION

SUMMARY OF REVENUES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Copies	\$ 338	\$ 400	\$ 137	\$ 200	\$ 200	-50.0%
TOTAL	\$ 338	\$ 400	\$ 137	\$ 200	\$ 200	-50.0%

SUMMARY OF EXPENDITURES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$308,950	\$308,847	\$146,638	\$308,847	\$308,847	
Temporary Payroll	29,051	38,542	15,312	32,000	38,542	
Overtime	2,046	2,500	123	2,000	2,500	
Education Premium Pay	726	720	330	720	720	
Office Expense	66,374	88,750	18,243	82,500	88,500	-0.3%
Dues and Travel	326	1,700	38	1,100	1,250	-26.5%
Training		350		350	350	
Advertising	536	800	230	800	800	
Professional Services	20,757	25,000	4,080	18,000	20,000	-20.0%
Contractual Services	23,510	27,570	11,601	24,570	27,760	0.7%
Printing/Binding Services	578	2,200	118	600	750	-65.9%
Information Technology	15,450	16,000	15,700	15,700	16,000	
Telecommunications	420	1,500	210	750	750	-50.0%
Maintenance & Repairs	1,459	1,100	198	725	1,100	
Social Security	<u>23,776</u>	<u>25,549</u>	<u>11,226</u>	<u>25,549</u>	<u>25,549</u>	
TOTAL	\$493,959	\$541,128	\$224,047	\$514,211	\$533,418	-1.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Revenue Collector	1	1	1	1	1
Revenue Services Representative	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

Office Expense: The office expense appropriation reflects the cost of postage (\$50,000) for the mailing of tax bills, the cost of an outside contract (\$35,000) to print, stuff and mail the property tax bills, and general office supplies (\$3,500), a small reduction from the current year.

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. The appropriation is reduced based upon anticipated need.

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

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

Professional Services: This appropriation funds the annual contract with ComPlus for the management information system and delinquent billing services associated with the parking ticket and ordinance violation collection programs. The appropriation is reduced \$5,000 due to a lower volume of violations.

Contractual Services: This appropriation finances the portion of banking services (\$20,000) used by the Revenue Collection Office and the contract for the hearing officer (\$7,760) for parking ticket and ordinance violation appeals.

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

Information Technology: This appropriation finances the costs of annual software maintenance for the tax collection and billing software and maintenance on the currency counter.

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

Maintenance & Repairs: This appropriation finances the costs associated with the security cameras and recording system used by the division.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
(Fiscal Year)					
	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>
Revenue Collection:					
Current Year Tax Collection Rate	99.1%	99.2%	99.2%	99.3%	99.2%
% of Parking Tickets Collected	81.8%	76.7%	75.7%	78.2%	68.8%
% Ordinance Violations Collected	71.0%	66.1%	56.8%	62.8%	66.7%

Using Technology to Improve the Customer Experience

Consistent with the habits of individuals, the tax department continues to shift to electronic forms of communication.

In December 2016 the “Pay by Text” feature was launched in an effort to continue to enhance and add value to the customer experience. Close to 1,000 tax bill notifications will be sent via text message, giving customers nearly instant access to view and pay their bills.

Usage of both the on-line bill payment and presentment system and the on-line tax information lookup system is strong. About 18% of all tax bills are paid via the online bill payment system. Customers have the option to make a one-time payment or to sign up as a registered user. Registered users have access to advanced features of the system, such as storing credit card or bank account information for future use, and choosing to receive tax bills in a paperless form via email.

The on-line tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. Recent improvements to this system have resulted in taxpayers obtaining payment information for income tax purposes with greater ease.

COST CENTER: FINANCIAL SYSTEMS
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$140,177	\$176,942	\$54,880	\$115,279	\$116,780	-34.0%
Temporary Payroll	40,365		13,320	26,500	26,500	
Office Expense	5,860	8,560	51	6,500	8,000	-6.5%
Dues and Travel	800	1,000	800	800	1,000	
Professional Services	2,874	3,000	1,544	2,000	3,000	
Information Technology	280,532	220,000	246,116	272,000	291,422	32.5%
Information Systems	658	2,000		2,000	2,000	
Social Security	<u>11,866</u>	<u>14,794</u>	<u>5,071</u>	<u>10,750</u>	<u>10,785</u>	-27.1%
TOTAL	\$483,132	\$426,296	\$321,782	\$435,829	\$459,487	7.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II	1				
Financial Systems Analyst I*		<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

* Position is unfunded in fiscal year 2019.

FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The division is staffed with two (2) full-time positions. However, the vacant Financial Systems Analyst I position is unfunded for fiscal year 2019.

Temporary Payroll: This appropriation funds part-time financial management system assistance necessitated by the full-time vacancy.

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

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

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

Information Technology: This appropriation finances the costs of annual software maintenance contracts and licenses used by the Department of Finance. The increase results from software contracts for the new financial management system. For fiscal year 2019, these contracts include: Superior Payroll Maintenance (\$40,950), OnPay Solutions (\$5,445), GHG Corporation (\$6,375), Dynamics license (\$83,582), Tyler license (\$73,500), Dynamics/Tyler support (\$79,070), and Micro-Tel (\$2,500).

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

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

COST CENTER: MAIL & DELIVERY SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,348	\$ 1,500	\$ 1,444	\$ 1,500	\$ 1,500	
Professional Services	97,721	97,500	48,081	97,520	99,000	1.5%
Office/Minor Equipment	_____	_____	180	180	_____	
TOTAL	\$99,069	\$99,000	\$49,705	\$99,200	\$100,500	1.5%

MAIL & DELIVERY SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

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

Professional Services: The Town and Board of Education have a joint contract with an outside contractor to provide mailroom and courier services to all facilities. The increase (\$1,500) reflects actual experience with special mailing and courier requirements.

DEPARTMENT: FINANCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<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
Financial Analyst	1	1	1	1	1
Accountant I	1	1	1	1	1
Accounting Specialist	2	2	2	2	2
Payroll Specialist	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Revenue Collector	1	1	1	1	1
Revenue Services Representative	3	3	3	3	3
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II	1				
Financial Systems Analyst I*	—	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FINANCIAL SERVICES	17	17	17	17	17

* Position is unfunded in fiscal year 2019.

DEPARTMENT OF HUMAN RESOURCES

MISSION

The Town of West Hartford Human Resources Department has the primary role of supporting the organization by providing human resources management and services to more than 750 full and part-time, or seasonal employees of the Town. We collaborate with and support internal operating departments by providing consultative services and solutions to a wide range of human resource issues in a responsive and cost-effective manner.

The Department of Human Resources is committed to providing leadership and expertise in the development and implementation of sound human resource policy, systems, and programs that support employees of the Town of West Hartford in meeting the organization's commitment to hire qualified, dedicated employees who provide quality services to the residents of our community.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Successfully worked with the Town Council to recruit and hire a new Town Manager.
- ✓ Successfully worked with Department Directors on 25 recruitments and 15 promotions. On-boarded 26 new hires and processed 733 applications.
- ✓ Reduced health care expenditures by 2.6% or \$400,000.
- ✓ Reduced Life and Long Term Disability renewal by \$235,000 through competitive bid process, moving from CIGNA to Lincoln National.
- ✓ Successfully negotiated a flat renewal for Insured Program. Successfully negotiated a 5% decrease for FY 2018 and 2.5% decrease in FY 2019 and FY 2020 for Property Insurance.
- ✓ FM Global (property carrier) inspected \$549,099,315 in property values, Risk Mark Score of 85 (94% of potential) versus an average score of 48.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Complete union negotiations for nine bargaining units (SEIU, AFSCME, Police, Fire) that address health care reform, pension reform, wage reform and operational issues as identified by Department Directors.
- ❖ Lead recruitment process for Police Chief, Fire Chief, and other key recruitments.
- ❖ Establish a task-force to review and make future recommendations for improvements in police officer recruitments.
- ❖ Increase ethnic diversity of applicants.
- ❖ Ensure our performance management processes are designed and executed to maximize staff performance and align with Town goals.
- ❖ Develop and implement an Emergency Response Plan for Town Hall, Elmwood Community Center and Veterans Skating Rink.

DEPARTMENT OF HUMAN RESOURCES

BUDGET SUMMARY

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Miscellaneous Revenue	\$40,000	\$40,000	\$	\$40,000	\$40,000	
TOTAL	\$40,000	\$40,000	\$	\$40,000	\$40,000	
<u>Expenditures:</u>						
Wages & Salaries	\$351,249	\$348,068	\$160,556	\$350,028	\$350,028	0.6%
Operating Expense	72,484	63,440	26,659	54,990	68,950	8.7%
Social Security	<u>25,146</u>	<u>25,120</u>	<u>11,313</u>	<u>25,046</u>	<u>25,260</u>	0.6%
TOTAL	\$448,879	\$436,628	\$198,528	\$430,064	\$444,238	1.7%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</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	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
TOTAL	9.5	9.5	9.5	9.5	9.5

BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects an increase of \$7,610 or 1.7%, from the prior year. Wages and salaries are consistent with prior year with a slight variance due to benefit elections. Operating expense increases \$5,510. This results primarily from an increase of \$5,000 in advertising based upon anticipated recruitment activity with minor variances in other line items. Social security is estimated based upon employee withholdings and the social security base wage rate.

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Transfers In	\$ 40,000	\$ 40,000	\$ _____	\$ 40,000	\$ 40,000	
TOTAL	\$ 40,000	\$ 40,000	\$	\$ 40,000	\$ 40,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$350,442	\$347,268	\$160,190	\$349,228	\$349,228	0.6%
Education Premium Pay	807	800	367	800	800	
Office Expense	4,133	8,150	3,948	7,850	8,350	2.5%
Dues and Travel	1,197	1,400	679	1,250	1,500	7.1%
Training	1,395	10,000	1,320	8,000	10,000	
Advertising	13,068	5,000	3,111	7,500	10,000	100.0%
Professional Services	35,818	11,200	4,651	11,200	11,200	
Contractual Services	3,025	3,890	3,454	3,890	3,900	0.3%
Printing/Binding Services	152	1,000	567	1,500	1,500	50.0%
Meals	2,006	1,000	332	1,000	3,500	250.0%
Education Tuition Reimbursement	4,500	12,000	1,500	5,000	10,000	-16.7%
Information Technology	6,510	8,000	6,768	7,000	8,000	
Telecommunications	680	1,800	330	800	1,000	-44.4%
Social Security	<u>25,146</u>	<u>25,120</u>	<u>11,311</u>	<u>25,046</u>	<u>25,260</u>	0.6%
Total Department	\$448,879	\$436,628	\$198,528	\$430,064	\$444,238	1.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources	0.8	0.8	0.8	0.8	0.8
Human Resources Specialist	1.0	1.0	1.0	1.0	1.0
Office Operations Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL	3.2	3.2	3.2	3.2	3.2

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

BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Human Resources is staffed with 3.2 full-time equivalent positions, consistent with the prior year.

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 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. An increase of \$200 reflects additional printing costs for new contracts.

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 is increased \$5,000 in response to anticipated recruitment activity.

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

Contractual Services: This appropriation licenses the Town to issue Wonderlic testing and assessment products, in both on-line and paper testing processes.

Printing/Binding Services: This request funds the costs associated with printing and binding labor contracts, employment forms and materials and is increased based upon anticipated need.

Meals: This appropriation pays for the meals associated with panel members brought in to assist in promotional and open competitive recruitment processes and is increased \$2,500 to reflect recruitment activity.

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Fiscal Year				
	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>
<u>Applications Processed</u>					
Police Officer	260	146	54	152	149
Open Competitive	379	626	805	1,019	538
Promotional	<u>68</u>	<u>85</u>	<u>53</u>	<u>137</u>	<u>46</u>
Total Applications Processed	707	857	912	1,308	733
<u>New Hires</u>					
Public Safety	20	8	21	18	15
Non-Public Safety	<u>11</u>	<u>15</u>	<u>10</u>	<u>17</u>	<u>15</u>
Total New Hires	31	23	31	35	30
<u>Terminations</u>					
Public Safety	22	10	10	13	14
Non-Public Safety	<u>14</u>	<u>11</u>	<u>13</u>	<u>19</u>	<u>10</u>
Total Terminations	36	21	23	32	24
<u>Reason for Separation (All Personnel)</u>					
Retirement	31	17	16	19	10
Resignation	4	3	7	11	13
Dismissal	1	1	0	2	1
Layoff	0	0	0	0	0

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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TOWN PROGRAM

Employee Benefit Contributions	\$ 915,514	\$ 900,000	\$ 925,000	\$ 925,000
Interest on Investment	258,104	120,000	187,000	132,000
Amortization		767,500		815,000
Subrogation/Recoveries	51,847	75,000	25,000	25,000
Transfer In	<u>20,603,942</u>	<u>20,872,484</u>	<u>20,872,484</u>	<u>21,863,859</u>
Total Revenues & Other Resources	\$ 21,829,407	\$22,734,984	\$22,009,484	\$23,760,859

SCHOOL PROGRAM

Employee Benefit Contributions	\$ 4,227,381	\$ 4,413,404	\$ 4,675,531	\$ 5,087,896
Amortization		(228,606)		(126,930)
Interest on Investment	85,433			
Transfer In	<u>22,557,469</u>	<u>26,144,477</u>	<u>26,021,006</u>	<u>26,178,044</u>
Total Revenues & Other Resources	\$ 26,870,283	\$30,329,275	\$30,696,537	\$31,139,010

Total Revenues & Other Resources	\$ 48,699,690	\$53,064,258	\$52,706,021	\$54,899,869
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EXPENSES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Administration-Human Resources	\$ 287,616	\$ 288,577	\$ 314,544	\$ 276,380
Town Program Expense	21,594,827	22,446,407	22,559,840	23,484,479
School Program Expense	<u>27,659,812</u>	<u>30,329,275</u>	<u>29,466,920</u>	<u>31,139,010</u>
Total Expenses & Other Uses	\$ 49,542,255	\$53,064,259	\$52,341,304	\$54,899,869

RISK MANAGEMENT FUND

MISSION

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

**BUDGET SUMMARY
DEPARTMENT OF HUMAN RESOURCES**

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 394,695	\$ 395,812	\$ 423,772	\$ 387,201	-2.2%
Operating Expense	21,408,864	22,260,166	22,371,683	23,294,313	4.6%
Fringe Benefits	<u>78,884</u>	<u>79,006</u>	<u>78,929</u>	<u>79,345</u>	0.4%
TOTAL	\$21,882,443	\$22,734,984	\$22,874,384	\$23,760,859	4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Exec. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Asst. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1	1	1	1	1
Senior Staff Assistant	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	4.7	4.7	4.7	4.7	4.7

SUMMARY OF EXPENSES BY PROGRAM

<u>Program</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Risk Management					
Administration	\$ 287,616	\$ 288,577	\$ 314,544	\$ 276,380	-4.2%
Workers' Compensation	3,256,978	2,726,891	2,591,955	2,644,141	-3.0%
Health Program	16,148,429	17,215,325	17,535,720	18,448,488	7.2%
Heart and Hypertension	124,341	154,904	163,596	135,311	-12.6%
Self-Insured Program	890,784	1,087,637	1,093,884	982,239	-9.7%
Insured Program	<u>1,174,295</u>	<u>1,261,650</u>	<u>1,174,685</u>	<u>1,274,300</u>	1.0%
TOTAL	\$21,882,443	\$22,734,984	\$22,874,384	\$23,760,859	4.5%

Fund: Risk Management
Department: Human Resources

Risk Management Administration

The Risk Management Administration budget includes the salary of the Risk Manager, a Safety Analyst, and a Senior Staff Assistant. 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.

SUMMARY OF EXPENSES RISK MANAGEMENT ADMINISTRATION					
<u>Expenses</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$253,511	\$252,866	\$279,225	\$240,845	-4.8%
Office Expense	4,025	3,800	3,800	3,600	-5.3%
Dues and Travel	895	2,500	2,450	2,450	-2.0%
Printing/Binding Services	60	300	300	300	
Telecommunications	180	500	500	500	
Social Security	18,906	18,572	18,230	18,646	0.4%
Transfers Out	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
TOTAL	\$287,616	\$288,577	\$314,544	\$276,380	-4.2%

Fund: Risk Management
Department: Human Resources

Workers' Compensation Program

The contribution required from other funds to support this program totals \$2,908,693 in fiscal year 2019, a reduction of \$11,456. An estimated reduction in claims payments is partially offset by higher amortization of the accumulated program deficit.

WORKERS' COMPENSATION PROGRAM					
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues</u>					
Interest on Investments	\$133,254	\$ 50,000	\$100,000	\$ 50,000	
Subrogation	<u>51,847</u>	<u>50,000</u>	<u>25,000</u>	<u>25,000</u>	-50.0%
Total Revenues	\$185,101	\$100,000	\$125,000	\$ 75,000	-25.0%
<u>Expenses</u>					
Professional Services	\$17,068	\$ 9,200	\$ 9,000	\$ 9,000	-2.2%
Claims Administration	119,527	119,500	119,500	124,500	4.2%
Insurance Services	4,718	16,500	20,790	15,000	-9.1%
Excess Insurance	213,005	215,000	218,839	208,000	-3.3%
WC Assessments-State	114,968	120,000	108,600	115,000	-4.2%
Workers' Compensation Claims	<u>2,787,692</u>	<u>2,246,691</u>	<u>2,115,226</u>	<u>2,172,641</u>	-3.3%
Total Expenses	\$3,256,978	\$2,726,891	\$2,591,955	\$2,644,141	-3.0%
<u>Other</u>					
Allocation of Administration Expense	\$115,046	\$118,258	\$125,818	\$114,552	-3.1%
Program Amortization		175,000		225,000	28.6%
Operating Income/(Loss)	<u>(575,289)</u>	<u> </u>	<u>327,376</u>	<u> </u>	
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$2,611,634	\$2,920,149	\$2,920,149	\$2,908,693	-0.4%

Fund: Risk Management
Department: Human Resources

Health Benefits Program

Health Claims Cost

The net contribution from other funds for this program totals \$16,823,488, an increase of \$1,083,163 or 6.9%. The contribution to the retiree health care reserve for fiscal year 2019 is \$11,780,000 split between the Town and Board of Education. The Town's contribution is \$8,872,000, an increase of \$400,000 from the current fiscal year. The appropriation for claims expense increases \$848,724 or 12.3% based upon experience.

HEALTH BENEFITS PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Interest on Investments	\$ 20,495	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	<u>915,514</u>	<u>900,000</u>	<u>925,000</u>	<u>925,000</u>	2.8%
Total Revenues	\$936,009	\$925,000	\$950,000	\$950,000	2.7%
<u>Expenses</u>					
Regular Payroll	\$140,680	\$142,446	\$144,047	\$145,856	2.4%
Education Premium	504	500	500	500	
Office Expenses	1,601	1,950	2,350	2,550	30.8%
Active Employee Claims	6,974,165	6,881,646	7,238,174	7,730,370	12.3%
Normal Retirement Cost	7,872,000	8,472,000	8,472,000	8,872,000	4.7%
Life/Long-term Disability	211,002	236,088	251,690	253,144	7.2%
Program Expense	706,415	1,182,700	1,188,000	1,192,000	0.8%
Stop Loss Insurance	192,122	247,600	188,299	201,408	-18.7%
Social Security	9,940	10,395	10,660	10,660	2.5%
Transfer Out	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
Total Expenses	\$16,148,429	\$17,215,325	\$17,535,720	\$18,448,488	7.2%
<u>Other</u>					
Program Amortization		(\$550,000)		(\$675,000)	22.7%
Operating Income/(Loss)	<u>\$453,873</u>	<u> </u>	<u>(\$845,395)</u>	<u> </u>	
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$15,666,293	\$15,740,325	\$15,740,325	\$16,823,488	6.9%

Fund: Risk Management
Department: Human Resources

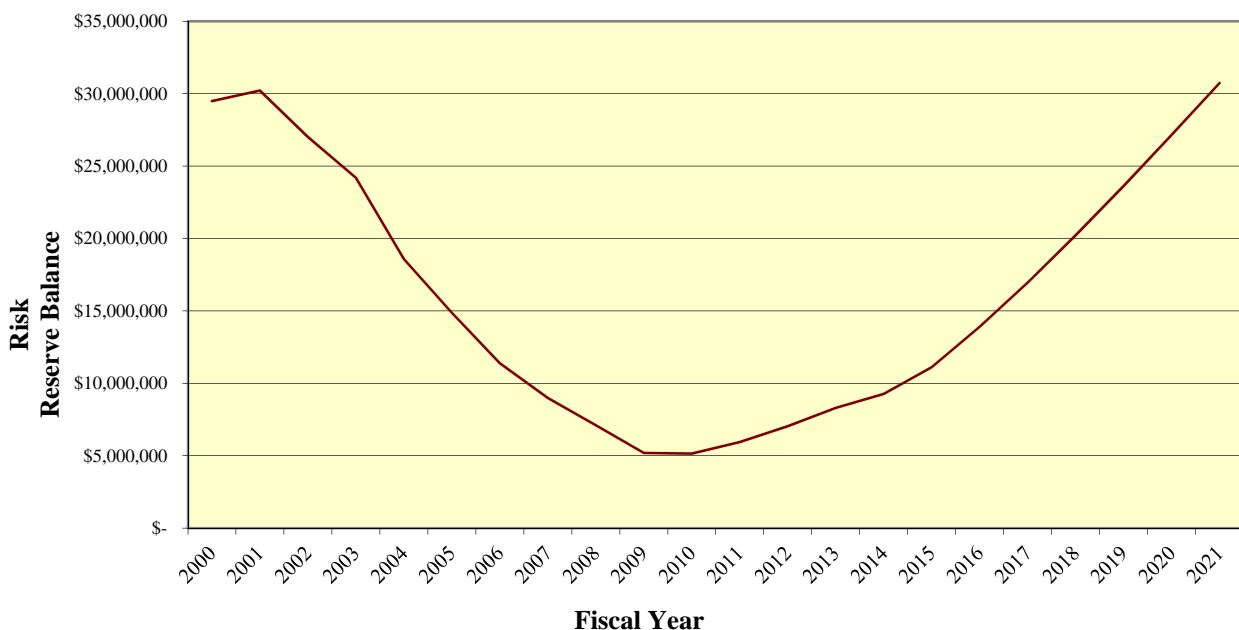
Risk Management Health Reserve

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2015, is \$147,594,000. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 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 significantly from a high of \$27,012,296 on July 1, 2003. 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 \$400,000 and will total \$11,780,000 in fiscal year 2019 split between the Town (\$8,872,000) 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 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: Human Resources

Heart and Hypertension Program

The heart and hypertension program is a self-insured program which provides benefits to public safety employees who incur heart disease or hypertension. The benefits provided include payment of medical bills, a percentage of the employee's average weekly wages and permanent partial incapacity awards for loss of function and death benefits, as determined by the Workers' Compensation Commission. A transfer of \$63,949 from other funds is required to support this program in fiscal year 2019, a reduction of \$53,020. The heart and hypertension claims expense decreases to reflect projected claims, and amortization of accumulated surplus increases from the prior year.

HEART AND HYPERTENSION PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Interest on Investments	\$42,223	\$20,000	\$30,000	\$25,000	25.0%
Total Revenues	\$42,223	\$20,000	\$30,000	\$25,000	25.0%
<u>Expenses</u>					
Medical Exams	\$3,900	\$5,000	\$4,500	\$5,000	
Insurance Services	4,531	4,500	4,550	4,550	1.1%
Claims Administration	1,000	1,000	1,000	1,000	
Claims Expense	<u>114,910</u>	<u>144,404</u>	<u>153,546</u>	<u>124,761</u>	-19.5%
Total Expenses	\$124,341	\$154,904	\$163,596	\$135,311	-12.6%
<u>Other</u>					
Allocation of Administration Expense	\$28,762	\$29,565	\$31,454	\$28,638	-3.1%
Program Amortization		(47,500)		(75,000)	57.9%
Operating Income/(Loss)	<u>(\$34,143)</u>	<u> </u>	<u>(48,081)</u>	<u> </u>	
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$76,737	\$116,969	\$116,969	\$63,949	-45.3%

Fund: Risk Management
Department: Human Resources

Self-Insured Program

The Town utilizes a Self-Insured Retention (SIR) program for general liability, automobile liability and law enforcement liability with a retention level of \$250,000. The Town purchases excess insurance to cover core catastrophic losses. Claims for the SIR program are administered by an outside claims administration firm and actuarial services are procured. The self-insured program's required interfund transfer for fiscal year 2019 is \$854,791, a decrease of \$94,035 from the prior year. This reduction of 9.9% results from an expected decline in claims expense. In order to protect the Town from an unknown liability, the stated goal of the Self-Insurance program is to maintain reserved retained earnings of approximately \$1,500,000.

SELF-INSURED PROGRAM					
	Actual	Adopted	Estimated	Adopted	Percent
<u>Revenues</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Interest on Investments	\$ 62,132	\$ 25,000	\$ 32,000	\$ 32,000	28.0%
Subrogation		<u>25,000</u>			-100.0%
Total Revenues	\$ 62,132	\$ 50,000	\$ 32,000	\$ 32,000	-36.0%
<u>Expenses</u>					
Professional Services	\$ 7,145	\$ 52,900	\$ 52,500	\$ 52,500	0.8%
Claims Administration Expense	167,052	167,500	171,790	157,625	-5.9%
Claims Expense	<u>716,587</u>	<u>867,237</u>	<u>869,594</u>	<u>772,114</u>	-11.0%
Total Expenses	\$890,784	\$1,087,637	\$1,093,884	\$982,239	-9.7%
<u>Other</u>					
Allocation of Administration Expense	\$115,046	\$111,189	\$125,818	\$104,552	-6.0%
Program Amortization		(200,000)		(200,000)	
Operating Income/(Loss)	<u>58,432</u>		<u>(238,876)</u>		
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$1,002,130	\$948,826	\$948,826	\$854,791	-9.9%

Fund: Risk Management
Department: Human Resources

Insured Program

The insured program includes premiums paid for insurance coverages that are in excess of the self-insured retention. The insured program also includes premiums paid for coverage that the Town and Board of Education elect not to self-insure. These include special events, sports accidents, surety bonds, and property. An interfund transfer of \$1,212,938 will be required in fiscal year 2019 to meet the costs of the insured program, a reduction of \$66,723 or 5.8%. This variance results from the estimated cost of property insurance as well as a reduction of \$55,000 in amortization of accumulated surplus for this program.

INSURED PROGRAM					
<u>Expenses</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Purchased Insurance	\$1,174,295	\$1,261,650	\$1,174,685	\$1,274,300	1.0%
Total Expenses	\$1,174,295	\$1,261,650	\$1,174,685	\$1,274,300	1.0%
<u>Other</u>					
Allocation of Administration Expense	\$28,762	\$29,565	\$31,454	\$28,638	-3.1%
Program Amortization		(145,000)		(90,000)	37.9%
Operating Income/(Loss)	44,091		(59,924)		
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$1,247,148	\$1,146,215	\$1,146,215	\$1,212,938	5.8%

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Employee Contributions	\$ 3,062,540	\$ 3,000,000	\$ 3,100,000	\$ 3,150,000
Interest Income	589		39,072	
Pension Buyback	291		219	
Class Action Proceeds	94			
Trust Fund Contribution	5,029,354	4,367,744	5,375,682	4,559,286
Transfer In	<u>20,551,457</u>	<u>21,615,393</u>	<u>21,615,393</u>	<u>23,880,000</u>
Total Revenues & Other Resources	\$28,644,325	\$28,983,137	\$30,130,366	\$31,589,286

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Human Resources –				
Administration	\$ 565,422	\$ 608,137	\$ 596,781	\$ 596,286
Regular Payments	26,738,804	27,200,000	28,216,000	29,768,000
Survivor Payments	1,146,440	1,150,000	1,180,000	1,200,000
Pension Refunds	<u>193,659</u>	<u>25,000</u>	<u>137,585</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$28,644,325	\$28,983,137	\$30,130,366	\$31,589,286

DEPARTMENT OF HUMAN RESOURCES

PENSION OPERATING FUND

MISSION

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

BUDGET SUMMARY
DEPARTMENT OF HUMAN RESOURCES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 134,793	\$ 155,427	\$ 67,799	\$ 146,074	\$ 128,438	-17.4%
Operating Expense	314,920	332,300	93,314	331,155	336,800	1.4%
Fringe Benefits	<u>28,194,612</u>	<u>28,495,410</u>	<u>15,059,047</u>	<u>29,653,137</u>	<u>31,124,048</u>	9.2%
TOTAL	\$28,644,325	\$28,983,137	\$15,220,160	\$30,130,366	\$31,589,286	9.0%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1.6	1.6	1.6	1.6	1.6

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2019 Pension Fund budget increases \$2,606,149, or 9.0%, over the prior year. Of this increase, \$2,618,000 results from anticipated benefit payments to retired employees under the terms of the Town's Pension Plan. The budget reflects estimated merit and cost-of-living adjustments for full-time employees offset by a reduction in temporary payroll.

Fund: Pension Operating Fund
Department: Human Resources

SUMMARY OF REVENUES

<u>Revenues:</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Employee Contributions	\$3,062,540	\$3,000,000	\$1,578,134	\$3,100,000	\$3,150,000	5.0%
Interest Income	589		39,072	39,072		
Pension Buyback	291		219	219		
Class Action Proceeds	94					
Trust Fund Contribution	5,029,354	4,367,744		5,375,682	4,559,286	4.4%
Transfer In	<u>20,551,457</u>	<u>21,615,393</u>	<u>21,615,393</u>	<u>21,615,393</u>	<u>23,880,000</u>	10.5%
Total Department	\$28,644,325	\$28,983,137	\$23,232,818	\$30,130,366	\$31,589,286	9.0%

SUMMARY OF EXPENDITURES

<u>Expenditures:</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 120,800	\$ 129,627	\$ 57,779	\$ 125,274	\$ 127,638	-1.5%
Temporary Payroll	13,186	25,000	9,654	20,000		-100.0%
Education Premium Pay	807	800	367	800	800	
Office Expense	2,378	3,450	1,409	3,050	3,450	
Dues and Travel	246	850	383	550	850	
Professional Services	310,867	325,500	89,707	325,500	330,000	1.4%
Printing Services		300		125	300	
Meals		50			50	
Information Technology	1,369	2,000	1,785	1,800	2,000	
Telecommunications	60	150	30	130	150	
Social Security	10,053	11,890	5,018	11,032	11,208	-5.7%
Pension Payments	28,078,903	28,375,000	14,994,730	29,533,585	30,993,000	9.2%
Pension Expense	44,260	47,106	47,106	47,106	55,521	17.9%
Risk Management						
Expense	24,365	24,383	12,192	24,383	27,288	11.9%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	\$28,644,325	\$28,983,137	\$15,220,160	\$30,130,366	\$31,589,286	9.0%

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

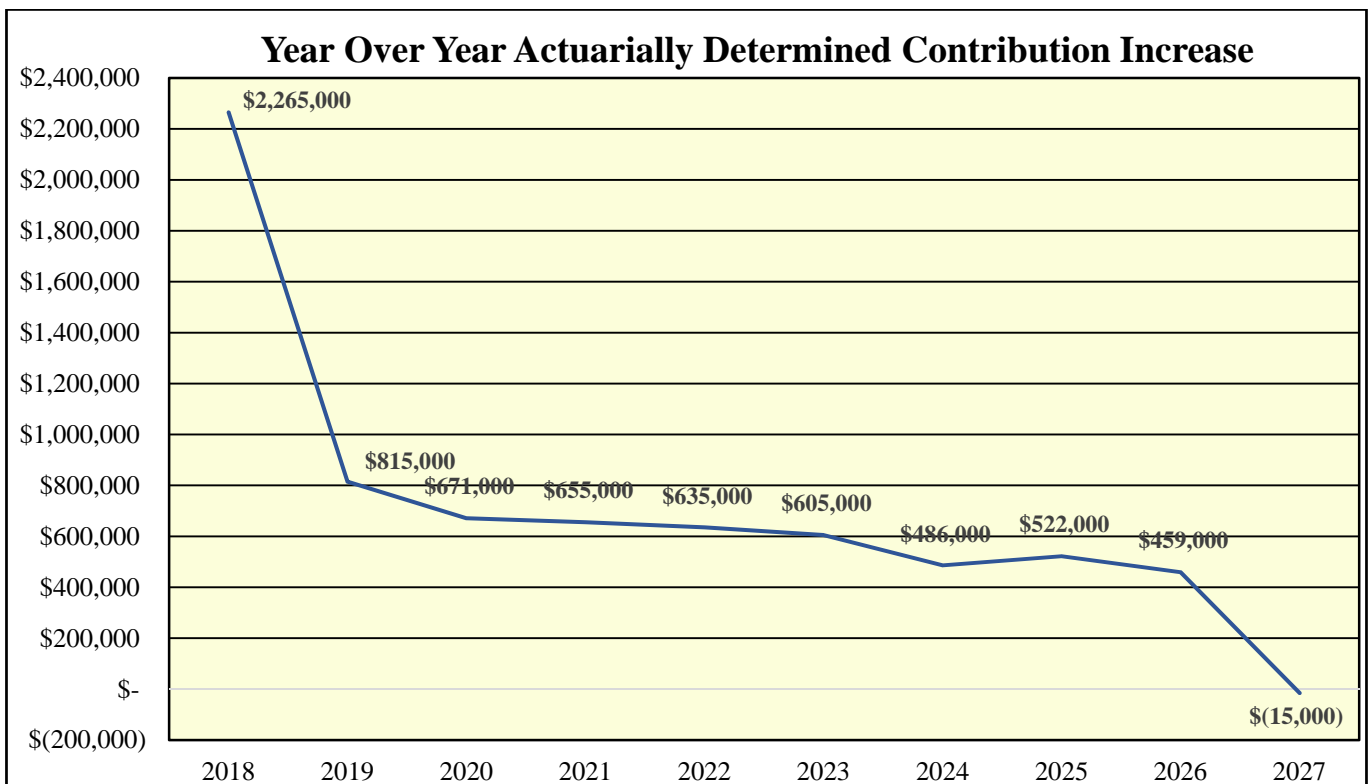
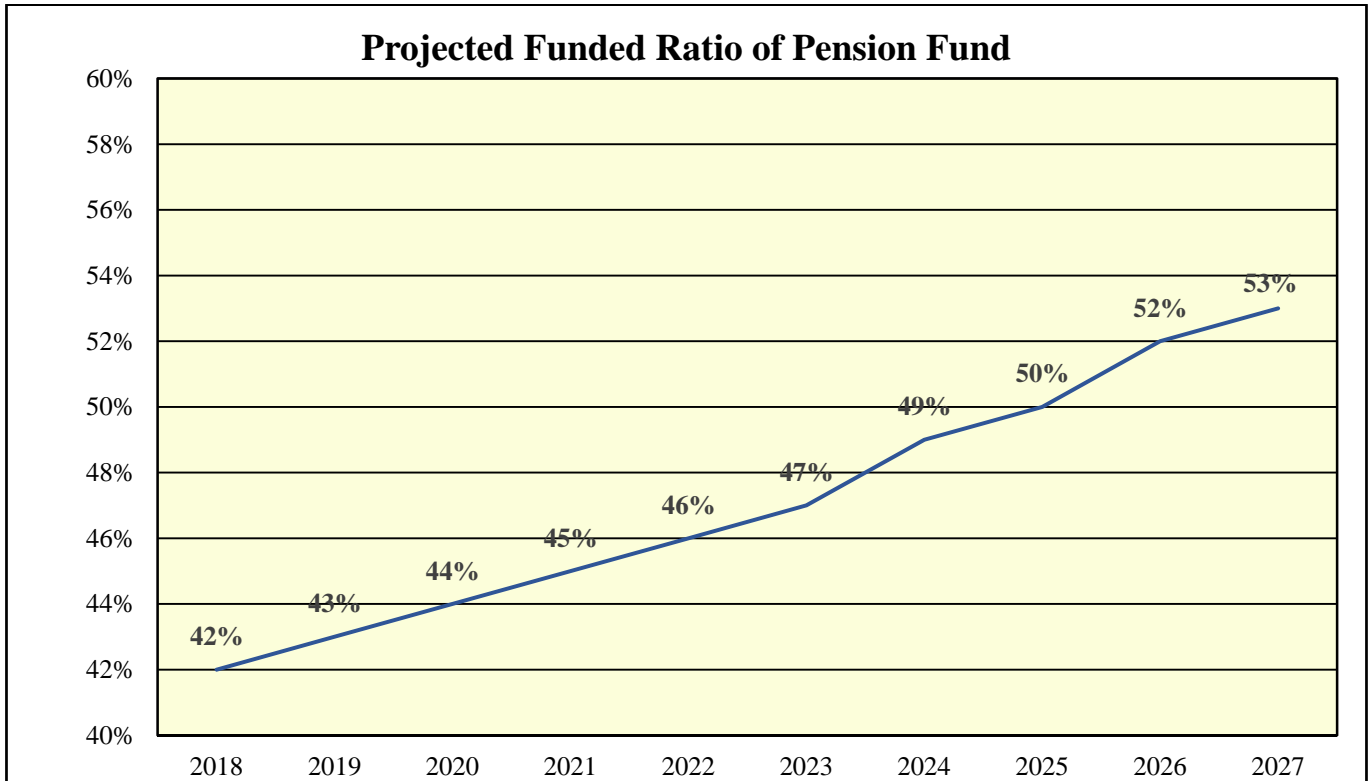
The ultimate cost, or liability, of a pension plan is directly correlated with the level of benefits promised by the plan. The benefits and expenses paid by the plan are offset by employee contributions and investment earnings to determine the net cost to the Town. The actuarial valuation measures this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

The ADEC for fiscal year 2019 is \$23,880,013, a year over year increase of \$2,264,620. As indicated in the July 1, 2017 valuation, the unfunded accrued liability increased by \$28,109,270 from July 1, 2016 to July 1, 2017. The Plan's market value increased \$18,875,558 from July 1, 2016 to July 1, 2017, while the actuarial value increased by \$10,350,903. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for the July 1, 2017 valuation was reduced from 7.5% to 7.25% and a new mortality table based on public sector employees was utilized as well. Primarily as a result of these changes, the funded status of the plan decreased from 43.3% to 41.9%.

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

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

Fund: Pension Operating Fund
Department: Human Resources



DEPARTMENT: HUMAN RESOURCES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources	0.8	0.8	0.8	0.8	0.8
Human Resource Specialist	1	1	1	1	1
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL GENERAL FUND	3.2	3.2	3.2	3.2	3.2
<u>PENSION FUND</u>					
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL PENSION FUND	1.6	1.6	1.6	1.6	1.6
<u>RISK MANAGEMENT FUND</u>					
Executive Director of Human Resources*	0.1	0.1	0.1	0.1	0.1
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1	1	1	1	1
Senior Staff Assistant	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 HUMAN RESOURCES	9.5	9.5	9.5	9.5	9.5

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

FIRE DEPARTMENT

MISSION

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

The Fire Department's primary goals are to:

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Responded to 8,401 calls for service, the highest volume to date.
- ✓ Continued development of Advance Life Support Services delivery.
- ✓ Secured more than \$800,000 in FEMA grant funding for Self Contained Breathing Apparatus and an Ambulance.
- ✓ Participated in the Governors Emergency Planning and Preparedness Exercise.
- ✓ Secured ballistic PPE for personnel and trained in casualty management for active shooter events.
- ✓ Trained 12 Firefighter Paramedics in mine rescue in support of the MDC conveyance project.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Increase the number of statutorily required inspections, especially residential occupancies.
- ❖ Implement 100% review and quality improvement of Emergency Medical Service calls.
- ❖ Implement personnel performance management system.
- ❖ Begin Paramedic precepting in-house.

FIRE DEPARTMENT

BUDGET SUMMARY

	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2016-17</u>	<u>2017-18</u>	<u>6 Months</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Intergovernmental	\$ 92,663	\$ 8,000	\$	\$ 30,000	\$ 8,000	
Licenses & Permits	450,971	450,000	111,870	300,000	360,000	-20.0%
Charges for Services	408,239	440,000	541,675	600,000	600,000	36.4%
Miscellaneous Revenue	<u>357</u>	<u></u>	<u>368</u>	<u>368</u>	<u></u>	
TOTAL	\$952,230	\$898,000	\$653,913	\$930,368	\$968,000	7.8%
<u>Expenditures:</u>						
Wages & Salaries	\$10,477,835	\$10,434,888	\$4,883,182	\$10,390,730	\$10,333,038	-1.0%
Operating Expense	1,013,132	1,004,795	454,756	1,077,205	1,105,520	10.0%
Social Security	<u>156,517</u>	<u>163,854</u>	<u>73,030</u>	<u>163,364</u>	<u>174,810</u>	6.7%
TOTAL	\$11,647,484	\$11,603,537	\$5,410,968	\$11,631,299	\$11,613,368	0.1%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
General Fund	<u>92</u>	<u>92</u>	<u>93</u>	<u>93</u>	<u>92</u>
TOTAL	92	92	93	93	92

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$9,831 or 0.1% in fiscal year 2019. Wages and salaries decrease \$101,850 and reflect estimated contractual cost-of living and merit increases, when applicable, offset by the elimination of a vacant Assistant Fire Chief position in the Emergency Medical Services division, the duties of which will be handled via professional services contract. Operating expense reflects an increase of \$100,725, primarily in professional services (\$62,130), utilities (\$20,447), and vehicle and equipment expense (\$25,000). Social security is reflective of budgeted wages and employee withholdings.

COST CENTER: MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Contributions	\$ 357	\$ _____	\$ 368	\$ 368	\$ _____	
TOTAL	\$ 357	\$ _____	\$ 368	\$ 368	\$ _____	

SUMMARY OF EXPENDITURES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$331,966	\$337,000	\$197,479	\$343,559	\$308,207	-8.5%
Temporary Payroll			4,367	28,071		
Overtime	1,070					
Office Expense	14,257	9,500	4,990	9,500	9,500	
Dues and Travel	1,842	1,900	639	950	950	-50.0%
Professional Services	15,420	24,500	2,510	24,500	24,500	
Printing/Binding Services	25		50	50		
Uniforms & Laundry	376	1,000		1,000	1,000	
Information Technology		8,396		16,322	16,322	94.4%
Telecommunications	28,492	26,000	13,141	26,000	26,000	
Social Security	<u>7,098</u>	<u>9,024</u>	<u>3,532</u>	<u>8,500</u>	<u>8,656</u>	-4.1%
TOTAL	\$400,546	\$417,320	\$226,708	\$458,452	\$395,135	-5.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Fire Chief	0.8	0.8	0.8	0.8	0.8
Assistant Fire Chief	1	1	1	1	1
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2.8	2.8	2.8	2.8	2.8

MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds 80% of the Fire Chief, an Assistant Fire Chief and an Executive Assistant. The reduction reflects refilling the Assistant Fire Chief position lower in the salary range than the incumbent.

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

Office Expense: This appropriation funds all office supplies, printing costs and postage for the Management division. In addition, this appropriation funds the purchase of International Building Code (IBC) and National Fire Protection Association (NFPA) publications for all five fire station locations and headquarters.

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

Professional Services: This budget is for required entry and promotional physicals, OSHA required physicals, hazardous material team physicals, annual respiratory exams and DOT required exams. Funding also finances Information Technology costs required for the department's records management system.

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

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

Information Technology: This budget is for the software maintenance costs for Firehouse and NexResponder software.

Telecommunications: This appropriation funds 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.

COST CENTER: EMERGENCY MANAGEMENT
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$ 30,144	\$ 8,000	\$ _____	\$30,000	\$ 8,000	
TOTAL	\$ 30,144	\$ 8,000	\$	\$30,000	\$ 8,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$30,134	\$31,340	\$15,120	\$31,340	\$31,309	-0.1%
Office Expense	86	700	3	700	700	
Professional Services		2,000		2,000	2,000	
Printing/Binding Services		300		300	300	
Office Equipment	1,706	500		500	500	
Information Technology	15,940	18,000	20,503	20,503	18,000	
Miscellaneous						
Administrative Expense	1,389	500	282	500	500	
Telecommunications	1,173	800	703	1,200	1,200	50.0%
Social Security	<u>445</u>	<u>422</u>	<u>221</u>	<u>422</u>	<u>422</u>	
TOTAL	\$50,873	\$54,562	\$36,832	\$57,465	\$54,931	0.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Fire Chief	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>
TOTAL	0.2	0.2	0.2	0.2	0.2

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 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 2019.

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.

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.

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

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

ANNUAL BUDGET 2018-2019

COST CENTER: FIREFIGHTING

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
FEMA Grant	\$ 62,519	\$	\$	\$	\$	
Charges for Services	<u>5,536</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
TOTAL	\$ 68,055	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$7,144,836	\$7,370,593	\$3,517,841	\$7,257,097	\$7,381,558	0.1%
Overtime	1,925,738	1,439,406	830,146	1,589,406	1,439,577	
Holiday	440,174	477,662	2,372	455,882	479,005	0.3%
Education Premium Pay	38,513	38,000	18,079	38,000	38,000	
Office Expense	1,904	2,000	719	2,000	2,000	
Dues and Travel	200					
Training	25,900					
Printing/Binding Services	110					
Minor Equipment	26,467	31,500	2,685	31,500	31,500	
Uniforms & Laundry	84,685	89,863	13,480	89,863	89,977	0.1%
Education Tuition						
Reimbursement	4,013	10,000	2,241	10,000	10,000	
Utilities	152,733	144,816	72,408	144,816	142,758	-1.4%
Operating Expense-Misc.	4,661	3,000	3,073	4,110	4,110	37.0%
Maintenance & Repairs	23,046	14,500	2,794	14,500	14,500	
Miscellaneous Supplies	21,242	25,200	5,812	25,200	5,200	-79.4%
Social Security	<u>134,490</u>	<u>132,043</u>	<u>61,467</u>	<u>132,043</u>	<u>142,839</u>	8.2%
TOTAL	\$10,028,712	\$9,778,583	\$4,533,117	\$9,794,417	\$9,781,024	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
TOTAL	84	84	84	84	84

FIREFIGHTING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

Office Expense: Reflects level funding for office supplies.

Training: In fiscal year 2017, the department was award a non-recurring grant for training.

Minor Equipment: Includes funding for hazardous materials equipment (\$4,000), rescue equipment (\$10,000), hose and hand line supply equipment (\$12,500), and miscellaneous equipment (\$5,000) as needed.

Uniforms & Laundry: This appropriation funds the cost of small safety items such as gloves, flash hoods, and safety goggles (\$15,000), the cost of replacement bunker coats, bunker pants and helmets (\$48,977), contractually required shoes (\$6,000) and officer and firefighter uniform repair and maintenance costs (\$20,000).

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

Utilities: This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission. This cost is reduced \$2,058 in fiscal year 2019 based upon actual cost and amortization of deficit in the Utilities Services Fund.

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

Maintenance & Repairs: Covers small equipment repair on items such as meters, monitors, and various electrical devices and annual maintenance and service fees on the department's mobile data terminals, including the Capitol Region of Council Governments' CAPTAIN Fire Mobile Data Terminal.

Miscellaneous Supplies: This appropriation funds the programmed replacement of the department's self-contained breathing apparatus as required by OSHA and National Fire Protection Association Standards. The appropriation is reduced in anticipation of grant funding for this equipment.

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

PROGRAM PERFORMANCE MEASURES AND INDICATORS					
(Calendar Year)					
	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>
<u>Fire Call Volume</u>					
Number of Fire Related Calls	168	184	228	205	179
Number of Emergency Medical/ Rescue Calls	1,602	1,742	5,646*	5,820*	6,781*
Number of False Alarms	714	650	720	791	895
Mutual Aid	15	13	27	28	26
Number of Hazardous Material Calls	189	157	157	162	150
Number of Other Hazardous Calls	303	236	280	299	297
Number of Other Calls for Service	<u>800</u>	<u>915</u>	<u>1,175</u>	<u>1,096</u>	<u>1,149</u>
Total Calls	3,791	3,897	8,233	8,401	9,477
<u>Fire Effectiveness Measures</u>					
Extent of Flame Damage Confined to Room of Origin	98%	98%	98%	98%	98%
Percentage of Fires Handled by 20 or Fewer Firefighters	100%	100%	100%	100%	100%

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

COST CENTER: EMERGENCY MEDICAL SERVICES

SUMMARY OF REVENUES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Charges for Services	\$402,703	\$440,000	\$541,676	\$600,000	\$600,000	36.4%
TOTAL	\$402,703	\$440,000	\$541,676	\$600,000	\$600,000	36.4%

SUMMARY OF EXPENDITURES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$17,671	\$124,480	\$8,545	\$28,532	\$31,703	-74.5%
Overtime	36,449	40,900	321	40,900	40,900	
Office Expense	1,775	8,100		1,000	1,000	-87.7%
Dues and Travel	7,500	7,000	620	7,000	5,940	-15.1%
Training	53		3,890	3,890		
Professional Services	48,373	46,000	44,478	68,500	108,130	135.1%
Printing/Binding Services	378					
Uniforms & Laundry	325					
Information Technology	5,579	18,256		18,256	18,256	
Telecommunications	5,593	6,612	701	6,612	6,612	
Maintenance & Repairs	4,504	16,000		16,000	16,000	
Miscellaneous Supplies	118,310	121,000	76,224	121,000	121,000	
Social Security	97	7,179	19	7,179	7,179	
TOTAL	\$246,607	\$395,527	\$134,798	\$318,869	\$356,720	-9.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Assistant Fire Chief	—	—	<u>1</u>	<u>1</u>	—
TOTAL			1	1	

EMERGENCY MEDICAL SERVICES DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds paramedic stipends based upon the anticipated number of paramedics and the appropriate step payment, per the collective bargaining agreement. The fiscal year 2019 budget eliminates funding for a new Assistant Fire Chief as professional services will be contracted.

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

Office Expense: This appropriation will fund a full year of patient care monitoring to provide access to patient care reports and is reduced based upon actual costs.

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

Professional Services: This line funds the costs (\$46,000) of billing services based on anticipated revenue, as well as maintenance contracts for equipment specific to the paramedic program (\$8,130). In addition, a contract has been executed with a consultant (\$54,000) who will provide quality assurance and improvements to the Town's paramedic services program.

Information Technology: Funds Priority Dispatch software (\$8,220), Operative IQ software (\$1,800) and Health EMS subscription (\$8,236).

Telecommunications: This appropriation funds the mobile internet service cost for tablets.

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

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

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

COST CENTER: PREVENTION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Fire Occupancy/Use Permits	\$103,390	\$100,000	\$ 16,398	\$100,000	\$100,000	
Fire Plan Review Fees	<u>347,581</u>	<u>350,000</u>	<u>95,472</u>	<u>200,000</u>	<u>260,000</u>	-25.7%
TOTAL	\$450,971	\$450,000	\$111,870	\$300,000	\$360,000	-20.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$310,445	\$323,627	\$153,100	\$323,627	\$328,584	1.5%
Temporary Payroll	24,713	23,929	11,221	23,929	23,929	
Overtime	8,305	7,600	382	7,600	7,600	
Education Premium Pay	2,506	2,500	1,160	2,500	2,500	
Office Expense	5,093	3,700	2,689	8,200	8,200	121.6%
Dues and Travel	300		210	610	610	
Training	375					
Professional Services	1,431					
Printing/Binding Services	380	200		200	200	
Office Equipment		1,000	185	1,000	1,000	
Uniforms & Laundry	630	800	308	800	800	
Miscellaneous Supplies	13,046	13,000	730	13,000	13,000	
Social Security	<u>12,451</u>	<u>12,377</u>	<u>5,950</u>	<u>12,377</u>	<u>12,871</u>	4.0%
TOTAL	\$379,675	\$388,733	\$175,935	\$393,843	\$399,294	2.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</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>
TOTAL	3	3	3	3	3

PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects salaries and benefit elections for an Assistant Chief and two Fire Inspector positions.

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

Overtime: This appropriation funds fire investigations and fire prevention education activities.

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

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

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

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

Office Equipment: The appropriation is used to purchase fire investigation supplies and evidence collection equipment. The purchase of prevention equipment such as fire extinguisher refills, tools, and batteries is also included.

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

Miscellaneous Supplies: This line funds the purchase of NFPA, Insurance Industry, and updated professional material for fire safety education programs.

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

PROGRAM PERFORMANCE MEASURES AND INDICATORS					
(Calendar Year)					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Percent of Applicable Properties with Completed or Updated Pre-Plans	94%	95%	96%	97%	97%
Percent of Inspections Completed	39%	29%	19%	18%	17%
Percent of Annual Residential Inspections Completed	17%	12%	11%	5%	12%
Percent of Tri-annual Inspections Completed	19%	14%	12%	9%	7%
Percent of Licensing Inspections Completed	62%	100%	100%	100%	100%
Percent of Violations Corrected	100%	100%	100%	100%	247%*

* Not all violations corrected were cited in the same time period. Violations cited were 1,610. Violations corrected were 3,985.

COST CENTER: STATION OPERATIONS & MAINTENANCE

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 185	\$	\$ 120	\$	\$	
Utilities	94,440	90,102	45,211	90,102	112,607	25.0%
Telecommunications		800		800	800	
Building Maintenance	45,806	47,000	14,665	53,000	47,000	
Grounds Maintenance	<u>4,970</u>	<u>2,200</u>	<u>2,134</u>	<u>3,000</u>	<u>4,688</u>	113.1%
TOTAL	\$145,401	\$140,102	\$62,130	\$146,902	\$165,095	17.8%

STATION OPERATIONS & MAINTENANCE – BUDGET AND PROGRAM HIGHLIGHTS

Utilities: **Electricity** – The contribution to the Utilities Services Fund for the cost of electrical service to each of the five fire stations (\$63,305), is increased based upon consumption.

Natural Gas – This appropriation (\$40,000) covers the cost of natural gas at all stations, and is increased based upon rates.

Water – Covers the cost of water service to each of the five fire stations (\$9,302).

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

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

Grounds Maintenance: Funds the cost of maintaining the grounds around each of the fire stations and is increased to reflect actual costs.

COST CENTER: EQUIPMENT OPERATIONS & MAINTENANCE

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$27,777	\$90,173	\$29,448	\$90,173	\$90,173	
Overtime	18,104	14,522	1,066	14,522	14,522	
Minor Equipment				5,000	5,000	
Vehicles & Equipment Expense	203,672	170,000	104,222	195,000	195,000	14.7%
Social Security	<u>248</u>	<u>1,308</u>	<u>436</u>	<u>1,308</u>	<u>1,308</u>	
TOTAL	\$249,801	\$276,003	\$135,172	\$306,003	\$306,003	10.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

EQUIPMENT OPERATIONS & MAINTENANCE DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Reflects salary for the Fire Mechanic position.

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

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

Vehicle & Equipment Maintenance: This appropriation covers the costs for fuel (\$60,000) and vehicle maintenance (\$135,000) for all department vehicles and reflects an increase in the cost to maintain and repair vehicles.

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

COST CENTER: TRAINING
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$105,883	\$107,032	\$89,766	\$109,347	\$109,347	2.2%
Overtime	11,548	4,124	1,817	4,245	4,124	
Education Premium Pay	2,005	2,000	952	2,000	2,000	
Office Expense	3,362	1,350	504	1,521	1,350	
Training	21,066	18,000	11,573	18,000	18,110	0.6%
Professional Services	125	5,000	260	5,000	5,000	
Printing/Binding Services	198	200		200	200	
Office Equipment		1,500		1,500	1,500	
Information Technology		12,000		12,000	12,000	
Social Security	<u>1,682</u>	<u>1,501</u>	<u>1,404</u>	<u>1,535</u>	<u>1,535</u>	2.3%
TOTAL	\$145,869	\$152,707	\$106,276	\$155,348	\$155,166	1.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Fire Captain – Training	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

Training: This appropriation reflects expenditures related to maintaining the skill levels of firefighting personnel including leadership, general firefighting, apparatus operation, emergency medical training, hazardous material training, and extrication skills.

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).

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

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

DEPARTMENT: FIRE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	2	3	3	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 Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	92	92	93	93	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.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Launched new Online Omit System which reduced calls for service requests by 21,000 calls.
- ✓ Renovated old cellblock into a larger temporary storage facility.
- ✓ Renovated new dispatch center and console installation completed. The new center adds two additional consoles and a supervisor office.
- ✓ Renovated the radio room and installed new UPS back-up system for the radio system.
- ✓ Installed new State NG911 system, which is IT based.
- ✓ Installed new Police Department facility camera system and software. The system is part of the new Town wide system and allows police to view school cameras if there is a school emergency.
- ✓ Added an emergency services utility pick-up truck to the police patrol fleet. The truck carries additional equipment for immediate tactical and additional emergency response options.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ The primary goal will be a focus on revamping the recruiting and hiring process by attracting qualified certified police officers in addition to qualified civilians meeting the requirements set forth by the Town.
- ❖ We will seek strategies to sustain the recruitment of minority candidates to equal the diversity of our community.
- ❖ The department will review new methods and procedures for sustained training and review of department policies and procedures. The review will focus on maintaining policy and procedure documents and innovative software solutions for efficient management.

POLICE DEPARTMENT

BUDGET SUMMARY

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental						
Revenues	\$319,443	\$375,807	\$145,033	\$375,807	\$141,000	-62.5%
Licenses & Permits	45,942	12,300	7,589	14,100	15,900	29.3%
Charges for Services	53,885	53,500	26,061	46,550	46,500	-13.1%
Fines & Forfeitures	238,337	241,200	107,796	216,200	211,200	-12.4%
Miscellaneous Revenue	<u>125,357</u>	<u>125,000</u>	<u>368</u>	<u>125,368</u>	<u>125,000</u>	
TOTAL	\$782,964	\$807,807	\$286,847	\$778,025	\$539,600	-33.2%
<u>Expenditures:</u>						
Wages & Salaries	\$13,705,031	\$13,854,133	\$6,590,803	\$13,748,633	\$13,725,005	-0.9%
Operating Expense	793,558	921,135	321,612	848,814	898,543	-2.5%
Social Security	<u>287,903</u>	<u>307,225</u>	<u>138,555</u>	<u>293,926</u>	<u>304,097</u>	-1.0%
TOTAL	\$14,786,492	\$15,082,493	\$7,050,970	\$14,891,373	\$14,927,645	-1.0%

	Authorized Positions			Revised	Adopted
Full-Time Positions:	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
General Fund	152*	152*	152*	152*	152*
Parking Lot Fund	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	154	154	154	154	154
* One Police Officer position is unfunded.					

BUDGET & PROGRAM HIGHLIGHTS

The Police Department's fiscal year 2019 budget is reduced \$154,848, or 1.0%. A \$129,128 net reduction to wages and salaries reflects a \$175,000 hiring lag and no cost-of-living adjustment estimate for the Police employees as their contract is still in negotiation. In addition, this budget includes a \$216,709 reduction to overtime attributed to non-recurring DUI, Underage Drinking and Distracted Driving grants received in fiscal year 2018. Offsetting these reductions are anticipated step and merit increases, as well as an increase of \$150,000 in overtime for Uniformed Patrol to meet workflow demands. Operating expenditures decrease \$22,592 due to a reduction in equipment and maintenance. The social security appropriation reflects budgeted wages.

COST CENTER: POLICE MANAGEMENT DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$17,777	\$12,200	\$ 6,519	\$13,000	\$15,800	29.5%
Alarm Fees	21,236	22,000	8,596	15,000	15,000	-31.8%
Contributions	<u>357</u>	<u> </u>	<u>367</u>	<u>368</u>	<u> </u>	
TOTAL	\$39,370	\$34,200	\$15,482	\$28,368	\$30,800	-9.9%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$656,410	\$666,473	\$374,192	\$660,625	\$654,688	-1.8%
Education Premium Pay	1,023	1,020	473	1,020	1,020	
Office Expense	11,521	11,200	1,819	11,200	11,200	
Dues and Training	6,171	38,509	6,476	38,434	38,509	
Boards & Commissions	2,489	5,000	402	5,000	5,000	
Education Tuition						
Reimbursement	19,999	20,000	4,807	20,000	20,000	
Maintenance & Repairs	60	6,700		6,700	6,700	
Social Security	<u>20,868</u>	<u>22,799</u>	<u>9,979</u>	<u>22,799</u>	<u>22,918</u>	0.5%
TOTAL	\$718,541	\$771,701	\$398,148	\$765,778	\$760,035	-1.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Information Technology Specialist	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	6	6

POLICE MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of this division is to manage the Police Department, which consists of 153 full-time and 4 part-time employees. This division also manages 41 crossing guards working for the Board of Education.

Regular Payroll: This portion of the budget accounts for the salary of the Police Chief, an Administrative Assistant to the Chief, two Assistant Chiefs, a Senior Staff Assistant to the Assistant Chiefs, and an Information Technology Specialist. Estimated merit increases are included, where applicable. The Town is in the process of conducting a nationwide recruitment search for a Police Chief due to the incumbent's retirement.

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

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

Dues and Training: This account provides executive training and dues for management within the department. Beginning in fiscal year 2018 this account also funds an enhanced recruitment, retention and promotion diversity program, consistent with Public Act 15-4, to develop and implement guidelines for recruitment, retention and promotion of minority police officers with the goal of achieving racial, gender and ethnic diversity within law enforcement.

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

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

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

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

PROGRAM PERFORMANCE MEASURES AND INDICATORS					
	(Fiscal Year)				
	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>
Reported Crimes or Town Ordinance Violations	11,279	11,673	11,601	11,709	10,971
Service and Medical Calls	31,807	32,532	33,625	31,955	27,512
Motor Vehicle Accidents	2,848	2,286	2,422	2,460	2,498
Number of Motor Vehicle Stops	7,028	7,187	8,533	9,255	6,959
Total Calls for Service	60,773	66,835	66,888	65,483	45,374
Number of Criminal Arrests	1,839	1,848	1,881	1,719	1,237
Number of Motor Vehicle Arrests	6,034	5,423	6,203	5,313	5,036
Number of DUI Arrests	226	215	199	157	93

COST CENTER: SPECIAL INVESTIGATIONS

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$437,446	\$454,651	\$199,686	\$454,651	\$454,651	
Overtime	18,455	39,051	10,054	20,310	20,310	-48.0%
Holiday	20,084	20,674	16,895	20,674	20,674	
Education Premium Pay	10,025	10,000	4,642	10,000	10,000	
Office Expense	7,810	4,500	1,078	4,500	4,500	
Professional Services	3,150	4,000		4,000	4,000	
Uniforms	5,050	5,150	5,150	5,150	5,250	1.9%
Social Security	<u>9,521</u>	<u>9,000</u>	<u>4,444</u>	<u>8,800</u>	<u>9,000</u>	
TOTAL	\$511,541	\$547,026	\$241,949	\$528,085	\$528,385	-3.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Police Lieutenant	1	1	1	1	1
Police Detective	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	5	5	5	5	5

SPECIAL INVESTIGATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: This division investigates crimes related to vice and narcotics. 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 budget accounts for the salary of a Police Lieutenant and four Detectives.

Overtime: Overtime for this unit is strictly limited to members of the unit working overtime on criminal or background investigations and is reduced based upon anticipated need and use of the Drug Enforcement Fund for overtime needs, as appropriate.

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

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

Office Expense: This appropriation is used to cover the purchase of drug test kits for the department, evidence bags, and supplies for the digital and video recording devices.

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

Uniforms: Due to the nature of the work, the detectives and supervisor of this unit work in plain clothes, which are purchased by the officer. Per union contract they are paid a "uniform allowance" budgeted at \$1,050 per officer for fiscal year 2019—a \$20 increase per officer compared to fiscal year 2018.

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>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$1,260	\$1,200	\$ 660	\$1,200	\$1,200	
TOTAL	\$1,260	\$1,200	\$ 660	\$1,200	\$1,200	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$141,884	\$153,410	\$51,101	\$133,410	\$153,410	
Temporary Payroll	32,101	32,090	14,972	32,090	32,090	
Overtime	8,232	15,186	7,252	15,186	15,186	
Holiday	6,813	6,938	2,428	6,938	6,938	
Education Premium Pay	4,010	4,000	1,523	4,000	4,000	
Office Expense	10,632	10,000	3,161	10,075	10,000	
Advertising	433	650	247	650	650	
Printing/Binding Services	33	200		200	200	
Office Equipment		2,000		2,000	2,000	
Social Security	<u>2,682</u>	<u>3,690</u>	<u>937</u>	<u>3,000</u>	<u>3,690</u>	
TOTAL	\$206,820	\$228,164	\$81,621	\$207,549	\$228,164	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</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>
TOTAL	2	2	2	2	2

ANIMAL CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

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

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

Office Expense: This appropriation is used to cover the costs of disposing of dead animals removed from Town streets, vet expenses, food and supplies, and euthanizing unclaimed and unwanted animals that the Animal Control Officers impound.

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>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$28,165	\$ 100	\$ 1,070	\$ 1,100	\$ 100	
Charges for Services	29,497	31,000	17,279	31,050	31,000	
Fines & Forfeitures	<u>1,070</u>	<u>1,000</u>	<u>290</u>	<u>1,000</u>	<u>1,000</u>	
TOTAL	\$58,732	\$32,100	\$18,639	\$33,150	\$32,100	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$317,056	\$317,898	\$153,948	\$317,898	\$319,557	0.5%
Temporary Payroll	31,735	30,000	11,336	30,000	30,000	
Overtime	756	1,000	779	1,006	1,000	
Office Expense	23,907	37,000	7,676	37,000	37,000	
Printing/Binding Services	625	500	399	500	500	
Maintenance & Repairs	92,122	103,660	24,444	65,125	78,660	-24.1%
Social Security	<u>25,169</u>	<u>26,260</u>	<u>12,216</u>	<u>26,260</u>	<u>26,350</u>	0.3%
TOTAL	\$491,370	\$516,318	\$210,798	\$477,789	\$493,067	-4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5

RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Records 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. It includes estimated merit increases for eligible employees.

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

Overtime: The overtime budget is used to pay clerical staff to come in on 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 upkeep of the Police Department software, hardware, networking equipment, and in-vehicle computers including maintenance costs associated with a Cogent Livescan finger printing machine, TeleStaff schedule and payroll program, NexGen CAD and RMS system, and CAPTAIN in-vehicle computer communication system. A reduction of \$25,000 is reflected due to budget constraints.

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>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Vehicles & Equipment Expense	<u>\$191,006</u>	<u>\$225,000</u>	<u>\$100,216</u>	<u>\$220,063</u>	<u>\$225,000</u>	
TOTAL	\$191,006	\$225,000	\$100,216	\$220,063	\$225,000	

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 lights, sirens, flashlights or other safety equipment that is damaged or has failed. All vehicle towing costs are paid from this account, whether they are cruisers or civilian cars towed due to criminal investigation.

COST CENTER: UNIFORMED PATROL
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$13,350	\$	\$	\$	\$	
Miscellaneous Revenue	<u>2,800</u>	—	—	—	—	
TOTAL	\$16,150	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,087,232	\$6,568,017	\$2,774,580	\$5,721,012	\$6,562,876	-0.1%
Overtime	1,344,976	765,400	678,810	1,390,400	915,400	19.6%
Holiday	286,283	307,150	157,594	307,150	308,006	0.3%
Education Premium Pay	49,362	48,000	25,464	48,000	53,000	10.4%
Office Expense	38,847	29,900		35,400	29,900	
Office Equipment	1,965	12,800		12,800	12,800	
Uniforms	77,317	80,123	12,725	41,588	80,123	
General Contributions	500	500		500	500	
Maintenance & Repairs	7,460	4,000		4,000	4,000	
Miscellaneous Supplies	21,053	23,200	20,037	23,200	23,200	
Social Security	<u>120,259</u>	<u>128,008</u>	<u>56,692</u>	<u>112,854</u>	<u>128,008</u>	
TOTAL	\$8,035,254	\$7,967,098	\$3,725,902	\$7,696,904	\$8,117,813	1.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</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>76**</u>	<u>76**</u>	<u>76**</u>	<u>76**</u>	<u>76**</u>
TOTAL	90	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.

UNIFORMED PATROL – BUDGET AND PROGRAM HIGHLIGHTS

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

Regular Payroll: This budget accounts for the salaries of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, one Community Interaction Team Sergeant, four Community Interaction Team Patrol Officers, one Court Officer and 70 (plus one authorized, but unfunded) Patrol Officers. Included in the 70 are two police officers who are coded to the Parking Lot Fund. During the summer months, two officers are reassigned from the Patrol Division to staff Police Bicycle Patrols and the department has two K-9 Officers. The fiscal year 2019 budget assumes a hiring lag of \$175,000 based upon anticipated vacant positions.

Overtime: This appropriation pays for officers who work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on other authorized leave. This account is increased \$150,000 to reflect anticipated need and workflow demands.

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

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

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

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

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

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

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

Miscellaneous Supplies: This budget funds the SWAT Team (\$1,200), Scuba Team (\$2,000), and a contractual contribution of \$20,000 for bullet proof vests.

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

COST CENTER: POLICE COMMUNICATIONS
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$140,706	\$141,000	\$105,078	\$141,000	\$141,000	
TOTAL	\$140,706	\$141,000	\$105,078	\$141,000	\$141,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$677,868	\$737,845	\$298,752	\$682,845	\$733,440	-0.6%
Overtime	58,789	38,400	61,962	128,402	38,400	
Holiday	36,358	36,346	22,651	36,346	36,099	-0.7%
Office Expense	1,468	1,000		1,000	1,000	
Professional Services	52,446	54,258	54,258	54,258	56,306	3.8%
Office Equipment	55	2,500	3,740	3,740	2,500	
Telecommunications	47,366	55,000	22,090	55,000	55,000	
Social Security	<u>57,143</u>	<u>63,078</u>	<u>27,748</u>	<u>64,445</u>	<u>64,119</u>	1.7%
TOTAL	\$931,493	\$988,427	\$491,201	\$1,026,036	\$986,864	-0.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Public Safety Dispatchers	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>
TOTAL	12	12	12	12	12

POLICE COMMUNICATIONS – BUDGET AND PROGRAM HIGHLIGHTS

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

Regular Payroll: This budget accounts for the salaries of twelve Public Safety Dispatchers (PSD). Merit increases are budgeted for eligible union positions offset by the filling of a vacant position at the start of the pay range.

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

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

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

Professional Services: This appropriation funds the annual assessment from the North Central CT Emergency Medical Services Council, Inc., the company that operates the paramedic communications network. The assessment, which is based upon a rate per capita, increases from the prior year.

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

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

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

COST CENTER: DETECTIVE BUREAU
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 352	\$ 500	\$ 186	\$ 500	\$ 500	
TOTAL	\$ 352	\$ 500	\$ 186	\$ 500	\$ 500	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,136,832	\$1,180,783	\$584,585	\$1,221,869	\$1,173,357	-0.6%
Overtime	131,250	120,800	103,840	215,800	120,800	
Holiday	53,545	53,599	27,809	53,599	53,258	-0.6%
Education Premium Pay	15,464	15,500	7,028	15,500	13,750	-11.3%
Office Expense	19,029	23,000	2,524	23,000	23,000	
Dues & Travel	360	835		835	835	
Office Equipment		500		500	500	
Uniforms	13,046	13,390	13,390	13,390	13,650	1.9%
Maintenance & Repairs	7,460	10,570		10,570	10,570	
Miscellaneous Supplies	3,783	5,000	6,752	6,752	5,000	
Social Security	<u>21,005</u>	<u>20,124</u>	<u>11,465</u>	<u>21,502</u>	<u>20,124</u>	
TOTAL	\$1,401,774	\$1,444,101	\$757,393	\$1,583,317	\$1,434,844	-0.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Police Captain	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Detective	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
TOTAL	13	13	13	13	13

DETECTIVE BUREAU – BUDGET AND PROGRAM HIGHLIGHTS

Mission: It is the mission of the West Hartford Police Detective Division to conduct initial and follow up criminal investigations by interviewing witnesses, victims and suspects and by collection, preservation and analysis of physical evidence. This division works closely with Federal, State and other local law enforcement agencies as well as with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations.

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. The slight reduction results from the filling of a vacant position at the start of the salary range.

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

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

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

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

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

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

Uniforms: Due to the nature of their work, the detectives and supervisors of this unit work in plain clothes, purchased by the officers. Since they are not in uniform, per union contract they are paid a “uniform allowance” budgeted at \$1,050 per officer for fiscal year 2019—a \$20 increase per officer compared to the prior year.

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

Miscellaneous Supplies: This budget is used to cover any photography requests as well as an allocated amount of \$2,000 for the Bomb Squad.

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

COST CENTER: POLICE COMMUNITY RELATIONS
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$643,383	\$671,487	\$300,424	\$636,487	\$670,237	-0.2%
Overtime	53,848	33,580	27,707	58,580	33,580	
Holiday	30,987	30,586	21,898	30,586	30,586	
Education Premium Pay	12,105	12,000	5,987	12,000	13,000	8.3%
Office Expense	12,070	3,000	1,100	3,000	3,000	
Office Equipment		500		500	500	
Uniforms	3,351	3,090	4,034	4,034	3,090	
Maintenance & Repairs	849	1,500		1,500	1,500	
Social Security	<u>11,130</u>	<u>11,250</u>	<u>5,194</u>	<u>11,250</u>	<u>11,250</u>	
TOTAL	\$767,723	\$766,993	\$366,344	\$757,937	\$766,743	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Police Lieutenant	1	1	1	1	1
Police Detective	2	2	2	2	2
Police Officer	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	8	8	8	8	8

POLICE COMMUNITY RELATIONS – BUDGET AND PROGRAM HIGHLIGHTS

Mission: Police Community Relations is comprised of 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 both of the Town's high schools.

Regular Payroll: This budget accounts for the salary of a Detective Lieutenant, two Detectives, three Community Relations Officers and two School Resource Officers.

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."

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.

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 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 EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$249,440	\$260,264	\$115,924	\$260,264	\$260,264	
Overtime	8,407	10,200	2,716	10,200	10,200	
Holiday	11,711	11,851	8,231	11,851	11,851	
Education Premium Pay	2,005	2,000	512	2,000	1,000	-50.0%
Office Expense	67,652	75,000	10,747	75,000	75,000	
Dues and Training	34,836	34,000	12,226	34,000	34,000	
Printing/Binding Services	326	500	750	750	500	
Office Equipment	1,415	8,000		8,000	8,000	
Social Security	<u>3,857</u>	<u>4,360</u>	<u>2,138</u>	<u>4,360</u>	<u>4,360</u>	
TOTAL	\$379,649	\$406,175	\$153,244	\$406,425	\$405,175	-0.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Police Lieutenant	1	1	1	1	1
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	3	3	3	3	3

POLICE TRAINING – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Training Division is to enhance officer safety, improve officer performance, increase inter-agency contacts and cooperation, and maintain mandatory certifications which ultimately improves productivity, increases citizen satisfaction and diminishes civil liability. The Training Division provides training to members of the department and maintains training and certification records. In addition, this unit coordinates annual regional in-service training for more than 400 officers from 14 local and state agencies by pooling resources, facilities and instructors from the participating agencies and securing the services of outside instructors. This division also researches and tests new equipment for the Police Department.

Regular Payroll: This budget funds the salary of a Training Lieutenant and two Training Officers.

Overtime: Training classes for officers are required to last for a full 8 hours. Accordingly, the training division officers often have to start their day early or end late to prepare for class and to clean up. This appropriation is used to pay for Training Officers that are working over their shift.

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

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

Office Expense: This appropriation is used to purchase ammunition, targets, medical and other supplies for training, including automated external defibrillators and tasers, as well as the associated service contracts.

Dues and Training: This account is used to pay for training for officers throughout the department. The Town is charged for training at the Police Academy for new recruits and continuing education for current officers. Dues are for officers and detectives to belong to a variety of organizations. These include the International Association of Arson Investigators, International Police Mountain Bike Association, American Association of Police Polygraphers, International Association for Law Enforcement Firearms Instructors, International Association of Dive Rescue, New England State Police Information System, Capitol Region Chiefs of Police Association and Narcotics Enforcement Officers Association. These organizations are either a requirement for certification purposes or provide specialized training.

Office Equipment: This appropriation is used to pay for miscellaneous minor equipment and funds the cost of replacing the range blocks at the indoor Pistol Range located on Brixton Street, which need to be replaced at least annually due to the frequency of shooting.

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

COST CENTER: TRAFFIC CONTROL

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Federal Revenue	\$ 52,218	\$ 18,098	\$ 15,183	\$ 18,098	\$	-100.0%
Miscellaneous Grants	1,500					
DUI Enforcement	111,669	216,709	24,773	216,709		-100.0%
Moving Vehicle Violations	51,938	45,000	32,045	50,000	45,000	
Ordinance Violations	32,302	14,000	5,835	14,000	14,000	
Parking Violations	151,768	180,000	68,966	150,000	150,000	-16.7%
Transfer In	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
TOTAL	\$526,395	\$598,807	\$146,802	\$573,807	\$334,000	-44.2%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$798,397	\$840,719	\$374,653	\$840,719	\$839,469	-0.1%
Temporary Payroll	5,350					
Overtime	162,309	92,140	46,534	92,140	74,042	-19.6%
Overtime – DUI Enforcement	115,200	216,709	66,140	216,709		-100.0%
Holiday	37,893	38,366	23,098	38,366	38,366	
Education Premium Pay	10,010	10,000	4,624	10,000	10,500	5.0%
Office Expense	1,929	2,200	1,365	2,200	2,200	
Contractual Services	1,107	1,700		1,700	1,700	
Office Equipment	2,863	1,000		1,000	1,000	
Social Security	<u>16,265</u>	<u>18,656</u>	<u>7,740</u>	<u>18,656</u>	<u>14,278</u>	-23.5%
TOTAL	\$1,151,323	\$1,221,490	\$524,154	\$1,221,490	\$981,555	-19.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</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>
TOTAL	10	10	10	10	10

TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

Mission: The mission of the Traffic Division is to respond to and investigate motor vehicle accidents that occur in West Hartford each year, to conduct traffic enforcement in order to reduce the number and severity of accidents in West Hartford, and to supervise the school crossing guard program, which is funded by the Board of Education. This division also responds to calls for service to assist the Patrol Division.

Regular Payroll: This appropriation funds the salary of one Traffic Captain, one Traffic Lieutenant and eight Traffic Officers.

Overtime: This budget is used to pay traffic officers when they are required to work overtime or recalled to investigate an accident. Overtime will also be used to hire extra officers to work during times of inclement weather (such as ice storms) in which there is a higher than normal accident rate or to cover for shortages due to illness, training, vacation or other leave time. This appropriation is reduced \$18,098 due to a non-recurring Distracted Driving grant received in fiscal year 2018.

Overtime – DUI Enforcement: Overtime incurred under eligible State traffic grants are accounted for in this line item. If grants are received in fiscal 2019, they will be appropriated when notice of award is received.

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

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

Office Expense: This appropriation is used to purchase replacement parts for radar and laser guns.

Contractual Services: This appropriation is used to pay for repair and certification of radar and laser guns.

Office Equipment: This budget funds the purchase of miscellaneous office equipment.

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

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Charges for Services	\$1,987,943	\$2,100,000	\$2,100,000	\$1,900,000
Interest Income	<u>124</u>	<u> </u>	<u> </u>	<u> </u>
Total Revenues & Other Resources	\$1,988,067	\$2,100,000	\$2,100,000	\$1,900,000

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Private Duty Pay	\$1,404,402	\$1,400,000	\$1,400,000	\$1,200,000
Operating Expense	72,647	17,500	17,500	17,500
Pension Expense	522,746	528,635	528,635	511,545
Transfer Out	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$2,124,795	\$2,071,135	\$2,071,135	\$1,854,045

CHANGE IN FUND BALANCE	(\$136,728)	\$ 28,865	\$ 28,865	\$ 45,955
BEGINNING BALANCE	\$ 253,753	\$ 117,025	\$ 117,025	\$ 145,890
ENDING BALANCE	\$ 117,025	\$ 145,890	\$ 145,890	\$ 191,845

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>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Charges for Services	\$2,244,000	\$2,048,000	\$1,793,000	\$1,693,000	\$1,988,000
TOTAL REVENUES	\$2,244,000	\$2,048,000	\$1,793,000	\$1,693,000	\$1,988,000
<u>Expenditures:</u>					
Operational	\$1,995,000	\$1,955,000	\$1,848,000	\$1,786,000	\$2,000,000
TOTAL EXPENDITURES	\$1,995,000	\$1,955,000	\$1,848,000	\$1,786,000	\$2,000,000
TRANSFERS TO OTHER FUNDS	(\$75,000)	(\$75,000)	(\$125,000)	(\$225,000)	(\$125,000)
OPERATING RESULTS	\$174,000	\$18,000	(\$180,000)	(\$318,000)	(\$137,000)
FUND BALANCE	\$734,000	\$752,000	\$572,000	\$254,000	\$117,000

Fund: Police Private Duty Fund**Department: Police****REVIEW OF PERFORMANCE**

The Police Private Duty rates charged for the program cover direct program costs including a reimbursement to the General Fund for costs associated with administering the program and to the Pension Fund for benefit costs. In fiscal year 2017, the Fund had operating expenses of \$1,477,049, reimbursed the General Fund (\$125,000) for administrative services, and contributed to the Pension Fund (\$522,746), resulting in a loss of \$136,728 for the year. In addition to private duty pay and gasoline, operating expenses reflect bad debt expense of \$58,918 that was recognized, primarily due to one customer that filed bankruptcy. The Fund had an accumulated fund balance of \$117,025 as of June 30, 2017.

FISCAL YEAR 2018 OPERATING RESULTS

Operating revenues are projected to total \$2,100,000 with anticipated expenditures for the current fiscal year of \$2,071,135, inclusive of a \$528,635 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs.

FISCAL YEAR 2019 BUDGET

The fiscal year 2019 budget reflects a continued demand for private duty officers. Operating expenses consist of private duty pay to officers and gasoline expense, with \$511,545 transferred to the Pension Fund and \$125,000 transferred to the General Fund.

DEPARTMENT: POLICE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<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 *	89	89	89	89	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	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	152	152	152	152	152
 <u>PARKING LOT FUND</u>					
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL PARKING LOT FUND	2	2	2	2	2
 TOTAL POLICE – ALL FUNDS	154	154	154	154	154

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

DEPARTMENT OF COMMUNITY DEVELOPMENT**MISSION**

The mission of the Community Development Department is to maintain and preserve the Town's infrastructure and to ensure the quality of private development in the community through a system of building inspection, zoning enforcement, land-use planning and economic development.

The Community Development Department's primary goals are:

- To develop, maintain and improve those assets of the Town, referred to as infrastructure, which are essential to the health, safety, transportation and development of the community.
- To preserve and enhance the Town's economic resources.
- To promote and support community planning as a guide for resource allocation.
- To protect the general public's health, safety and welfare by enforcing building codes, developing and enforcing subdivision regulations and zoning ordinances.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Departmental staff completed the New Park Avenue Transit Area Complete Streets Study.
- ✓ Designed the Park Road at Interstate 84 Interchange Improvements Project.
- ✓ Prepared the Town's Storm Water Management Plan.
- ✓ Improved the Building Inspection Division's ISO rating from 9 to 4.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Prepare and update the Town's Plan of Conservation and Development as required by State statute.
- ❖ Implement water testing and other requirements of Municipal Separate Storm Sewer Systems (MS4) permit.
- ❖ Improve customer service by accepting credit cards as a payment method for permits.

DEPARTMENT OF COMMUNITY DEVELOPMENT

BUDGET SUMMARY

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Licenses & Permits	\$1,542,888	\$1,720,500	\$680,885	\$1,515,500	\$1,484,500	-13.7%
Charges for Services	40,014	26,100	18,364	27,339	30,150	15.5%
Miscellaneous Revenue	230,926	50,000	23,961	75,000	52,000	4.0%
TOTAL	\$1,813,828	\$1,796,600	\$723,210	\$1,617,839	\$1,566,650	-12.8%
<u>Expenditures:</u>						
Wages & Salaries	\$2,174,353	\$2,195,652	\$1,018,072	\$2,152,440	\$2,100,334	-4.3%
Operating Expense	107,688	170,540	64,132	159,483	197,825	16.0%
Social Security	156,447	164,336	73,274	161,195	155,187	-5.6%
TOTAL	\$2,438,488	\$2,530,528	\$1,155,478	\$2,473,118	\$2,453,346	-3.1%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2017-2018</u>	<u>2018-2019</u>
General Fund	24.25	25.25	25	25	24
CDBG Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25.25	26.25	26	26	25

BUDGET & PROGRAM HIGHLIGHTS

The Community Development Department budget reflects a decrease of \$77,182 or 3.1% from the prior fiscal year. A net payroll reduction of \$95,318 or 4.3% reflects the transfer of the Public Relations Specialist position to the Town Manager's department and funding of a vacant Assistant Zoning Enforcement Officer position for only a portion of the year, offset by estimated merit adjustments for eligible employees. Operating expenditures have increased \$27,285 or 16.0% due primarily to an increase of \$30,000 in the appropriation for water testing in order to comply with MS4 regulations. The decrease in social security is consistent with wages and withholdings.

COST CENTER: MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$309,671	\$312,631	\$147,011	\$312,631	\$228,509	-26.9%
Education Premium Pay	247					
Office Expense	3,043	5,400	606	3,900	3,000	-44.4%
Dues and Travel	225	600	326	900	850	41.7%
Training					1,000	
Printing/Binding Services	175	500		500	250	-50.0%
Telecommunications	1,904	2,500	1,040	2,350	1,525	-39.0%
Vehicles & Equipment Expense	9,020	14,500	4,250	10,100	10,000	-31.0%
Social Security	<u>21,833</u>	<u>22,230</u>	<u>9,841</u>	<u>22,230</u>	<u>15,266</u>	-31.3%
TOTAL	\$346,118	\$358,361	\$163,074	\$352,611	\$260,400	-27.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Director of Community Development	1	1	1	1	1
Public Relations Specialist**	1	1	1	1	
Economic Development Specialist		1	1	1	1
Administrative Assistant*	<u>0.25</u>	<u>0.25</u>			
TOTAL	2.25	3.25	3	3	2

* Position shared with Facilities Services through fiscal year 2017.

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

MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

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

Regular Payroll: The Management Division budget reflects two full-time employees for fiscal year 2019. The Public Relations Specialist position has been transferred to the Town Manager's department. The estimated merit increases are included, where applicable.

Office Expense: This appropriation is used for postage, printing and copying, and general office supplies and has been reduced as appropriations associated with the Town communication function have been transferred to the Town Manager's department.

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

Training: This appropriation funds economic development training opportunities.

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

Telecommunications: This line item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones and is reduced based upon anticipated usage.

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

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

COST CENTER: ENGINEERING DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$ 74,452	\$ 85,500	\$ 46,700	\$ 85,500	\$ 54,500	-36.3%
Copies	47	50	39	89	50	
Transfer In	<u>180,925</u>		<u>23,960</u>	<u>25,000</u>	<u>2,000</u>	
TOTAL	\$255,424	\$85,550	\$70,699	\$110,589	\$ 56,550	-33.9%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$885,755	\$895,121	\$424,559	\$895,121	\$914,792	2.2%
Temporary Payroll	8,472					
Office Expense	4,702	5,300	1,469	5,327	5,600	5.7%
Dues and Travel	2,280	2,000	1,710	2,000	2,000	
Training	15	500		500	500	
Contractual Services		40,000		40,000	70,000	75.0%
Uniforms & Laundry	591	500	432	432	500	
Telecommunications	7,016	8,000	3,481	7,000	7,000	-12.5%
Vehicles & Equipment Expense	102		39	39		
Field Operations	2,523	2,500	535	2,841	2,500	
Social Security	<u>64,251</u>	<u>67,101</u>	<u>31,251</u>	<u>67,101</u>	<u>68,118</u>	1.5%
TOTAL	\$975,707	\$1,021,022	\$463,476	\$1,020,361	\$1,071,010	4.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Town Engineer	1	1	1	1	1
Civil Engineer II	4	4	4	4	4
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	2	2	1	1	1
Engineering Technician I	1	1	2	2	2
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10

ENGINEERING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Engineering Division focuses on the physical condition and appropriate operation of the Town's streets, sidewalks, and traffic control systems (signs, signals, pavement markings). These systems are monitored, records kept, and actions taken in accordance with Federal, State and Town regulations and practices. Staff investigates and documents circumstances of traffic accidents and looks for ways to make roads safer.

In preparation for larger town projects, the Engineering Division prepares surveys, design plans, specifications and cost estimates for capital improvements which include streets, sidewalks, storm drainage, curbs, culverts, bridges, athletic fields and other town-owned property improvements. Staff also reviews plans for private development. Additionally, all town infrastructure construction is managed by staff from the Engineering Division.

Regular Payroll: The Engineering Division is staffed with 10 full-time employees. The chart on the following page depicts the reduction in the Engineering Division from 29 positions in 1980 to 10 positions in 2015 through the fiscal year 2019 budget. The budget includes estimated merit increases.

Office Expense: This appropriation is used for postage, printing, copying and general office supplies. The increase relates to additional mailings to Town residents who may be impacted by projects.

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

Training: This appropriation funds training opportunities for staff.

Contractual Services: This appropriation has been increased to fund water testing in compliance with Municipal Separate Storm Sewer Systems (MS4) requirements.

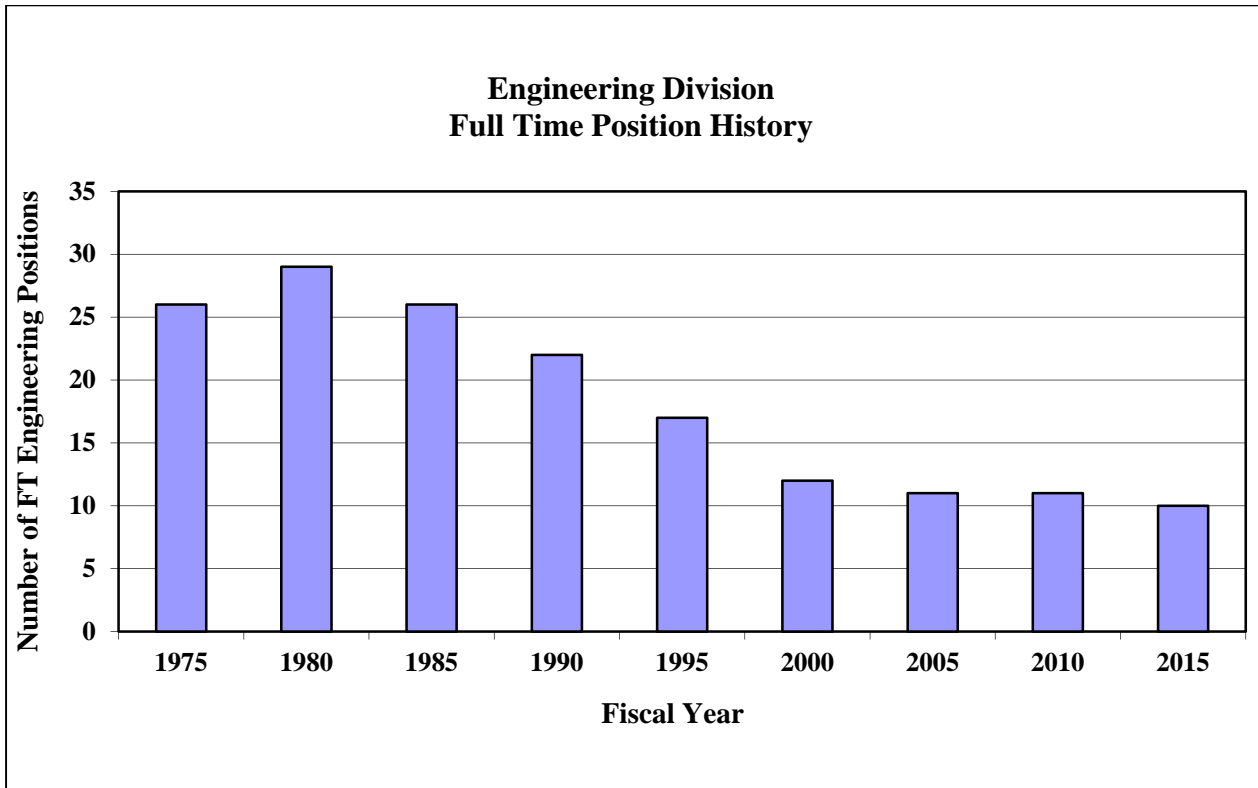
Uniforms & Laundry: Provides for replacement of safety shoes for the division.

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

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

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

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



PROGRAM PERFORMANCE MEASURES & INDICATORS

(Calendar Year)

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Estimated 2018</u>
Street Excavation and Driveway Permits Issued	1,654	1,731	1,700	1,468	1,100
Linear Miles of Street Resurfaced	6.04 miles	9.65 miles	6.80 miles	7.41 miles	5.74 miles
Lane Miles of Street Resurfaced	13.12 miles	21.52 miles	14.46 miles	7.41 miles	5.74 miles
Number of Properties Impacted	608	1,015	680	770	600
Linear Miles of Street Reconstructed	1.23 miles	0.98 miles	2.24 miles	2.80 miles	2.54 miles
Lane Miles of Street Reconstructed	2.63 miles	2.41 miles	4.48 miles	2.80 miles	2.54 miles
Number of Properties Impacted	152	102	262	290	260
Total Linear Miles	7.27 miles	10.63 miles	9.04 miles	10.21 miles	8.28 miles
Total Lane Miles	15.75 miles	23.93 miles	18.94 miles	10.21 miles	8.28 miles
Sidewalk Repairs – Number of Properties Impacted	254	330	400	882	800
Private Development Plan Reviews	80	55	55	60	40

COST CENTER: BUILDING INSPECTION DIVISION

SUMMARY OF REVENUES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Building Permits	\$1,437,533	\$1,600,000	\$619,290	\$1,400,000	\$1,400,000	-12.5%
Copies	948	500	951	1,500	1,000	100.0%
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
TOTAL	\$1,488,481	\$1,650,500	\$620,241	\$1,451,500	\$1,451,000	-12.1%

SUMMARY OF EXPENDITURES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$527,195	\$541,605	\$252,614	\$541,605	\$548,510	1.3%
Temporary Payroll	35,712	30,000	10,482	30,000	30,000	
Overtime	818	1,000	770	1,000	1,000	
Office Expense	7,526	9,500	1,592	9,500	8,500	-10.5%
Dues and Travel	840	1,490	961	1,490	1,650	10.7%
Training	238	2,000		2,000	2,000	
Printing/Binding Services	82	500	98	500	500	
Uniforms & Laundry	523	1,000		1,000	1,000	
Information Technology	31,976	34,000	33,255	33,255	35,200	3.5%
Telecommunications	4,464	6,500	2,235	5,000	5,000	-23.1%
Emergency Supplies					5,000	
Social Security	<u>41,088</u>	<u>43,864</u>	<u>18,997</u>	<u>43,864</u>	<u>42,930</u>	-2.1%
TOTAL	\$650,462	\$671,459	\$321,004	\$669,214	\$681,290	1.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	7	7	7	7	7

BUILDING INSPECTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Building Inspection Division administers the permitting of residential and commercial construction within the community in conformance with national, state and local building and zoning codes. The goal is to improve public safety by ensuring that new construction adheres to existing building codes. Inspectors work collaboratively with Zoning Enforcement, the Fire Department and the West Hartford-Bloomfield Health District to protect life and property.

Regular Payroll: The Building Inspection Division is staffed with four full-time Building Inspectors, one Supervisor of Inspectors who serves as the Building Official, and two Staff Assistants. The appropriation includes anticipated merit increases, where applicable.

Temporary Payroll: The temporary payroll appropriation is consistent with the prior year.

Overtime: This account funds overtime as needed in peak season or as other circumstances require.

Office Expense: This account funds office supplies, postage, printing and copying, and subscriptions. There is no need to purchase new code books and reference standards, resulting in a decrease for fiscal year 2019.

Dues & Travel: This appropriation is for Building Inspector licenses, which are required for all inspectors. Additionally, membership in the International Code Council is required by state building officials.

Training: The division provides training for employees to stay current with codes and regulations.

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

Uniforms & Laundry: Provides for the replacement of safety shoes and the purchase of shirts to identify employees to the public.

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

Telecommunications: This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones for appropriate personnel. In-field computers used by all building inspectors require air cards, but their use results in more efficient entry of inspection data and paper reduction. This appropriation is reduced based upon experience.

Emergency Supplies: This appropriation funds the cost of items needed in emergency situations for structures deemed unsafe.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(fiscal year)

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	6 Months Actual 2018
<u>Building Permits & Inspections</u>						
Number of total permits	5,265	6,091	5,574	6,223	5,852	2,997
Value of Permits (in 000's)	\$67,298	\$71,572	\$151,336*	\$104,751	\$72,729	\$33,900
Inspections made	9,802	8,812	10,474	10,486	11,311	5,762
Average turnaround time on inspection requests	5-7 days	6-9 days	6-9 days	6-9 days	6-9 days	6-9 days
Frequency of re-inspections to total inspections	25%	26%	27%	16%	15%	11.2%
Inspections made per Inspector	2,003	2,074	2,094	2,621	2,514	1,440
Average value per permit	\$25,531	\$23,841	\$27,150	\$16,832	\$12,428	\$11,312
Average value of construction per Inspector (in 000's)	\$14,955	\$15,905	\$27,515	\$26,187	\$16,162	\$7,533

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

COST CENTER: PLANNING & ZONING DIVISION
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Zoning Permits	\$30,904	\$35,000	\$14,895	\$30,000	\$30,000	-14.3%
TPZ Applications	27,248	15,000	10,570	15,000	17,500	16.7%
Zoning Petitions	10,457	10,000	6,350	10,000	10,000	
Other Charges for Services	<u>1,314</u>	<u>550</u>	<u>455</u>	<u>750</u>	<u>1,600</u>	190.9%
TOTAL	\$69,923	\$60,550	\$32,270	\$55,750	\$59,100	-2.4%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$406,482	\$415,295	\$182,636	\$372,083	\$377,523	-9.1%
Office Expense	11,001	12,000	5,007	12,000	13,000	8.3%
Dues and Travel	215	1,500		1,000	1,000	-33.3%
Training	690	1,000		500	1,750	75.0%
Advertising	10,369	10,000	4,346	10,000	11,000	10.0%
Contractual Services	6,937	8,000	2,360	6,500	6,500	-18.8%
Printing/Binding Services	390		160	300	500	
Telecommunications	840	750	229	549	500	-33.3%
Social Security	<u>29,277</u>	<u>31,141</u>	<u>13,185</u>	<u>28,000</u>	<u>28,873</u>	-7.3%
TOTAL	\$466,201	\$479,686	\$207,923	\$430,932	\$440,646	-8.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer	1	1	1	1	1
Planning Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5	5

PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Planning and Zoning Division has four primary functions: plan review and permitting; code enforcement; administrative and technical support to the Town's various land use boards and commissions; and land use planning.

Regular Payroll: The Planning and Zoning Division is staffed with five full-time employees. Estimated merit increases are included for eligible employees, offset by the funding of the vacant Assistant Zoning Enforcement Officer for only a portion of the year.

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

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

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

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 increased \$1,000 to cover additional costs related to the update of the Plan of Conservation and Development.

Contractual Services: Reflects the cost for transcription of hearings and is reduced based upon need.

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Calendar Year)

Planning & Zoning Applications

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Site Plan	10	8	12	8	8
Special Use Permit	14	21	16	19	23
IWW	44	55	38	36	40
Lot Line Revision	9	5	7	8	10
Lot Split	3	6	4	2	4
SDD	11	24	22	10	19
SUB	5	5	1	1	0
ZBA	36	36	30	38	17
Zoning Permits	<u>172</u>	<u>231</u>	<u>260</u>	<u>247</u>	<u>284</u>
Total	304	391	390	369	405

Board/Commission Meeting Information

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Town Planning & Zoning Commission					
Number of Meetings	n/a	15	13	12	14
Number of Hours	n/a	64	30.4	20.1	32.5
Zoning Board of Appeals					
Number of Meetings	n/a	11	11	10	9
Number of Hours	n/a	6.5	6.7	8.9	4.6
Design Review Advisory Board					
Number of Meetings	n/a	21	19	11	8
Number of Hours	n/a	<u>32.5</u>	<u>24</u>	<u>15</u>	<u>15</u>
Total Number of Meetings	n/a	47	43	33	31
Total Number of Hours	n/a	103	61.1	44	52.1

n/a – not available

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Community Development Block Grant	\$ 811,785	\$1,439,944	\$1,439,944	\$ 709,003
Total Revenues & Other Resources	\$ 811,785	\$1,439,944	\$1,439,944	\$ 709,003

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Housing Services	\$ 310,279	\$ 318,510	\$ 318,510	\$ 328,510
Public Service & CDBG Administration	501,506	1,121,434	1,121,434	380,493
Total Expenditures & Other Uses	\$ 811,785	\$1,439,944	\$1,439,944	\$ 709,003

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

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

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Intergovernmental	\$599,000	\$539,000	\$1,015,000	\$666,000	\$812,000
TOTAL REVENUES	\$599,000	\$539,000	\$1,015,000	\$666,000	\$812,000
<u>Expenditures:</u>					
Grant Activities	599,000	539,000	1,015,000	666,000	812,000
TOTAL EXPENDITURES	\$599,000	\$539,000	\$1,015,000	\$666,000	\$812,000
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	\$54,000	\$54,000	\$21,000	\$21,000	\$ --

COMBINED FUND	\$54,000	\$54,000	\$21,000	\$21,000	\$ --
BALANCE					

Fund: Community Development Block Grant Fund
Department: Community Development
REVIEW OF PERFORMANCE

The Community Development Block Grant 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 2018 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 2019 BUDGET

The grant entitlement award for fiscal year 2019 has not been announced. As such, it is assumed that the grant will be consistent with the current year (\$874,003). Of this total, \$328,510 is budgeted in the CDBG Fund for: Housing Rehabilitation Administration (\$178,510) and Code Enforcement (\$150,000), while \$165,000 is budgeted in the CDBG-Housing Rehabilitation Fund for housing rehabilitation. These programs are managed by the Community Development Department. The remaining \$380,493 is budgeted for Public Service, Public Facility Improvements and CDBG administration and is managed by the Leisure Services & Social Services Department.

Community Block Grant Entitlement			
<u>Fund</u>	<u>Department</u>	<u>Program</u>	<u>FY 2019 Adopted</u>
CDBG (Fund 13)	Community Development	Housing Rehab Administration	\$178,510
CDBG (Fund 13)	Community Development	Code Enforcement	150,000
CDBG – Housing Rehab (Fund 14)	Community Development	Housing Rehabilitation	165,000
CDBG (Fund 13)	Leisure & Social	Hillcrest Outreach	79,848
CDBG (Fund 13)	Leisure & Social	Volunteer Services	51,821
CDBG (Fund 13)	Leisure & Social	Public Facility Improvements	83,729
CDBG (Fund 13)	Leisure & Social	CDBG Administration	<u>165,095</u>
		TOTAL	\$874,003

Fund: Community Development Block Grant Fund
Department: Community Development

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Housing Rehabilitation Services	\$160,279	\$168,510	\$ 95,732	\$168,510	\$178,510	5.9%
Code Enforcement	150,000	150,000	50,000	150,000	150,000	
Total Housing Services	\$310,279	\$318,510	\$145,732	\$318,510	\$328,510	3.1%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$81,989	\$85,990	\$39,556	\$85,990	\$86,073	0.1%
Office Expense	1,298	1,350	726	1,373	1,264	-6.4%
Dues and Travel	392	550	43	550	550	
Training	145	270	145	270	270	
Advertising	128	1,000	179	1,000	700	-30.0%
Contractual Services	138	300	70	300	300	
General Contributions	100,000	100,000	50,000	100,000	100,000	
Telecommunications	673	810	337	810	810	
Social Security	5,848	6,457	2,808	6,434	6,458	
Pension	29,880	31,954	31,954	31,954	37,718	18.0%
Risk Management Expense	39,788	39,829	19,914	39,829	44,367	11.4%
Transfers Out	50,000	50,000		50,000	50,000	
Total Housing Services	\$310,279	\$318,510	\$145,732	\$318,510	\$328,510	3.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Construction Coordinator	1	1	1	1	1
TOTAL	1	1	1	1	1

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Community Development Block Grant	\$	\$ 250,000	\$ 250,000	\$ 165,000
Loan/Grant Repayments	158,344		138,401	
Interest Income	11,510		23,573	
Miscellaneous	890		210	
Total Revenues & Other Resources	\$ 170,744	\$ 250,000	\$ 412,184	\$ 165,000

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Housing Rehabilitation Activities	\$ 191,844	\$ 250,000	\$ 412,184	\$ 165,000
Total Expenditures & Other Uses	\$ 191,844	\$ 250,000	\$ 412,184	\$ 165,000

CHANGE IN FUND BALANCE	(\$ 21,100)	\$	\$	\$
BEGINNING BALANCE	\$ 21,100	\$	\$	\$
ENDING BALANCE	\$	\$	\$	\$

Fund: CDBG – Housing Rehabilitation Fund
Department: Community Development
PURPOSE

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

LONG-TERM STRATEGY

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

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Intergovernmental	\$ 20,000	\$ 29,000	\$	\$	\$
Loan/Grant Repayments	137,000	163,000	160,000	162,000	158,000
Interest	14,000	15,000	27,000	47,000	12,000
Miscellaneous	2,000	1,000	1,000	2,000	1,000
TOTAL REVENUES	\$173,000	\$208,000	\$188,000	\$211,000	\$171,000
<u>Expenditures:</u>					
Grant Activities	84,000	208,000	221,000	211,000	192,000
TOTAL EXPENDITURES	\$84,000	\$208,000	\$221,000	\$211,000	\$192,000
OPERATING RESULTS	\$89,000	--	(\$33,000)	--	(\$21,000)
FUND BALANCE	\$54,000	\$54,000	\$21,000	\$21,000	--

FISCAL YEAR 2018 OPERATING RESULTS

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2018. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

FISCAL YEAR 2019 BUDGET

The total expected grant amount to be used for housing rehabilitation for fiscal year 2019 is \$165,000. These funds, as well as any carryover funds and loan repayments, will be used for loans and grants to low income residents.

Fund: CDBG – Housing Rehabilitation Fund

Department: Community Development

PROGRAM PERFORMANCE MEASURES & INDICATORS (Fiscal Year)						
	ERA* Actual <u>2013</u>	ERA* Actual <u>2014</u>	Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>	Actual 6 Month <u>2018</u>
Housing Rehabilitation Projects	1	2	13	8	11	5
Elderly Assistance Projects	n/a	4	9	2	3	0
Essential Renovation Projects	7	10	n/a	n/a	n/a	n/a
Number of Applications Approved	8	16	22	10	14	9
Number of Applications Denied/ Withdrawn	4	2	6	2	2	4
Number of Inquiries	25	28	32	14	31	12
Number of Projects Completed	8	16	22	10	14	5
Housing Rehabilitation Dollars Spent	\$19,050	\$22,940	\$180,097	\$176,535	\$154,793	\$101,583
Elderly Assistance Dollars Spent	n/a	\$30,615	\$100,018	\$21,955	\$23,560	\$0
Essential Renovation Assistance Dollars Spent	<u>\$55,290</u>	<u>\$84,245</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Total Dollars Spent	\$74,340	\$137,800	\$280,115	\$198,490	\$178,353	\$101,583
Number of Full Time Positions	1.5	1.5	1	1	1	1
Average Cost Per Housing Rehabilitation Project	\$19,050	\$11,470	\$13,854	\$22,067	\$14,072	\$20,317
Average Cost Per Elderly Assistance Program Project	n/a	\$7,654	\$11,113	\$10,978	\$7,853	\$0
Average Cost Per Essential Renovation Assistance Project	\$9,293	\$8,425	n/a	n/a	n/a	n/a
<p>* Essential Renovation Assistance (ERA) program was designed with a limited scope of work (1 failed system) and only loan assistance; no grant was offered. This program was in effect from July 2012 through December 2013, and it was created in response to the reduction of HUD grant funds and the loss of a full time staff person. This program was terminated in January 2014 due to lack of interest from residents. The previous Housing Rehabilitation and Elderly Assistance programs were reinstated at that time.</p>						

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Interest Income	\$ 3,570	\$	\$ 60	\$
Loan/Grant Repayments	<u>5,385</u>	<u> </u>	<u> </u>	<u> </u>
Total Revenues & Other Resources	\$ 8,955	\$	\$ 60	\$

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Transfer Out	\$	\$ 8,935	\$ 8,935	\$
Total Expenditures & Other Uses	\$	\$ 8,935	\$ 8,935	\$

CHANGE IN FUND BALANCE	\$ 8,955	(\$ 8,935)	(\$ 8,875)	\$
BEGINNING BALANCE	\$ 180	\$ 9,135	\$ 9,135	\$ 260
ENDING BALANCE	\$ 9,135	\$ 200	\$ 260	\$ 260

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

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

LONG-TERM STRATEGY

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

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Interest on Investment	\$	\$ 5,000	\$	\$	\$ 4,000
Loan/Grant Repayments		14,000			5,000
TOTAL REVENUES	\$	\$19,000	\$	\$	\$ 9,000
TRANSFERS TO OTHER FUNDS	(\$ 6,000)	\$	\$	(\$19,000)	
OPERATING RESULTS	\$	\$19,000	\$	(\$19,000)	\$ 9,000
FUND BALANCE	\$	\$19,000	\$19,000	\$	\$ 9,000

REVIEW OF PERFORMANCE

The fund balance in the State Housing and Community Development Fund has varied based upon grant repayments and transfers to the General Fund to offset the cost of Social Services programs. As of June 30, 2017 fund balance was approximately \$9,000.

FISCAL YEAR 2018 OPERATING RESULTS

Estimated revenue is comprised of interest income of \$60. A budgeted transfer of \$8,935 to the General Fund results in estimated fund balance of \$260 at June 30, 2018.

FISCAL YEAR 2019 BUDGET

The budget for fiscal year 2019 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans, and no expenditures as fund balance is almost fully expended.

DEPARTMENT: COMMUNITY DEVELOPMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Director of Community Development	1	1	1	1	1
Economic Development Specialist		1	1	1	1
Public Relations Specialist*	1	1	1	1	
Town Engineer	1	1	1	1	1
Civil Engineer II	4	4	4	4	4
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	2	2	1	1	1
Engineering Technician I	1	1	2	2	2
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Planning Technician	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer	1	1	1	1	1
Administrative Assistant**	1.25	1.25	1	1	1
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL GENERAL FUND	24.25	25.25	25	25	24
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Construction Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CDBG FUND	1	1	1	1	1
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	25.25	26.25	26	26	25

* Position transferred to Town Manager in fiscal year 2019.

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

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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 (DPW) will be the highest rated department in West Hartford and one of the reasons people and businesses locate here.

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ DPW was awarded a grant toward the purchase of a new diesel dump truck which helped replace a 1995 Ford dump truck with new clean technology. The grant supports DEEP/EPA's program to reduce diesel emissions through the Diesel Emissions Reduction Act (DERA).
- ✓ DPW implemented Mobile 311 by Dude Solutions, a work order system that provides a mobile solution for field crews to capture work details such as time, material and equipment for completed work. It also has a resident portal so residents can report issues and concerns and create work orders.
- ✓ DPW has entered into contract with On-Target, an underground utility locator company, to fill the gap left after the retirement of the Traffic Safety Manager. The Town is required to mark out its underground utilities through Call Before You Dig (CBYD) and responded to over 5,000 tickets in fiscal year 2017.
- ✓ The Town's new waste collection and disposal contract resulted in an estimated annual savings of \$1 million.
- ✓ More than 300 people attended three public meetings sponsored by DPW to learn how the Town could 'Save Money and Reduce Trash' (SMART).

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Public Works is planning to implement a new Fleet Management Software to streamline manual and redundant business processes in the Fleet Division.
- ❖ Under CGS Sec. 22a-241k, every municipality is required to provide for the collection of recyclables alongside collection of trash in public spaces. DPW is planning a project to purchase and install recyclable bins to meet this requirement and offer our residents more opportunities to recycle and reduce waste.
- ❖ The camera surveillance system in the parking garages is over ten years old and in need of replacement. Municipal Parking is participating in a town-wide surveillance systems implementation project spearheaded by the Town's Information Technology Department.
- ❖ The Town will be installing parking kiosks in the Brace Road parking lot in order to control costs and maintain parking rates.
- ❖ Public Works is planning to develop a portion of unused area in the northwest corner of the Old North Cemetery located at 60 North Main Street. In addition to adding lot space, the Town of West Hartford will be the sole provider of granite monuments in the new addition generating additional revenue to the Cemetery Operating Fund.

DEPARTMENT OF PUBLIC WORKS

BUDGET SUMMARY

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Revenues:						
Intergovernmental	\$723,658	\$686,908	\$342,752	\$686,908	\$685,503	-0.2%
Licenses & Permits	93,897	80,000	57,811	100,000	100,000	25.0%
Charges for Services	128,355	283,320	53,136	134,783	135,720	-52.1%
Miscellaneous Revenue	<u>27,481</u>	<u>43,000</u>	<u>30,000</u>	<u>30,000</u>	<u>15,000</u>	-65.1%
TOTAL	\$973,391	\$1,093,228	\$483,699	\$951,691	\$936,223	-14.4%
Expenditures:						
Wages & Salaries	\$3,949,537	\$4,200,233	\$1,799,067	\$3,778,745	\$4,098,440	-2.4%
Operating Expense	6,613,534	7,201,817	2,478,639	5,966,538	6,107,496	-15.2%
Fringe Benefits	<u>339,303</u>	<u>378,584</u>	<u>124,751</u>	<u>346,148</u>	<u>410,549</u>	8.4%
TOTAL	\$10,902,374	\$11,780,634	\$4,402,457	\$10,091,431	\$10,616,485	-9.9%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
Full-Time Positions:	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
General Fund	47	49	49	49	49
Parking Lot Fund	10	10	10	10	10
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	58	60	60	60	60

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Department of Public Works' budget is reduced \$1,164,149 or 9.9% for fiscal year 2019. Wages and salaries decrease \$101,793, or 2.4%, due to merit/step adjustments for eligible employees and full-funding of full-time positions, offset by reductions in temporary payroll and overtime as well as a \$120,000 hiring lag in the Grounds division. Operating expense decreases \$1,094,321 or 15.2% primarily due to savings in contractual services from a new refuse collection and hauling contract (\$1,134,700), offset by increased costs for solid waste disposal (\$100,000) and the Call Before Your Dig (CBYD) program. The social security variance is consistent with the change in wages and salaries, while the transfer to the BOE for health care costs for four employees increases \$34,636.

COST CENTER: PUBLIC WORKS MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Highway Town Aid Grant	\$686,908	\$686,908	\$ 342,752	\$686,908	\$685,503	-0.2%
Miscellaneous Revenue	<u>75</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
TOTAL	\$686,983	\$686,908	\$342,752	\$686,908	\$685,503	-0.2%

SUMMARY OF EXPENDITURES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$320,124	\$321,554	\$162,562	\$321,554	\$328,017	2.0%
Temporary Payroll	30,946	43,000	12,149	32,000	32,000	-25.6%
Overtime	2,884	8,160	1,096	2,002	2,000	-75.5%
Education Premium Pay	1,029	1,020	468	1,020	1,020	
Office Expense	8,258	10,700	2,536	8,400	8,100	-24.3%
Dues and Travel	2,914	3,540	308	471	400	-88.7%
Training	7,175	9,000	2,528	9,000	10,000	11.1%
Professional Services	5,441	7,500	2,000	5,500	7,500	
Contractual Services	211	525	80	525	500	-4.8%
Printing/Binding	477	1,000	396	500	500	-50.0%
Meals	7,000	7,500	7,200	7,500	7,500	
Uniforms & Laundry	33,821	36,800	20,039	34,000	36,500	-0.8%
Information Technology	38,191	26,000	18,895	26,000	26,000	
Telecommunications	27,536	26,000	5,103	17,500	17,500	-32.7%
Land Lease	32,200	32,200		32,200	32,200	
Social Security	<u>24,111</u>	<u>26,517</u>	<u>11,514</u>	<u>26,517</u>	<u>26,123</u>	-1.5%
TOTAL	\$542,318	\$561,016	\$246,874	\$524,689	\$535,860	-4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

PUBLIC WORKS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Management Division is staffed with three full-time positions and the budget reflects anticipated merit increases for eligible employees.

Temporary Payroll: This appropriation provides clerical staffing for the front office and other divisions as needed, as well as data input and management for the DPW vehicle management software.

Overtime: The appropriation is for telephone coverage during snow-fighting operations and additional hours required for processing time cards. Overtime is reduced based upon need.

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

Office Expense: This appropriation funds paper, postage, copying and office supplies for the department and is reduced based upon experience and anticipated need.

Dues & Travel: This appropriation covers the cost of annual dues for the American Public Works Association which provides useful information on activities, programs and innovations of public works departments throughout the country.

Training: This appropriation funds the University of Connecticut sponsored Road Master/Road Scholar training program and annual certifications directly related to on-the-job work tasks.

Professional Services: This appropriation reflects participation in the CDL-drivers drug and alcohol testing program through the Connecticut Conference of Municipalities.

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

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

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

Uniforms & Laundry: This appropriation is for the laundering, repair and replacement of uniform pants and shirts provided by contract to full-time staff, as well as the annual purchase of work safety shoes.

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

Telecommunications: Reflects the operating costs for desk and cellular telephone services, as well as wireless costs for tablets and other devices used by the department and is reduced based upon current year experience.

Land Lease: The department is leasing land to store materials at a cost of \$32,200 per annum. The lease payment to the property owner is being used to reduce back taxes owed on the property.

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

COST CENTER: CONTRACTUAL SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Miscellaneous State Revenue	\$36,750	\$	\$	\$	\$	
Bulky Waste/Recycling Permits	93,822	80,000	55,036	95,000	95,000	18.8%
Metal Recycling	1,486	5,000	1,281	2,400	2,400	-52.0%
Recycling Rebate	38,165	35,000	23,145	35,000	35,000	
Miscellaneous Revenue	15,000	30,000	30,000	30,000	15,000	-50.0%
Refuse Hauling Licenses			2,775	5,000	5,000	
Additional Refuse Barrel	<u>50,414</u>	<u>202,000</u>		<u>55,000</u>	<u>55,000</u>	-72.8%
TOTAL	\$235,637	\$352,000	\$112,237	\$222,400	\$207,400	-41.1%

SUMMARY OF EXPENDITURES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$50,301	\$49,001	\$24,008	\$49,001	\$150,354	206.8%
Temporary Payroll	17,176	13,000	8,084	16,000	17,000	30.8%
Overtime	6,211	12,240	2,484	5,355	12,240	
Office Expense	285	2,700	673	1,000	1,000	-63.0%
Dues and Travel		3,000				-100.0%
Advertising	3,340	3,940	1,897	3,440	3,940	
Professional Services	67,207	39,000	3,043	33,000	33,000	-15.4%
Contractual Services	3,493,526	3,655,500	1,274,085	2,653,599	2,523,300	-31.0%
Solid Waste Disposal	1,273,551	1,354,000	577,640	1,380,000	1,439,000	6.3%
Printing/Binding		300				-100.0%
Office Equipment	2,008	4,000				-100.0%
Vehicles & Equipment Expense	1,999	2,500		2,000		-100.0%
Rental/Leases	21,298	30,000		22,361	30,000	
Social Security	<u>4,412</u>	<u>5,399</u>	<u>2,083</u>	<u>4,943</u>	<u>12,686</u>	135.0%
TOTAL	\$4,941,314	\$5,174,580	\$1,893,997	\$4,170,699	\$4,222,520	-18.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Public Works Manager	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	0.5	0.5	0.5	0.5	0.5

CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Environmental Services program is staffed with one-half of a full-time Public Works Manager position. The increase reflects the allocation of 10% of the salaries from the Streets division for the time spent on the Yard Waste Disposal and Collection program.

Temporary Payroll: The appropriation funds part-time hours to enforce the Town's refuse and recycling regulations.

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

Office Expense: This line item is for the printing cost of skip tags, which are used when bags are presented improperly, and for residential recycling permits, and is reduced based upon actual experience.

Dues and Travel: This appropriation has been eliminated.

Advertising: This appropriation funds advertising costs for the leaf collection program, announcements of special collections for electronics, small metal and household hazardous waste and any other special collections that might be instituted as a result of heavy rain, ice storms, high winds or flooding.

Professional Services: This budget reflects the costs for quarterly well testing at the Albany Avenue leaf site and annual storm water testing at the Recycling Center. These tests and copies of the results are required by the State Department Energy and Environmental Protection. In fiscal year 2017, appropriations for one-time grants to evaluate a SMART trash program and Phase I of the Town's Solid Waste Management Plan were also included in this line item.

Contractual Services: The appropriation reflects a significant reduction attributed to a new refuse collection and hauling contract.

Solid Waste Disposal: This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is increased based upon increased rates and elimination of an incentive subsidy of \$3.50/ton which has expired.

Printing/Binding: This appropriation is no longer needed and has been eliminated.

Office Equipment: This appropriation is no longer needed and has been eliminated.

Vehicles & Equipment: This appropriation is no longer needed and has been eliminated.

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.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>
Volume of leaves collected (cubic yards)	24,106	23,865	6,637*	28,861	29,096
Tons of leaves collected	6,026	5,966	1,659*	7,215	7,274
Tons of Waste Recycled	7,180	7,152	6,942	7,014	6,853
Percent of Total Waste Recycled	26.7%	26.8%	26.8%	26.4%	26.6%
Tons of Refuse Collected	19,525	19,551	18,938	19,533	18,824

* The method to calculate the volume of leaves collected changed for fiscal year 2015. The method was based on a daily total of trucks delivering leaves to the collection site. It is estimated each truck carries approximately 25 cubic yards of material. The total tons is calculated using the Department of Energy and Environmental Protection's conversion of one cubic yard to one-quarter ton of material.

COST CENTER: STREET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Special Events	\$4,097	\$10,000	\$15,775	\$17,000	\$10,000	
TOTAL	\$4,097	\$10,000	\$15,775	\$17,000	\$10,000	

SUMMARY OF EXPENDITURES

	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$923,426	\$1,031,131	\$466,446	\$975,549	\$1,030,502	-0.1%
Temporary Payroll	298	22,400			32,400	44.6%
Overtime	324,945	320,515	70,836	300,798	305,730	-4.6%
Contractual Services	120,789	127,500	9,220	122,500	148,000	16.1%
Solid Waste Disposal		47,000			62,000	31.9%
Minor Equipment	5,813	12,000	1,504	5,855	15,500	29.2%
Uniforms & Laundry	490	3,000		500	3,000	
Telecommunications					2,200	
Building Maintenance	1,817	2,300		1,500		-100.0%
Vehicles & Equipment Expense		500				-100.0%
Maintenance & Repairs	5,765	11,500	1,608	2,000	2,000	-82.6%
Snow Removal Supplies	347,039	359,300	30,938	359,300	360,550	0.3%
Street Maintenance	80,604	111,250	53,850	89,300	89,000	-20.0%
Sidewalk Maintenance	3,290	4,540	5,892	6,000	6,000	32.2%
Rental/Leases	3,771	7,500	1,217	7,500	5,000	-33.3%
Social Security	90,191	103,449	38,075	94,803	103,584	0.1%
TOTAL	\$1,908,238	\$2,163,885	\$679,586	\$1,965,605	\$2,165,466	0.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Public Works Manager	1.5	1.5	1.5	1.5	1.5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	8	6	6	6	6
Equipment Operator II		4	4	4	4
Mason	<u>1</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
TOTAL	14.5	15.5	15.5	15.5	15.5

STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Street Maintenance operation is staffed with 15.5 full-time positions. The appropriation reflects step/merit increases for eligible employees. Non-manager payroll is allocated among Street Maintenance programs as follows: Street Maintenance and Repair (30%); Snow and Ice Control (15%); Street Reconstruction (30%) and Storm Sewer Maintenance (15%). In addition, 10% of full-time positions is allocated to the Yard Waste program in the Contractual Services Division.

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

Overtime: This appropriation is for emergency and planned road maintenance, special events, snow and ice control, storm sewer work, and street sweeping outside of normal working hours. There is a planned reduction in street sweeping activities due to budget constraints.

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

Solid Waste Disposal: This appropriation reflects the estimated disposal cost of materials vacuumed from catch basins and swept from Town streets under the MS4 program and is increasing as the program expands.

Minor Equipment: This appropriation represents minor equipment purchases for the street maintenance program, such as mark out paint, cones, caution tape, work zone safety equipment, pumps, compaction equipment, and small engine equipment.

Uniforms & Laundry: This appropriation represents the costs for safety equipment including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by staff in the field.

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

Building Maintenance: This appropriation is no longer needed and has been eliminated.

Vehicles & Equipment Expense: This appropriation is no longer needed and has been eliminated.

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

Snow Removal Supplies: The appropriation reflects the estimated cost of Clearlane to treat streets for 15 snow events annually. Clearlane is a superior pre-treatment product and saves the department significant labor and equipment costs in sweeping streets, cleaning catch basins and cleaning of storm water lines, ponds and streams where sand normally collects.

Street Maintenance: This appropriation reflects the cost of bituminous materials for paving and patching roads, crushed stone for road base, as well as pipe, pre-cast basins, basin tops, cement, sand, and basin brick and block for the maintenance and repair of the storm water collection system. The reduction in this line item relates to bituminous material resulting from a new reclaiming machine.

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.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>
Number of sanding & plowing operations	16	25	18	14	17
Percent of snowstorms cleared within 8 hours	69%	75%	89%	92%	89%
Number of instances employees called in to work	n/a	n/a	n/a	48	45
Number of pothole work orders completed	n/a	n/a	456	400	451

n/a – not available

COST CENTER: FLEET MAINTENANCE DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$511,464	\$531,425	\$241,076	\$467,030	\$526,850	-0.9%
Temporary Payroll	18,249	17,500	6,713	14,000	17,500	
Overtime	22,643	20,400	10,481	20,034	20,000	-2.0%
Office Expense	2,681	2,000		2,000	2,000	
Contractual Services	1,722	1,500	1,242	1,500	2,500	66.7%
Information Technology	4,100	4,100	2,123	4,246	4,246	3.6%
Telecommunications		15,000	5,425	15,000	15,000	
Vehicles & Equipment Expense	382,591	387,000	167,551	379,000	399,000	3.1%
Maintenance & Repairs	49,089	55,985	21,580	55,985	49,000	-12.5%
Social Security	<u>42,419</u>	<u>45,642</u>	<u>17,523</u>	<u>37,819</u>	<u>45,033</u>	-1.3%
TOTAL	\$1,034,958	\$1,080,552	\$473,714	\$996,614	\$1,081,129	0.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Public Works Manager	1	1	1	1	1
Mechanic	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL	7	7	7	7	7

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.

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

Overtime: This appropriation is used to address preventive vehicle maintenance deferred during the snow season when the workforce is participating in snow and ice control operations. It is also used to respond to emergency repairs when public safety vehicles break down outside of normal working hours.

Office Expense: Subscriptions and publications required for diagnostic and repair inquiries.

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

Information Technology: This appropriation reflects the annual software maintenance support cost for the division's fleet maintenance software program.

Telecommunications: This account funds cellular service for the Network Fleet AVL system in use by the Fleet division. The initial software purchase was made in the Information Technology Department budget in fiscal year 2017.

Vehicles & Equipment Expense: This appropriation reflects the cost of parts and equipment used to repair and maintain the Public Works vehicle fleet which consists of approximately 140 vehicles, 50 plows and 35 sanders. The budget for vehicle maintenance increases based upon actual usage. The appropriation also includes gas, motor oil and fuel used to operate and service the Town fleet, exclusive of Police and Fire vehicles.

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. The appropriation is reduced based upon anticipated need.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>
Number of vehicle maintenance work orders completed	783	813	865	839	967
Number of instances employees called in to work	n/a	n/a	n/a	7	16

n/a – not available

COST CENTER: TRAFFIC SAFETY CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$44,469	\$34,320	\$11,280	\$22,383	\$30,320	-11.7%
TOTAL	\$44,469	\$34,320	\$11,280	\$22,383	\$30,320	-11.7%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$507,862	\$453,497	\$176,644	\$332,920	\$472,190	4.1%
Temporary Payroll		16,000	29,578	60,312		-100.0%
Overtime	23,580	41,118	12,425	21,524	19,500	-52.6%
Dues and Travel	540	1,130		100	100	-91.2%
Professional Services	10,615	12,500	526	1,000	1,000	-92.0%
Contractual Services	35,487	35,000	22,084	60,000	74,500	112.9%
Solid Waste Disposal		500	17	500	500	
Office Equipment	2,451	8,500	4,039	6,450	2,000	-76.5%
Uniforms & Laundry	124	5,300		1,000	4,800	-9.4%
Information Technology	829	6,000	299	300		-100.0%
Telecommunications	887	1,700	376	400		-100.0%
Building Maintenance	30,646	35,750	12,046	23,750	35,750	
Operating Expense - Misc.		500				-100.0%
Street Light Maintenance	8,251	32,000	1,531	12,000	20,000	-37.5%
Signal & Light Maintenance	26,831	43,200	13,115	24,200	31,000	-28.2%
Rental/Leases	2,738	7,500		3,445	3,445	-54.1%
Social Security	34,957	38,238	14,092	30,644	37,381	-2.2%
TOTAL	\$685,798	\$738,433	\$286,772	\$578,545	\$702,166	-4.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maintenance Worker	1	1	1	1	1
Sign & Mechanical Maintenance Lead		1	1	1	1
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	5	6	6	6	6

TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

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

Temporary Payroll: Temporary payroll had been utilized to backfill the vacant full-time Traffic Safety Manager position. This position is funded in fiscal year 2019.

Overtime: This line item funds overtime for problems with traffic signals, street sign and streetlight knockdowns, and the Town's fiber optic network that occur outside normal business hours. In addition, overtime for special events is charged here and reduced based upon activity levels.

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

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

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

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 and is reduced based upon need.

Uniforms & Laundry: This appropriation funds safety equipment used in the performance of electrical and sign maintenance operations.

Information Technology: This appropriation, which was for fiber optic supplies and data processing supplies for cabling installations and repairs, has been eliminated.

Telecommunications: This appropriation has been eliminated.

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 line item has been eliminated.

Street Light Maintenance: This appropriation reflects costs for on-street streetlight parts and supplies, including: poles, fixtures, photo-sensors, bulbs, wire, and mast arms and has been reduced based upon need.

Signal & Light Maintenance: This appropriation reflects the costs for traffic signal and electrical maintenance supplies and off-street lighting parts and electrical supplies and has been reduced based upon need.

Rental/Leases: This appropriation funds the leasing of a storage container to store sign and signal materials.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>
Number of street light work orders completed	n/a	n/a	174	265	264
Number of instances employees called in to work	n/a	n/a	n/a	43	40

n/a – not available

COST CENTER: GROUNDS MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$2,205	\$10,000	\$1,656	\$3,000	\$3,000	-70.0%
TOTAL	\$2,205	\$10,000	\$1,656	\$3,000	\$3,000	-70.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,040,146	\$1,082,013	\$498,319	\$1,003,605	\$915,594	-15.4%
Temporary Payroll	65,042	98,377	40,204	76,000	98,000	-0.4%
Overtime	83,215	117,882	35,494	80,042	117,543	-0.3%
Professional Services		1,115				-100.0%
Contractual Services	53,806	98,500	24,060	75,000	94,300	-4.3%
Printing/Binding	25					
Office Equipment	30,603	31,450	998	29,400	31,450	
Utilities	178,466	237,261	118,631	237,261	232,665	-1.9%
Building Maintenance	846	6,500			2,500	-61.5%
Grounds Maintenance	109,962	108,981	30,314	102,800	109,800	0.8%
Maintenance & Repairs	84,428	120,750	32,032	99,750	121,750	0.8%
Social Security	80,043	96,172	41,461	88,255	87,939	-8.6%
Transfer Out	<u>63,167</u>	<u>63,167</u>		<u>63,167</u>	<u>97,803</u>	54.8%
TOTAL	\$1,789,749	\$2,062,168	\$821,513	\$1,855,280	\$1,909,344	-7.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Public Works Manager	1	1	1	1	1
Crew Leader	3	3	3	3	3
Equipment Mechanic – Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	17	17	17	17	17

GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The grounds division, which is staffed with 17 full-time positions, maintains the grounds at all Town and Board facilities. The appropriation reflects estimated step/merit increases for eligible staff, offset by a hiring lag equal to two Grounds Maintainer positions due to budget constraints. Beginning in fiscal year 2019, 55% of the payroll is allocated to the Park and Grounds Maintenance program, 20% to the Tree Maintenance program, and 15% to Athletic Field Maintenance. The remaining 10% is allocated to Snow and Ice Control in the Streets Division, resulting in a decrease for fiscal year 2019.

Temporary Payroll: The appropriation funds permanent and seasonal part-time help. Temporary payroll is level funded based on anticipated workload.

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

Professional Services: This line item has been eliminated.

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

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.

Utilities: This appropriation reflects a contribution to the Utilities Services Fund for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, running athletic field irrigation systems, and a lighted tennis court, basketball court and baseball field at Wolcott Park. The natural gas cost is for heat at the Beachland and Fern Park facilities.

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 and is reduced based upon experience and need.

Grounds Maintenance: This budget funds the purchase of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings.

Maintenance & Repairs: This cost reflects the repair and preventive maintenance of power equipment that is not registered and plated. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This appropriation also funds the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both Hall and Conard High Schools.

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

Transfer Out: Reimbursement of the cost of benefits paid by the Public Schools for the four Board of Education Grounds Maintainers. This reimbursement, which has not changed in many years, is increased based upon health care costs.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>
Number of tree issue work orders completed	n/a	n/a	127	129	117
Number of instances employees called in to work	n/a	n/a	n/a	25	16

n/a – not available

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Charges for Services	\$1,967,569	\$2,075,000	\$2,059,975	\$2,090,000
Management Fee – BBS	1,208,481	1,325,502	1,281,665	1,295,395
Fines & Forfeitures	75,884	100,000	75,000	75,000
Interest Income	<u>5,608</u>	<u>5,000</u>	<u>8,000</u>	<u>8,000</u>
Total Revenues & Other Resources	\$3,257,542	\$3,505,502	\$3,424,640	\$3,468,395

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Municipal Parking Operations	\$1,972,902	\$1,713,211	\$1,717,125	\$2,170,934
BBS Parking Operations	<u>1,205,484</u>	<u>1,325,502</u>	<u>1,281,665</u>	<u>1,295,395</u>
Total Expenditures & Other Uses	\$3,178,386	\$3,038,713	\$2,998,790	\$3,466,329

CHANGE IN FUND BALANCE	\$ 79,156	\$ 466,789	\$ 425,850	\$ 2,066
BEGINNING BALANCE	\$2,210,352	\$2,289,508	\$2,289,508	\$2,715,358
ENDING BALANCE	\$2,289,508	\$2,756,297	\$2,715,358	\$2,717,424

Fund: Parking Lot Fund
Department: Public Works

PURPOSE

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford Center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center-Special Services District and receives a management fee equal to the cost of said services.

LONG-TERM STRATEGY

The goal of the fund is to cover all operating costs and contribute an amount to fund balance each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Charges for Services	\$1,617,000	\$1,656,000	\$1,975,000	\$1,987,000	\$2,043,000
Management Fee	1,002,000	838,000	936,000	842,000	1,208,000
Interest Income	<u>3,000</u>	<u>3,000</u>	<u>4,000</u>	<u>6,000</u>	<u>6,000</u>
TOTAL REVENUES	\$2,622,000	\$2,497,000	\$2,915,000	\$2,835,000	\$3,257,000
<u>Expenditures:</u>					
Operational	<u>\$2,168,000</u>	<u>\$2,484,000</u>	<u>\$2,432,000</u>	<u>\$2,640,000</u>	<u>\$3,178,000</u>
TOTAL EXPENDITURES	\$2,168,000	\$2,484,000	\$2,432,000	\$2,640,000	\$3,178,000
OPERATING RESULTS	\$ 454,000	\$ 13,000	\$ 483,000	\$ 195,000	\$ 79,000
FUND BALANCE	\$1,519,000	\$1,532,000	\$2,015,000	\$2,210,000	\$2,289,000

Fund: Parking Lot Fund
Department: Public Works**REVIEW OF PERFORMANCE**

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center-Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. The Parking Lot Fund is paid a management fee from the West Hartford Center-Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The Parking Lot Fund has accumulated fund balance of \$2,289,508 as of June 30, 2017.

FISCAL YEAR 2018 OPERATING RESULTS

Total estimated expenditures for fiscal year 2018 for the Blue Back Square (BBS) parking operations are \$1,281,665. The estimate for the municipal lots is \$1,717,125. Based upon total estimated revenues of \$3,424,640, the fund is expected to earn \$425,850, resulting in fund balance of \$2,715,358 as of June 30, 2018.

FISCAL YEAR 2019 BUDGET

The fiscal year 2019 budget reflects expenditures relating to the BBS parking operations of \$1,295,395 with a corresponding management fee equal to these costs. Revenues from municipal lots are expected to reach \$2,173,000, inclusive of \$75,000 in parking violation revenue for tickets issued by the fund's parking monitors and interest income of \$8,000. Municipal parking expenditures are budgeted at \$2,170,934, inclusive of \$370,000 for capital expenditures: resurfacing of Brace Road lot (\$216,000), purchase of a dump truck (\$54,000), and installation of parking kiosks in Brace Road lot (\$100,000). The fund expects to increase fund balance by \$2,066 in fiscal year 2019.

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.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2016-17</u>	<u>2017-18</u>	<u>6 Months</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Charges for Services	\$1,967,569	\$2,075,000	\$975,713	\$2,059,975	\$2,090,000	0.7%
Management Fee – BBS	1,208,481	1,325,502		1,281,665	1,295,395	-2.3%
Fines & Forfeitures	75,884	100,000	34,483	75,000	75,000	-25.0%
Interest Income	<u>5,608</u>	<u>5,000</u>	<u>6,641</u>	<u>8,000</u>	<u>8,000</u>	60.0%
TOTAL	\$3,257,542	\$3,505,502	\$1,016,837	\$3,424,640	\$3,468,395	-1.1%
<u>Expenditures:</u>						
Wages & Salaries	\$1,052,016	\$ 908,294	\$ 449,262	\$ 878,595	\$ 898,315	-1.1%
Operating Expense	1,035,398	1,140,572	489,268	1,173,749	1,350,299	18.4%
Equipment	290,022	246,000	5,768	198,000	369,550	50.2%
Fringe Benefits	<u>800,950</u>	<u>743,847</u>	<u>497,735</u>	<u>748,446</u>	<u>848,165</u>	14.0%
TOTAL	\$3,178,386	\$3,038,713	\$1,442,033	\$2,998,790	\$3,466,329	14.1%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
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 Monitor	4.0	4.0	4.0	4.0	4.0
Parking Lot Gate Attendant	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>	<u>3.0*</u>
TOTAL	10.0	10.0	10.0	10.0	10.0

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

BUDGET & PROGRAM HIGHLIGHTS

The budget for the Parking Lot Fund increases \$427,616 or 14.1% for fiscal year 2019. Wages and salaries reflect estimated contractual cost-of-living and merit increases, offset entirely by savings in temporary payroll achieved through the installation of additional parking kiosks. Overall operating expenses increase \$209,727 primarily due to land leases which are based on property value (\$50,000), utilities (\$31,147), professional services (\$17,000), and contractual services (\$145,280) for escalator and garage maintenance. The budget includes approximately \$370,000 in capital expenditures for the resurfacing of Brace Road lot (\$216,000), installation of parking kiosks in the Brace Road lot (\$100,000) and purchase of a dump truck (\$54,000). The fringe benefit increase reflects increased pension and risk costs for full-time employees.

Fund: Parking Lot Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$565,832	\$584,132	\$276,580	\$546,232	\$616,453	5.5%
Temporary Payroll	374,870	244,000	129,488	244,000	191,700	-21.4%
Overtime	101,247	70,000	38,238	80,420	80,000	14.3%
Holiday	7,042	7,162	3,581	5,443	7,162	
Education Premium Pay	3,025	3,000	1,375	2,500	3,000	
Office Expense	30,281	30,000	15,609	24,000	24,000	-20.0%
Dues and Travel	1,029	2,600	595	2,600	2,600	
Training		2,000	524	2,000	2,000	
Advertising		2,600		2,600	2,600	
Professional Services	1,440	8,000	380	8,000	25,000	212.5%
Contractual Services	625,984	659,040	264,067	682,040	804,320	22.0%
Printing/Binding		500		500	500	
Office Equipment	6,315	10,000	1,118	4,500	10,000	
Meals	958	1,000				-100.0%
Uniforms and Laundry	3,548	3,000	792	3,000	3,000	
Utilities	138,706	128,132	64,066	128,132	159,279	24.3%
Telecommunications	3,247	4,700	971	2,000	2,000	-57.4%
Building Maintenance	15,665	8,000	10,443	12,377	8,000	
Vehicles & Equipment Exp	6,539	17,000	2,005	10,000	10,000	-41.2%
Grounds Maintenance	26,366	20,000	1,080	20,000	20,000	
Maintenance & Repairs	110	19,000	159	12,000	11,000	-42.1%
Snow Removal Supplies	2,254	15,000	2,058	10,000	6,000	-60.0%
Parking Lot Maintenance	980	30,000	15,260	30,000	30,000	
Rental/Leases	171,976	180,000	110,139	220,000	230,000	27.8%
Operating Equipment	290,022	246,000	5,768	198,000	369,550	50.2%
Social Security	60,931	53,283	29,142	57,882	59,204	11.1%
Pension	244,317	246,621	246,621	246,621	301,229	22.1%
Risk Management Expense	495,702	443,943	221,971	443,943	487,732	9.9%
Total Department	\$3,178,386	\$3,038,713	\$1,442,030	\$2,998,790	\$3,466,329	14.1%

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Charges for Services	\$ 241,022	\$ 230,000	\$ 230,000	\$ 230,000
Sale of Lots	116,606	110,000	140,000	110,000
Interest Income	<u>5,829</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Total Revenues & Other Resources	\$ 363,457	\$ 347,000	\$ 377,000	\$ 347,000

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Cemetery Operations	<u>\$ 528,587</u>	<u>\$ 404,931</u>	<u>\$ 393,219</u>	<u>\$ 413,961</u>
Total Expenditures & Other Uses	\$ 528,587	\$ 404,931	\$ 393,219	\$ 413,961

CHANGE IN FUND BALANCE	(\$ 165,130)	(\$ 57,931)	(\$ 16,219)	(\$ 66,961)
BEGINNING BALANCE	\$1,824,586	\$1,659,456	\$1,659,456	\$1,643,237
ENDING BALANCE	\$1,659,456	\$1,601,525	\$1,643,237	\$1,576,276

Fund: Cemetery Operating Fund
Department: Public Works

PURPOSE

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

LONG-TERM STRATEGY

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Charges for Service	\$376,000	\$296,000	\$386,000	\$343,000	\$357,000
Interest Income	9,000	6,000	8,000	6,000	6,000
TOTAL REVENUES	\$385,000	\$302,000	\$394,000	\$349,000	\$363,000
<u>Expenditures:</u>					
Operational	\$329,000	\$321,000	\$346,000	\$344,000	\$315,000
TOTAL EXPENDITURES	\$329,000	\$321,000	\$346,000	\$344,000	\$315,000
TRANSFERS (TO)/FROM OTHER FUNDS	(\$3,000)	(\$3,000)	(\$313,000)	(\$3,000)	(\$213,000)
OPERATING RESULTS	\$53,000	(\$22,000)	(\$265,000)	\$2,000	(\$165,000)
FUND BALANCE	\$2,110,000	\$2,088,000	\$1,823,000	\$1,825,000	\$1,660,000

Fund: Cemetery Operating Fund**Department: Public Works****REVIEW OF PERFORMANCE**

The Cemetery Operations program uses a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. As of June 30, 2017 fund balance totaled \$493,396, while the Permanent Reserve account totaled \$1,166,060.

FISCAL YEAR 2018 OPERATING RESULTS

It is estimated that revenues of \$377,000 will be achieved in fiscal year 2018 with corresponding expenditures of \$393,219, resulting in use of fund balance of \$16,219. As of June 30, 2018, fund balance inclusive of the Permanent Reserve account is estimated to be \$1,643,237.

FISCAL YEAR 2019 BUDGET

The budget for fiscal year 2019 estimates revenue of \$347,000 with corresponding expenditures of \$413,961, resulting in a \$66,961 shortfall. It is anticipated that fund balance inclusive of the Permanent Reserve account will decline to \$1,576,276 by June 30, 2019.

Fund: Cemetery Operating Fund
Department: Public Works

CEMETERY OPERATING FUND

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2016-17</u>	<u>2017-18</u>	<u>6 Months</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Cemetery Service Charges	\$241,022	\$230,000	\$123,502	\$230,000	\$230,000	
Sale of Lots	116,606	110,000	86,469	140,000	110,000	
Interest on Investment	<u>5,829</u>	<u>7,000</u>	<u>5,312</u>	<u>7,000</u>	<u>7,000</u>	
TOTAL	\$363,457	\$347,000	\$215,283	\$377,000	\$347,000	
<u>Expenditures:</u>						
Wages & Salaries	\$125,636	\$131,875	\$64,479	\$133,584	\$133,793	1.5%
Operating Expense	95,636	178,906	95,449	165,485	175,464	-1.9%
Fringe Benefits	<u>307,314</u>	<u>94,150</u>	<u>62,499</u>	<u>94,150</u>	<u>104,704</u>	11.2%
TOTAL	\$528,586	\$404,931	\$222,427	\$393,219	\$413,961	2.2%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

BUDGET & PROGRAM HIGHLIGHTS

The Cemetery Operating Fund budget increases \$9,030 or 2.2% for fiscal year 2019. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expense decreases \$3,442 due to reductions in gasoline, vehicle maintenance and professional services, offset by an increased contribution to the Utilities Services Fund. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$347,000, the Fund is expected to generate a shortfall of \$66,961.

Fund: Cemetery Operating Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
Expenditures	Actual 2016-17	Adopted 2017-18	Actual 6 Months	Estimated 2017-18	Adopted 2018-19	Percent Change
Regular Payroll	\$66,758	\$70,299	\$31,700	\$70,299	\$70,793	0.7%
Temporary Payroll	31,982	37,285	18,512	37,285	37,000	-0.8%
Overtime	26,896	24,291	14,267	26,000	26,000	7.0%
Office Expense	2,300	2,395	901	1,440	1,340	-44.1%
Professional Services		4,000		1,800	1,800	-55.0%
Contractual Services	67,782	124,291	65,949	124,000	124,000	-0.2%
Printing/Binding Services	74	400	44	200	200	-50.0%
Office Equipment	681	3,000	200	1,500	1,500	-50.0%
Uniforms and Laundry		275				-100.0%
Utilities	5,997	12,045	6,023	12,045	20,724	72.1%
Telecommunications	1,362	1,800	850	1,800	1,800	
Building Maintenance	2,053	3,800	812	1,400	2,800	-26.3%
Vehicles and Equipment	1,756	7,600	2,667	2,000	2,000	-73.7%
Operating Expense – Misc.	1,356					
Grounds Maintenance	11,539	16,800	17,810	16,800	16,800	
Maintenance & Repairs	410	2,500	193	2,500	2,500	
Miscellaneous Supplies	326					
Social Security	8,436	9,162	4,065	9,162	9,088	-0.8%
Pension	33,782	35,105	35,105	35,105	41,088	17.0%
Risk Management Expense	51,872	46,659	23,329	46,659	51,304	10.0%
Transfer Out	<u>213,224</u>	<u>3,224</u>	<u></u>	<u>3,224</u>	<u>3,224</u>	
TOTAL	\$528,586	\$404,931	\$222,427	\$393,219	\$413,961	2.2%

DEPARTMENT: PUBLIC WORKS

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	5	5	5	5	5
Crew Leader-Streets	4	4	4	4	4
Equipment Operator	8	6	6	6	6
Mason	1				
Equipment Operator II		4	4	4	4
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint. Worker	1	1	1	1	1
Sign & Mechanical Maint. Lead		1	1	1	1
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	49	49	49	49
<u>PARKING LOT FUND</u>					
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Parking Monitor	4	4	4	4	4
Parking Lot Gate Attendant*	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PARKING LOT FUND	10	10	10	10	10
<u>CEMETERY FUND</u>					
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
TOTAL PUBLIC WORKS-ALL FUNDS	58	60	60	60	60

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

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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.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Reduced operating costs such as overtime and maintenance costs while continuing to provide satisfactory service levels.
- ✓ Energy budget estimates were fairly accurate and we have secured favorable electricity supply pricing until December 2018.
- ✓ Electricity consumption for both the BOE and Town dropped below the 20 million kWh level, down from 21 million kWh just two years ago, due in part to conservation projects.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Rebid contractual services, in cooperation with the Department of Financial Services, to improve pricing.
- ❖ Develop a customer service measure and update work orders in real time as they move through the process to provide customers real-time information.
- ❖ Lead the effort to achieve Sustainable CT certification with other Town and BOE Departments and to secure favorable commodity pricing for electricity.

DEPARTMENT OF PLANT & FACILITIES SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Transfers from Other Funds	\$167,278	\$194,068	\$	\$172,752	\$194,790	0.4%
TOTAL	\$167,278	\$194,068	\$	\$172,752	\$194,790	0.4%
<u>Expenditures:</u>						
Wages & Salaries	\$1,021,757	\$1,184,358	\$523,044	\$1,111,962	\$1,119,146	-5.5%
Operating Expense	1,185,307	1,294,831	617,940	1,293,931	1,226,791	-5.3%
Social Security	75,357	84,141	36,852	77,460	77,118	-8.3%
TOTAL	\$2,282,421	\$2,563,330	\$1,177,836	\$2,483,353	\$2,423,055	-5.5%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
General Fund*	9.25	9.25	9.50	9.50	9.50

* One position is unfunded.

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2019 budget for the Department of Plant & Facilities Services is reduced \$140,275 or 5.5% from the prior year. Wages and salaries decrease \$65,212 or 5.5% due to a vacant position which is unfunded, a reduction in overtime, a reduction in temporary payroll, and the underfilling of one full-time position. Operating expense decreases \$68,040, due to a reduction in the contribution to the Utilities Services Fund. The social security appropriation reflects budgeted wages.

COST CENTER: FACILITIES SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Misc. Reimbursement	\$ 635	\$	\$	\$	\$	
TOTAL	\$ 635	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$387,984	\$515,367	\$220,062	\$470,471	\$496,287	-3.7%
Temporary Payroll	346,659	330,000	162,412	330,000	300,000	-9.1%
Overtime	126,824	141,702	54,799	131,702	121,702	-14.1%
Office Expense	211	325	120	325	325	
Dues and Travel		100		100	100	
Contractual Services	228,176	175,000	84,512	175,000	175,000	
Meals	5,897	6,200	2,625	6,000	6,200	
Uniforms & Laundry	430	2,250	445	1,750	2,250	
Utilities	820,439	970,856	485,428	970,856	902,816	-7.0%
Telecommunications	5,524	5,800	2,196	5,800	5,800	
Building Maintenance	122,937	126,500	41,658	126,500	126,500	
Vehicles & Equipment Expense	1,388	3,500	795	3,300	3,500	
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies		1,500		1,500	1,500	
Social Security	63,315	70,802	30,576	64,121	63,485	-10.3%
TOTAL	\$2,109,784	\$2,350,652	\$1,085,628	\$2,288,175	\$2,206,215	-6.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Services Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	1	1	1	1	1
TOTAL	7.5	7.5	7.5	7.5	7.5

* This position is shared with the Board of Education.

** One position is unfunded.

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 prior years, one vacant building maintenance technician position is unfunded and will be covered with additional temporary personnel. In addition, the full-time plumber position is being filled on a reduced schedule.

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, which is not funded in fiscal year 2019, is a Staff Assistant in the Plant and Facilities Services office and the remaining positions are custodians. Contractual step increases and wage adjustments due to minimum wage increases are included in the appropriation.

Overtime: Overtime is utilized to pay for labor of hourly employees outside of their normal work hours. Overtime 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 appropriation has been reduced based upon anticipated workflow needs and reimbursement rates from other funds.

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

Dues and Travel: The appropriation of \$100 represents mileage reimbursement, as needed.

Contractual Services: This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, electrical work, water treatment for boilers and air conditioning systems, and boiler tune-ups.

Meals: Meal allowances are obligated under union contracts when employees work extended shifts on their regular work day or during overtime situations.

Uniforms and Laundry: Uniforms and laundry includes the rental of uniforms and the purchase of safety shoes as provided by contract to the following employees: Building Maintenance Crew Leader, Plumber, HVAC Mechanic and Custodians.

Utilities: This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings, as well as streetlights and traffic signals beginning in fiscal year 2018. The fiscal year 2019 budget reflects a reduction of \$68,040.

Electricity – The electricity budget (\$390,878) assumes consistent usage with a slightly increased rate. An increase is reflected in the surplus being amortized in fiscal year 2019 as an additional contribution to the USF is planned in fiscal year 2018.

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 2019 (\$92,759) is based upon average consumption over the past two years, anticipated rates, and reduced amortization of accumulated surplus.

Water – Water services are provided by the Metropolitan District Commission and prices are expected to increase due to the surcharge to finance the MDC’s Clean Water Project. Consumption is consistent and amortization of a small surplus results in a reduced contribution (\$41,605).

Streetlights and Traffic Signals – This contribution to the Utilities Services Fund (\$377,574) was transferred from the Community Development department in fiscal year 2018. The contribution has increased from the prior year due to an accumulated deficit resulting from a delay in planned energy conservation projects, as well as a lower than anticipated rate reduction for LED lights.

Telecommunications: The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators.

Building Maintenance: Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of Town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems.

Vehicles and Equipment Expense: The vehicles and equipment appropriation is used to pay for operating costs and repairs to the vehicles assigned to Plant and Facilities Services. The vehicles, which include two vans and 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.

PROGRAM PERFORMANCE MEASURES AND INDICATORS**Completed Work Orders by Fiscal Year**

<u>Trade</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>
Contractor (Carpentry, Electrical, Painting, etc.)	551	444	439	416	320
HVAC	420	418	429	453	465
Plumbing	<u>219</u>	<u>203</u>	<u>226</u>	<u>208</u>	<u>166</u>
Total Work Orders	1,190	1,065	1,094	1,077	951

COST CENTER: CAPITAL PROJECTS MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$166,643	\$194,068	\$	\$172,752	\$194,790	0.4%
TOTAL	\$166,643	\$194,068	\$	\$172,752	\$194,790	0.4%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$158,816	\$176,269	\$ 84,175	\$176,269	\$180,137	2.2%
Temporary Payroll		20,000	1,129	2,500	20,000	
Overtime	691					
Education Premium Pay	782	1,020	468	1,020	1,020	
Office Expense	125	250	70	250	250	
Dues and Travel		50		50	50	
Training		500		500	500	
Telecommunications	180	1,250	90	1,250	1,250	
Social Security	<u>12,043</u>	<u>13,339</u>	<u>6,276</u>	<u>13,339</u>	<u>13,633</u>	2.2%
TOTAL	\$172,637	\$212,678	\$92,208	\$195,178	\$216,840	2.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>0.75*</u>	<u>0.75*</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1.75	1.75	2	2	2

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

CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Capital Projects Manager and an Administrative Assistant. The budget includes estimated merit increases, as applicable.

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

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

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

Dues and Travel: Appropriation for mileage reimbursement for employees.

Training: This appropriation is for training for capital project management staff, as needed.

Telecommunications: This line item funds the costs associated with land line and cellular phone service for divisional employees.

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

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Miscellaneous Revenue	\$ 111	\$	\$	\$
Interest Income	3,031		3,000	
Contributions from Other Funds	<u>4,377,997</u>	<u>4,619,868</u>	<u>4,754,984</u>	<u>4,713,977</u>
Total Revenues & Other Resources	\$4,381,139	\$4,619,868	\$ 4,757,984	\$4,713,977

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Energy Management Services	\$ 92,039	\$ 100,000	\$ 100,000	\$ 100,000
Utilities Expense	<u>4,713,437</u>	<u>4,885,549</u>	<u>4,789,365</u>	<u>5,067,858</u>
Total Expenditures & Other Uses	\$ 4,805,476	\$4,985,549	\$ 4,889,365	\$5,167,858

CHANGE IN FUND BALANCE	(\$ 424,337)	(\$ 365,681)	(\$ 131,381)	(\$ 453,881)
BEGINNING BALANCE	\$ 1,310,147	\$ 885,810	\$ 885,810	\$ 754,429
ENDING BALANCE	\$ 885,810	\$ 520,129	\$ 754,429	\$ 300,548

Fund: Utilities Services Fund
Department: Plant and Facilities Services
PURPOSE

The Utilities Services Fund was created to manage the volatility of energy costs. This internal service fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies. Utility bills are paid out of the Utilities Services Fund and this information is utilized to budget utility contributions 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 to identify patterns of energy usage and opportunities to reduce energy consumption.

LONG-TERM STRATEGY

The Utility Services Fund was established with funding of \$876,310 received in fiscal year 2007 from Eversource, formerly Northeast Utilities, for overcharging the Town for street lighting costs. The energy management consultant is funded from the Utilities Services Fund. Actual versus expected utility costs are analyzed each year and any variance is amortized over a two year period in order to maintain fund balance while managing the volatility of energy costs. Estimated costs were developed for the current fiscal year and used as the basis for developing estimates for the budget. These estimates are then adjusted for consumption patterns and anticipated pricing changes.

Utility Costs Summary						
	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Actual FY 2017</u>	<u>Estimate FY 2018</u>	<u>Adopted FY 2019</u>
<u>TOWN</u>						
Electric	\$ 893,353	\$ 898,203	\$ 924,045	\$ 961,104	\$ 945,889	\$1,024,470
Fuel Oil	15,345	11,054	5,376	9,144	9,500	11,250
Natural gas	242,086	210,567	162,180	190,233	242,912	205,057
Street lighting	355,524	380,874	394,730	339,576	315,955	344,481
Water	<u>282,873</u>	<u>334,160</u>	<u>361,161</u>	<u>411,134</u>	<u>400,047</u>	<u>424,645</u>
TOTAL	\$1,789,181	\$1,834,858	\$1,847,492	\$1,911,191	\$1,914,303	\$2,009,903
<u>PUBLIC SCHOOLS</u>						
Heating	\$ 784,122	\$ 717,077	\$ 544,396	\$ 629,197	\$ 769,634	\$ 808,111
Water	167,404	185,012	188,514	221,537	235,000	260,000
Electricity	<u>1,690,143</u>	<u>1,888,426</u>	<u>1,808,774</u>	<u>1,951,512</u>	<u>1,870,428</u>	<u>1,989,844</u>
TOTAL	\$2,641,669	\$2,790,515	\$2,541,684	\$2,802,246	\$2,875,062	\$3,057,955
TOTAL UTILITIES	\$4,430,850	\$4,625,373	\$4,389,176	\$4,713,437	\$4,789,365	\$5,067,858

The fiscal year 2019 budget reflects a planned use of \$453,881 of fund balance accumulated in prior years (Energy Management Services - \$100,000; Town - \$203,052; Board of Education - \$150,829).

Fund: Utilities Services Fund**Department: Plant & Facilities Services****Energy Management Strategy**

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy use monitoring system, improved expertise for energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments, which are funded with an annual appropriation in the Capital Improvement Program. The following narrative provides a summary of the status of each component 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. Utility estimates are developed based upon current year experience and amortization over a two year period of the cumulative surplus/deficit since the Fund's inception. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utilities Services Fund.

▪ Billing Auditing & Energy Management System

National Information Solutions Cooperative (NISC) provides monthly bill auditing services and an energy management system for the Town. The Town's electric, water and natural gas bills are redirected to NISC to audit each charge on the bill, resolve any disputes, enter the bill into a web based energy management system and provide a weekly electronic interface file for the Town's accounts payable system.

▪ Procurement Strategy

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. For December 2015-2017, contracts for electricity supply were executed with Constellation Energy with prices of 8.10 or 8.37 cents per kWh (all-in fixed) for Town and BOE accounts depending upon account size. This was the first time in over five years that the Town experienced an increase in electricity supply pricing. In December 2017, this electricity rate dropped to 5.619 cents per kWh (energy only), or approximately 7.0 to 7.2 cents (all-in fixed) under a contract extension with Constellation for large Town and BOE accounts, and a rate of 7.299 cents per kWh (all-in fixed) for small accounts through December 2018. The Town continues to buy natural gas supply from the utility provider, Connecticut Natural Gas (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town has five solar electric power purchase agreements (PPAs) on Bristow Middle School, Bishops Corner Library/Senior Center, Department of Public Works, Conard High School and Aiken Elementary School. In 2018, solar will be installed on Town Hall and King Philip Middle School, and the Town will consider additional solar photovoltaic projects. Solar projects which generate free electricity for the Town and BOE are on Charter Oak International Academy, Wolcott Elementary School, Town Hall, Conard High School, Hall High School, and Westmoor Park. A virtual net metering solar project is now operational, whereby the Town will purchase power from a third-party owned solar farm (not on Town property) and receive a credit against electric bills.

▪ **Energy Conservation Investments**

In 2016, a substantial investment in energy conservation was made to fund the implementation of energy projects identified in an Investment Grade Audit conducted by Ameresco. They included street lighting, interior and exterior lighting, lighting controls, and building control systems in multiple Town and BOE buildings. These projects were estimated to have a payback of less than seven years and annual utility expense savings of approximately \$500,000. To date, significant progress has been made in reducing street lighting energy use and costs through the installation of over 6,500 LED cobra head fixtures. Steam trap, insulation, and many lighting projects are completed, as are building control or energy management system upgrades in 5 of the 24 large Town and BOE buildings. Having resolved software compatibility issues with existing equipment, the remaining 19 building control systems will be completed in calendar year 2018. Favorable pricing on these upgrades, as well as higher than anticipated utility incentives due to comprehensive “bundling” of electric and gas-saving projects, will allow the Town to implement additional LED lighting projects and realize additional savings.

The Town also continues to implement smaller, cost-effective energy projects on its own and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify lowest performing facilities, as well as operational and maintenance cost tracking, help to guide energy conservation projects. Utility rebates are used to offset project costs or fund additional energy conservation investments.

DEPARTMENT: PLANT & FACILITIES SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Service Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	1	1	1	1	1
Capital Projects Manager	1	1	1	1	1
Administrative Assistant***	<u>0.75</u>	<u>0.75</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL PLANT & FACILITIES SERVICES	9.25	9.25	9.50	9.50	9.50

* Position is shared with the Board of Education.

** One Building Maintenance Technician position is unfunded.

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

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DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES**MISSION**

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

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Conducted park planning process for Wolcott Park, including outreach to all community stakeholders, and developed plan for implementation over several years.
- ✓ Established plan with Plant & Facilities Services to dedicate capital funds annually to various facilities. Built storage addition at Rockledge Restaurant, new starter shack at Buena Vista golf course, began interior renovation at Cornerstone Aquatics Center, and paved lots and sidewalks in poor condition.
- ✓ Completed reorganization of Leisure Services staff, including lateral moves, promotions, hiring at Rink, Rockledge and parks management.
- ✓ Improved marketing of programs and services including development of new logos for Leisure Services and Town That Cares, and a new Town That Cares brochure. Established task force to review websites, social media program guide and senior bulletin.
- ✓ Reorganized Social Services staff due to retirements; setting a new tone for office collaboration.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Continue to manage and improve contracts with major outside vendors to maximize profit, efficiency, and accountability.
- ❖ Continue new social media efforts, streamlined program guides and new Senior Bulletin; implement signage upgrades at neighborhood parks. Evaluate online registration systems with a goal to replace existing system, and review bank user fees.
- ❖ Continue to prioritize and accomplish CIP plan, with focus on safety, accessibility and cost saving measures. Participate in strategic planning for long term use of University of Connecticut site, particularly the community engagement process.

DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental	\$147,232	\$ 63,460	\$ 25,927	\$ 63,486	\$ 44,701	-29.6%
Charges for Services	932,736	881,765	557,144	844,334	876,301	-0.6%
Miscellaneous Revenue	<u>12,448</u>	<u>32,135</u>	<u>13,962</u>	<u>26,270</u>	<u>16,425</u>	-48.9%
TOTAL	\$1,092,416	\$977,360	\$597,033	\$934,090	\$937,427	-4.1%
<u>Expenditures:</u>						
Wages & Salaries	\$1,935,953	\$2,050,152	\$1,069,202	\$2,020,816	\$2,031,888	-0.9%
Operating Expense	961,990	974,043	400,777	949,822	983,429	1.0%
Social Security	<u>94,948</u>	<u>117,671</u>	<u>48,412</u>	<u>115,792</u>	<u>115,285</u>	-2.0%
TOTAL	\$2,992,891	\$3,141,866	\$1,518,391	\$3,086,430	\$3,130,602	-0.4%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
General Fund	13.22	13.45	13.65	13.52	13.62
Leisure Services Fund	8.48	8.53	8.28	8.28	8.18
CDBG Fund	1.00	0.92	0.97	1.10	1.10
Westmoor Park Fund	<u>2.30</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>	<u>2.10</u>
TOTAL	25.00	25.00	25.00	25.00	25.00

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2019 budget for the Department of Leisure Services & Social Services decreases \$11,264, or 0.4% from the prior year. Wages and salaries decrease 0.9%. The Neighborhood Resource Coordinator position, vacant due to a retirement, was filled with a Social Worker position and a vacant Staff Assistant position was filled at the start of the pay range. This resulted in payroll savings, which is partially offset by applicable merit increases and the transfer of 0.1 positions from the Leisure Services Fund. A \$9,386 increase to operating expense is primarily due to an increase in the Town's funding of Dial-A-Ride (\$31,500) due to the elimination of grant funding, offset by reductions in office expense, telecommunications and recreational contractual costs. The social security variance reflects wage and salary adjustments.

COST CENTER: LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$238,732	\$255,236	\$124,679	\$255,236	\$258,343	1.2%
Temporary Payroll	9,376	9,500	5,976	7,500	8,500	-10.5%
Overtime	186		97	97		
Education Premium Pay	689	1,020	313	689	689	-32.5%
Office Expense	5,396	6,100	1,417	4,500	4,800	-21.3%
Dues and Travel	400	700	739	889	800	14.3%
Training	959	1,050	828	1,050	1,050	
Advertising	1,830		428	1,800	1,800	
Contractual Services	28,837	26,000	10,395	26,000	28,000	7.7%
Printing/Binding Services	392	350		100	300	-14.3%
Office Equipment	227					
Telecommunications	840	1,600	510	1,600	1,600	
Vehicles & Equipment Expense	501	300	249	318	300	
Operating Expense – Miscellaneous	6,611	6,600	6,809	6,809	6,809	3.2%
Social Security	<u>17,707</u>	<u>19,425</u>	<u>9,134</u>	<u>19,425</u>	<u>19,542</u>	0.6%
TOTAL	\$312,683	\$327,881	\$161,574	\$326,013	\$332,533	1.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant	0.35	0.50	0.75	0.75	0.75
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>	<u>0.50</u>
TOTAL	2.37	2.52	2.77	2.77	2.77

LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds 85% of the Director of Leisure Services & Social Services position, half of the Leisure Services Manager, and a portion of an Office Operations Specialist (67%) and Staff Assistant (75%), with the balance charged to the Leisure Services and CDBG Funds.

Temporary Payroll: Funds part-time employees providing office assistance and serving as a back-up to the Customer Service Desk at Town Hall. Funding is decreased consistent with experience.

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

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

Office Expense: This appropriation funds office supplies, paper, postage and printing/copying, which is reduced based upon usage.

Dues & Travel: This budget maintains registrations in the National, New England, and Connecticut Recreation/Parks Associations. These memberships are necessary to stay current with industry trends and maintain access to national and local databases.

Training: This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications.

Advertising: This budget funds a portion of the Leisure Services Program Guide.

Contractual Services: This appropriation pays for bank fees related to customer credit card purchases, which has increased based upon revenues.

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

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

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

Operating Expense - Miscellaneous: Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. This appropriation also funds the departmental gift catalogue, town-wide publications, and other advertising, as necessary.

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

COST CENTER: CASE MANAGEMENT
SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Alcohol/Drug Abuse Grant	\$5,367	\$7,116	\$7,142	\$7,142	\$7,142	0.4%
Youth Service Bureau Grant	37,559	37,559		37,559	37,559	
Charges for Services	5,000	5,000	5,000	5,000	5,000	
Miscellaneous State Revenue		1,800	1,800	1,800		
Miscellaneous Reimbursements	218					
Transfer In		8,935		8,935		-100.0%
TOTAL	\$48,144	\$60,410	\$13,942	\$60,436	\$49,701	-17.7%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$362,206	\$424,929	\$211,338	\$431,365	\$390,988	-8.0%
Temporary Payroll	115,591	83,552	28,413	83,552	83,742	0.2%
Education Premium Pay	936	1,020	334	334		-100.0%
Office Expense	6,006	8,750	3,114	8,750	8,750	
Dues and Travel	1,223	1,600	582	1,600	2,380	48.8%
Training	389	1,000	50	1,000	1,000	
Advertising	30		413	413		
Professional Services	5,986	9,000	3,040	9,000	9,000	
Contractual Services	37,559	37,559		37,559	37,559	
Printing/Binding Services	570	400	55	400	400	
Boards & Commissions	4,834	7,116	3,206	7,142	7,142	0.4%
General Contributions	184,462	184,770	82,385	184,770	188,242	1.9%
Miscellaneous Administrative Expense	69	2,000	2,341	2,541	200	-90.0%
Telecommunications	670	1,700	360	1,700	1,700	
Town Assistance	8,098	5,000	167	5,000	5,000	
ADA Expenditures		250		250	250	
Social Security	28,928	40,067	13,941	40,067	37,942	-5.3%
TOTAL	\$757,557	\$808,713	\$349,739	\$815,443	\$774,295	-4.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Social Services Manager	0.95	1	0.95	0.95	0.95
Social Worker	2	2	2	2.5	2.5
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Neighborhood Resource Coordinator	0.6	0.63	0.63		
Community Partnership Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL	5.05	5.13	5.08	4.95	4.95

CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds the positions detailed above. The Neighborhood Resource Coordinator position, vacant due to a retirement, was filled with a Social Worker and the Senior Staff Assistant position was filled at the beginning of the salary range, both of which resulted in savings.

Temporary Payroll: This budget is for 50% of the part-time Program Coordinator at the Hillcrest Area Outreach Center (HANOC), as well as two part-time social workers (900 hours each) and a part-time Volunteer Recruitment Coordinator (450 hours).

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

Office Expense: This account is for office supplies, paper, printing/copying and postage and is consistent with the prior year.

Dues & Travel: This appropriation funds license fees for licensed clinical social workers and a licensed substance abuse counselor and increases due to an additional social worker. 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.

Miscellaneous Administrative Expense: This account funds miscellaneous expenditures, as necessary, and is reduced consistent with experience.

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.

ADA Expenditures: This account reflects funding for the occasional need for ADA-required services, including any need for a deaf interpreter for the Persons with Disabilities Commission meetings.

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

PROGRAM MEASURES & INDICATORS					
(Fiscal Year)					
	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>
Number of information and referral inquiries	3,828	5,193	3,081	4,578	4,180
Number of geriatric residents receiving case management	385	242	245	219	219
Number of Juvenile Review Board referrals	24	36	33	38	23
Number of Community Court interviews/referrals	53/28	39/30	41/32	40/31	40/31

COST CENTER: COMMUNITY & NEIGHBORHOOD SERVICES

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Dial-A-Ride Grant	\$21,632	\$	\$	\$	\$	
Expanded Dial-A-Ride	82,674	16,985	16,985	16,985		-100.0%
Dial-A-Ride Contributions	<u>9,105</u>	<u>14,700</u>	<u>12,335</u>	<u>12,335</u>	<u>11,925</u>	-18.9%
TOTAL	\$113,411	\$31,685	\$29,320	\$29,320	\$11,925	-62.4%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$32,120	\$28,800	\$12,690	\$28,800	\$28,800	
Dial-A-Ride Transportation	205,328	229,500	91,796	229,500	261,000	13.7%
Expanded Dial-A-Ride	<u>82,674</u>	<u>16,985</u>	<u>16,985</u>	<u>16,985</u>		-100.0%
TOTAL	\$320,122	\$275,285	\$121,471	\$275,285	\$289,800	5.3%

COMMUNITY & NEIGHBORHOOD SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

General Contributions: This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Noah Webster House (\$12,400), Sarah Whitman House (\$4,000), and West Hartford Art League (\$12,400).

Dial-A-Ride Transportation: This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. The Town received notice that grant funds are no longer available to support expanded Dial-A-Ride services. As such, the entire transportation contract must be funded by the Town, an increase of \$31,500.

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

COST CENTER: ELMWOOD COMMUNITY CENTER

SUMMARY OF REVENUES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Day Care Rental	\$48,247	\$50,441	\$12,854	\$30,844	\$31,901	-36.8%
General Admissions	22,715	25,498	10,520	19,325	20,000	-21.6%
Program Revenue	293,378	291,926	243,163	290,000	305,000	4.5%
Rental of Facilities	85,556	80,000	42,072	72,000	75,000	-6.3%
Contributions	<u>1,450</u>	<u>1,000</u>				-100.0%
TOTAL	\$451,346	\$448,865	\$308,609	\$412,169	\$431,901	-3.8%

SUMMARY OF EXPENDITURES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$151,902	\$154,254	\$73,420	\$154,234	\$157,745	2.3%
Temporary Payroll	256,433	276,812	174,183	263,540	277,180	0.1%
Overtime	2,789		25	25		
Office Expense	4,664	6,310	1,659	4,520	4,950	-21.6%
Dues and Travel	171	1,200	180	430	800	-33.3%
Training	1,054	500	548	700	1,700	240.0%
Advertising	7,692	9,800	2,200	9,800	9,800	
Professional Services		4,000		3,550	3,600	-10.0%
Contractual Services	9,862	15,200	3,901	13,700	15,688	3.2%
Printing/Binding Services	491	1,000	203	600	700	-30.0%
Telecommunications	1,797	2,760	1,165	2,859	1,300	-52.9%
Operating Expense – Miscellaneous	3,176	3,400	586	3,000	3,000	-11.8%
Recreational Supplies	15,786	17,854	4,836	15,000	17,800	-0.3%
Recreational Contractual	97,575	107,620	56,138	101,000	102,300	-4.9%
Social Security	<u>15,668</u>	<u>17,728</u>	<u>8,346</u>	<u>16,291</u>	<u>16,557</u>	-6.6%
TOTAL	\$569,060	\$618,438	\$327,390	\$589,249	\$613,120	-0.9%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Facility Supervisor	1	1	1	1	1
Program Supervisor	0.25				
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2.25	2	2	2	2

ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The appropriation funds one Facility Supervisor position and one Executive Assistant position. Regular payroll includes estimated merits, when applicable.

Temporary Payroll: This appropriation funds part-time employees who provide staffing for office management, on- and off-site programs, program and clerical support, and fitness programs. In addition, a Program Coordinator, Recreation Coordinators (2) and Playground Leaders (10) work directly with special needs children and adults.

Office Expense: This account funds all office supplies, postage, printing/copying and paper for programs and newsletters and is reduced 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, and mileage reimbursement for off-site meetings.

Training: The training appropriation funds professional development programs and limited training opportunities within the State. The increase is for ADA training and certification for inclusion staff.

Advertising: This appropriation funds the cost associated with printing and publishing the departmental brochure distributed town-wide to residents, as well as notices of summer job openings.

Professional Services: This budget funds marketing services provided by an outside consultant and is reduced to reflect anticipated usage.

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

Printing/Binding: Funds the printing of flyers, registration packets, camp handbooks, staff training documents, and other items as needed, and is reduced based upon experience.

Telecommunications: This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies.

Operating Expense - Miscellaneous: This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

Recreational Supplies: This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment.

Recreational Contractual: Contractual program instructors for all Elmwood Community Center programs are funded via this appropriation. The reduction reflects additional in-house programs managed by part-time staff, rather than outside contractors.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS**(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Number of instructional programs	293	268	258	213	274
Number of program registrations	5,306	4,918	4,677	4,421	4,611
Number of registrations for special events and trips	1,216	1,959	891	518	497

COST CENTER: ELMWOOD SENIOR CENTER

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Memberships	\$31,606	\$27,500	\$5,021	\$27,500	\$27,500	
Program Registration	50,853	49,500	24,528	49,500	49,500	
Rental of Facilities	7,396	6,900	2,020	6,900	6,900	
Sales	4,250	4,000		4,000	4,000	
Special Events	15,677	15,000	7,202	15,000	15,000	
Miscellaneous Charges for Services	25,302	22,000	3,500	22,000	22,000	
Contributions/Commissions	360	6,000	892	3,500	3,000	-50.0%
TOTAL	\$135,444	\$130,900	\$43,163	\$128,400	\$127,900	-2.3%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$77,428	\$79,281	\$36,431	\$79,281	\$80,834	2.0%
Temporary Payroll	105,435	110,500	51,190	107,500	110,710	0.2%
Office Expense	7,190	11,925	4,600	10,925	11,925	
Dues and Travel	591	900	1,037	1,000	900	
Training		250	188	250	250	
Advertising	7,291	7,500	1,959	5,500	7,500	
Professional Services		250		250	250	
Contractual Services	9,722	10,000	3,827	10,000	10,000	
Printing/Binding Services	610	400	298	400	400	
Office Equipment	1,209	2,100	174	900	2,100	
Telecommunications	3,716	4,090	1,156	3,090	3,490	-14.7%
Vehicles & Equipment Expense	2,485	4,000	2,754	3,744	3,000	-25.0%
Recreational Supplies	2,512	2,500	267	2,500	2,500	
Recreational Contractual	29,055	32,500	12,553	32,500	32,500	
Special Events	1,487	1,750	618	1,750	1,750	
Town Assistance		1,800		1,800	1,800	
Social Security	9,035	12,202	4,270	12,335	12,335	1.1%
TOTAL	\$257,766	\$281,948	\$121,322	\$273,725	\$282,244	0.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Program Supervisor	0.75	1	1	1	1
TOTAL	0.75	1	1	1	1

ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

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

Temporary Payroll: This appropriation funds two Office Assistants, one Program Coordinator, one Recreation Coordinator, two Van Drivers, one Nutrition Coordinator, and two Facility Supervisor positions for the Senior Fitness Center.

Office Expense: This appropriation funds all office supplies, printing/copying and postage for the Elmwood Senior Center. Included is printing and mailing of monthly newsletters for the Squires and Regents Men's Clubs, quarterly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center.

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 Leisure Services Program Guide and advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Health and Wellness Fair and Senior Housing Fair.

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

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

Printing/Binding: The Board of Education print shop prints the Senior Center's Creative Writing Booklet, Senior Housing Fair programs, Health and Wellness Fair Programs and Town forms.

Office Equipment: This appropriation funds the replacement of computers in the senior computer training room, minor office equipment, and replacement weights for the fitness center.

Telecommunications: This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center, and is reduced based upon experience.

Vehicles & Equipment Expense: This account pays for maintenance and gasoline for the Elmwood Express, a 24 passenger van used by the Senior Center.

Recreational Supplies: Supplies related to numerous programs and activities (such as billiards, table tennis, volleyball, basketball, and arts and crafts) are purchased with this appropriation.

Recreational Contractual: This appropriation pays instructor fees for all instructional classes at the Elmwood Senior Center and is offset by Program Registration revenue.

Special Events: This account funds program support, supplies, entertainment, and refreshments for special events.

Town Assistance: This appropriation funds the rental of a vehicle, as necessary, to replace the Elmwood Express.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>
Number of members	1,062	1,046	1,056	991	1,008
Number of instructional programs	170	171	182	198	185
Number of program registrations	1,222	1,296	1,165	1,435	1,352
Number of recreational, special events and trip visitations	44,236	40,000	42,625	42,844	41,918

COST CENTER: WEST HARTFORD SENIOR CENTER

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Memberships	\$26,840	\$32,000	\$8,960	\$40,000	\$40,000	25.0%
Miscellaneous Charges						
For Services	13,220					
Program Registration	52,773	45,000	27,652	48,000	48,000	6.7%
Rental of Facilities	68,708	58,000	22,427	46,000	46,000	-20.7%
Special Events	18,468	22,000	9,826	21,000	21,000	-4.5%
Contributions	<u>1,316</u>	<u>1,500</u>	<u>735</u>	<u>1,500</u>	<u>1,500</u>	
TOTAL	\$181,325	\$158,500	\$69,600	\$156,500	\$156,500	-1.3%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$98,198	\$97,254	\$45,333	\$97,254	\$97,218	
Temporary Payroll	86,658	95,653	37,568	93,653	95,653	
Overtime	2,500	2,500		2,500	2,500	
Office Expense	9,055	8,500	4,715	9,000	8,500	
Dues and Travel	1,533	1,125	350	1,160	1,160	3.1%
Training	530	500	473	650	650	30.0%
Advertising	4,484	5,000	1,576	3,000	4,000	-20.0%
Contractual Services	2,959	2,000	860	2,500	2,500	25.0%
Printing/Binding Services	99	100	390	425	400	300.0%
Office Equipment	3,317	6,500	1,212	2,500	6,300	-3.1%
Telecommunications	2,299	2,600	1,105	2,600	2,600	
Operating Expense – Misc.		500		500	500	
Recreational Supplies	718	500		500	500	
Recreational Contractual	40,462	42,000	22,683	42,000	42,000	
Special Events	949	1,000	163	1,000	1,000	
Social Security	<u>10,092</u>	<u>12,575</u>	<u>4,589</u>	<u>12,000</u>	<u>12,470</u>	-0.8%
TOTAL	\$263,853	\$278,307	\$121,017	\$271,242	\$277,951	-0.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The West Hartford Senior Center is staffed with one full-time position. Funding is included for anticipated merits and benefit elections.

Temporary Payroll: The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

Overtime: This account funds maintenance overtime as necessary.

Office Expense: Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

Dues & Travel: This appropriation is used to fund 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 the contract with the Senior Fitness Center.

Printing/Binding: The Board of Education print shop is used to print promotional materials for several special events, including the Entertainment Showcase and Senior Golf Tournament.

Office Equipment: This account funds the Center's annual fitness maintenance contract and equipment, as required.

Telecommunications: This account funds telephone, cable and internet services.

Operating Expense – Misc.: This account funds unanticipated office and operating expenses, as needed.

Recreational Supplies: This account funds supplies, such as game components or movie rentals, for classes and activities to better serve the patrons of the Senior Center.

Recreational Contractual: This appropriation pays for instructors that teach the many and varied classes offered by the West Hartford Senior Center.

Special Events: Expenditures for special events at the Senior Center which are offset by revenue from the programs.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS**(Fiscal Year)**

	Actual	Actual	Actual	Actual	Actual
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Number of members	910	893	903	961	933
Number of instructional programs	126	226	193	212	202
Number of program registrations	1,119	1,416	1,449	1,760	1,427
Number of recreational, special events and trip visitations	67,191	67,001	68,213	68,748	69,031

COST CENTER: PARKS & GYMS

SUMMARY OF REVENUES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Miscellaneous Charges for Services	\$ 3,895	\$ 2,500	\$1,970	\$ 2,500	\$ 2,500	
Rental of Facilities	<u>8,412</u>	<u>15,000</u>	<u>2,780</u>	<u>8,000</u>	<u>22,500</u>	50.0%
TOTAL	\$12,307	\$17,500	\$4,750	\$10,500	\$25,000	42.9%

SUMMARY OF EXPENDITURES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$41,065	\$51,699	\$22,795	\$51,849	\$58,545	13.2%
Temporary Payroll	49,693	51,640	27,394	49,975	51,673	0.1%
Overtime	2,600	2,000	1,558	2,000	2,000	
Dues & Travel	332		345	345		
Training	456					
Professional Services	5,282	5,284		6,215	5,300	0.3%
Contractual Services	6,896	7,300		7,300	7,300	
Printing/Binding Services		150		50	100	-33.3%
Uniforms & Laundry	101	400	475	475	400	
Telecommunications	892	350	324	482	350	
Vehicles & Equipment Expense	666	2,250	311	2,100	2,250	
Grounds Maintenance	4,316	4,000	426	4,000	4,000	
Recreational Supplies	592	1,800	1,599	1,599	1,800	
Town Assistance	6,055	7,000	6,728	6,900	7,000	
Social Security	<u>3,900</u>	<u>4,405</u>	<u>2,186</u>	<u>4,405</u>	<u>6,058</u>	37.5%
TOTAL	\$122,846	\$138,278	\$64,141	\$137,695	\$146,776	6.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2017-18</u>	<u>Adopted 2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Facility Supervisor	0.40	0.40	0.40	0.40	0.40
Staff Assistant					0.10
Grounds Maintainer	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
TOTAL	0.70	0.70	0.70	0.70	0.80

PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Grounds Maintainer position (0.3), Facility Supervisor (0.4), and beginning in fiscal year 2019 a Staff Assistant (0.1). The budget reflects applicable merit increases.

Temporary Payroll: This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors.

Overtime: Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

Dues & Travel: Funds were expended 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, handbooks for parents, and flyers for Camp Hillcrest.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This appropriation funds the cost of telephone service.

Vehicles & Equipment Expense: This account is used for gasoline for trucks and equipment utilized in the parks operation.

Grounds Maintenance: Playground repairs and minor equipment repairs (such as tennis court nets) are paid with this appropriation.

Recreational Supplies: This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

Town Assistance: This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Actual <u>2016</u>	Actual <u>2017</u>
Park permits issued	19	17	15	13	20
Field uses scheduled (prior calendar year)	17,494	17,318	17,167	17,666	18,859

COST CENTER: OUTDOOR POOLS

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
General Admission	\$78,198	\$60,000	\$56,962	\$63,000	\$60,000	
Memberships	28,321	20,000	28,124	28,124	25,000	25.0%
Miscellaneous Charges for Services	2,542	5,000	4,461	4,641	5,000	
Program Registration	<u>41,378</u>	<u>44,500</u>	<u>38,102</u>	<u>41,000</u>	<u>44,500</u>	
TOTAL	\$150,439	\$129,500	\$127,649	\$136,765	\$134,500	3.9%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$75,598	\$82,699	\$35,768	\$82,699	\$84,575	2.3%
Temporary Payroll	252,658	264,493	187,807	251,823	264,783	0.1%
Overtime	5,280	6,110	4,580	5,710	6,210	1.6%
Office Expense	1,252	1,325	654	1,100	1,125	-15.1%
Dues and Travel	1,868	2,325	1,747	2,218	1,750	-24.7%
Advertising	2,379	2,000	2,069	2,069	2,000	
Contractual Services	1,938	3,000	245	2,000	3,000	
Printing/Binding Services	464		31	31	200	
Uniforms & Laundry	576	545	415	545	545	
Telecommunications	2,936	2,950	1,443	3,014	3,014	2.2%
Building Maintenance Vehicles & Equipment Expense	8,095 296	6,700 2,500	2,378 352	6,700 2,500	6,700 2,500	
Operating Expense – Miscellaneous	15,324	16,100	7,916	16,100	16,100	
Grounds Maintenance	482					
Recreational Supplies	10,245	11,000	389	10,000	11,000	
Social Security	<u>9,614</u>	<u>11,269</u>	<u>5,943</u>	<u>11,269</u>	<u>10,381</u>	-7.9%
TOTAL	\$389,005	\$413,016	\$251,737	\$397,778	\$413,883	0.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Staff Assistant	0.15	0.15	0.15	0.15	0.15
Facility Supervisor	0.40	0.40	0.40	0.40	0.40
Grounds Maintainer	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
TOTAL	1.10	1.10	1.10	1.10	1.10

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. Merit increases are included where applicable.

Temporary Payroll: This appropriation covers staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, there are four seasonal maintenance positions used for setting up the pools, maintaining the pools throughout the season, and providing grounds maintenance and event support.

Overtime: The overtime appropriation is used for set up of the pool facilities and splash pads, as well as maintaining a seven day a week operation throughout the summer season. In addition, these funds are used for emergency pool coverage.

Office Expense: The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation, which is reduced slightly based upon need.

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 reduction reflects a lower appropriation for certifications and licenses.

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.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This account funds telephone service at the outdoor pools and Beachland House, as well as cell phone costs for the Facility Supervisor.

Building Maintenance: This appropriation funds custodial supplies (paper products and cleaning chemicals), light bulbs, keys, minor hardware items, sensors for water monitoring and minor electrical supplies. Repairs and maintenance of a larger scale are funded via the Capital Non-Recurring Expenditure Fund.

Vehicles & Equipment Expense: The cost of fuel and general maintenance for one pickup truck used for transportation between pool locations is charged to this account.

Operating Expense - Miscellaneous: This account funds seasonal pool chemicals such as chlorine, calcium chloride, stabilizer, etc. in order to ensure that all pools are safe for public use.

Recreational Supplies: This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	Actual	Actual	Actual	Actual	Actual
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Number of instructional programs	251	253	257	198	198
Number of swim lesson registrations	1,777	1,694	1,741	1,470	1,582

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Charges for Services	\$ 2,916,109	\$ 4,291,476	\$ 3,958,374	\$ 4,312,500
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	26,678	33,400	28,838	22,650
Transfer In	<u>297,326</u>			<u>250,000</u>
Total Revenues & Other Resources	\$3,260,113	\$ 4,344,876	\$ 4,007,212	\$4,605,150

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Community Programming	\$ 623,698	\$ 583,490	\$ 587,505	\$ 583,299
Skating Rink Services	846,432	796,160	806,461	868,961
Rockledge Golf Course	1,153,395	1,202,243	1,185,427	1,253,701
Buena Vista Golf Course	158,177	159,277	145,076	153,808
Cornerstone Pool Operations	345,044	1,246,340	1,159,689	1,248,440
WH Meeting & Conference Center	72,386	76,906	73,330	92,334
Celebrate West Hartford	<u>133,197</u>	<u>142,108</u>	<u>142,108</u>	<u>143,341</u>
Total Expenditures and Other Uses	\$ 3,332,329	\$ 4,206,524	\$ 4,099,596	\$ 4,343,884

CHANGE IN FUND BALANCE	(\$ 72,216)	\$ 138,352	(\$ 92,384)	\$ 261,266
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7/1 OPERATIONAL BALANCE	(\$ 709,450)	(\$1,031,666)	(\$1,031,666)	(\$1,124,050)
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6/30 OPERATIONAL BALANCE	(\$1,031,666)	(\$ 893,314)	(\$1,124,050)	(\$1,112,784)
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7/1 DEBT SERVICE BALANCE	(\$1,129,331)	(\$ 879,331)	(\$ 879,331)	(\$ 879,331)
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6/30 DEBT SERVICE BALANCE	(\$ 879,331)	(\$ 879,331)	(\$ 879,331)	(\$ 629,331)
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TOTAL 6/30 FUND BALANCE	(\$1,910,997)	(\$1,772,645)	(\$2,003,381)	(\$1,742,115)
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Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

PURPOSE:

This fund was established to account for all the costs associated with the Town's leisure services programs, which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town's annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

LONG TERM STRATEGY:

The Town's strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the "self-supporting" leisure programs.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Charges for Service	\$2,648,000	\$2,865,000	\$2,933,000	\$3,107,000	\$2,916,000
Miscellaneous	39,000	51,000	34,000	33,000	27,000
TOTAL REVENUES	\$2,687,000	\$2,916,000	\$2,967,000	\$3,140,000	\$2,943,000
<u>Expenses:</u>					
Operational	\$2,991,000	\$3,065,000	\$3,109,000	\$3,335,000	\$3,332,000
TOTAL EXPENSES	\$2,991,000	\$3,065,000	\$3,109,000	\$3,335,000	\$3,332,000
CONTRIBUTED CAPITAL ADJUSTMENT	--	55,000	--	--	47,000
TRANSFERS FROM OTHER FUNDS	304,000	151,000	145,000	320,000	270,000
OPERATING RESULTS	--	\$57,000	\$3,000	\$125,000	(\$72,000)
FUND BALANCE	(\$2,024,000)	(\$1,967,000)	(\$1,964,000)	(\$1,839,000)	(\$1,911,000)

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

REVIEW OF PERFORMANCE:

In fiscal year 2017, the Leisure Services Enterprise Fund earned \$2,942,787 in operating revenues, had a \$20,000 contribution from Westmoor Park, and \$47,326 transfer in for Rockledge capital improvements. In addition, \$250,000 was transferred from the Debt Service Fund as reimbursement for the debt service payments on Veterans Memorial Skating Rink made by the Leisure Services Fund in fiscal years 2001 – 2004. Expenditures totaled \$3,332,329 resulting in a \$72,216 reduction in fund balance. This brought the fund deficit to \$1,910,997 at June 30, 2017.

FISCAL YEAR 2018 OPERATING RESULTS:

The adopted budget anticipated a surplus of \$138,352 for fiscal year 2018. However, a current estimate projects a loss of \$92,384 for the year. Operating results by program are detailed on the next page.

FISCAL YEAR 2019 BUDGET:

The fiscal year 2019 budget estimates revenues of \$4,605,150 with expenditures of \$4,343,884, resulting in operating surplus of \$261,266. A transfer from the Debt Service Fund in the amount of \$250,000 is budgeted to reimburse the Leisure Services Fund for debt service payments it funded in fiscal years 2001-2004. These debt service payments were made on bonds issued to renovate Veterans Memorial Skating Rink. It is not the Town's practice to charge debt service to individual operating divisions, nor was the operating revenue earned by the Leisure Services Fund sufficient to cover these expenditures.

ANNUAL BUDGET 2018-2019

Town of West Hartford Leisure Services Fund Operating Results by Facility				
	<u>2017 Actual</u>	<u>2018 Adopted</u>	<u>2018 Estimated</u>	<u>2019 Adopted</u>
Community Programming				
Revenue	\$ 675,868	\$ 618,300	\$ 641,471	\$ 608,350
Expenditures	<u>623,698</u>	<u>583,490</u>	<u>587,505</u>	<u>583,299</u>
Operating Income (Loss)	52,170	34,810	53,966	25,051
Veterans Skating Rink				
Revenue	927,454	855,700	910,019	885,700
Expenditures	<u>846,432</u>	<u>796,160</u>	<u>806,461</u>	<u>868,961</u>
Operating Income (Loss)	81,022	59,540	103,558	16,739
Rockledge Golf Course				
Revenue	1,017,164	1,135,876	1,073,723	1,126,100
Expenditures	<u>1,153,395</u>	<u>1,202,243</u>	<u>1,185,427</u>	<u>1,253,701</u>
Operating Income (Loss)	(136,231)	(66,367)	(111,704)	(127,601)
Buena Vista Golf Course				
Revenue	113,487	145,000	138,999	145,000
Expenditures	<u>158,177</u>	<u>159,277</u>	<u>145,076</u>	<u>153,808</u>
Operating Income (Loss)	(44,690)	(14,277)	(6,077)	(8,808)
Cornerstone Aquatics				
Revenue	-	1,335,000	984,000	1,335,000
Expenditures	<u>345,044</u>	<u>1,246,340</u>	<u>1,159,689</u>	<u>1,248,440</u>
Operating Income (Loss)	(345,044)	88,660	(175,689)	86,560
WHMCC				
Revenue	95,280	85,000	89,000	85,000
Expenditures	<u>72,386</u>	<u>76,906</u>	<u>73,330</u>	<u>92,334</u>
Operating Income (Loss)	22,894	8,094	15,670	(7,334)
Celebrate! West Hartford				
Revenue	180,860	170,000	170,000	170,000
Expenditures	<u>133,197</u>	<u>142,108</u>	<u>142,108</u>	<u>143,341</u>
Operating Income (Loss)	47,663	27,892	27,892	26,659
Total				
Revenue	3,010,113	4,344,876	4,007,212	4,355,150
Expenditures	<u>3,332,329</u>	<u>4,206,524</u>	<u>4,099,596</u>	<u>4,343,884</u>
Operating Income (Loss)	(\$ 332,216)	\$ 138,352	(\$ 92,384)	\$ 11,266

LEISURE SERVICES ENTERPRISE FUND

The Leisure Services Enterprise Fund was established to provide the flexibility needed to maintain, improve and expand services to meet the continuously evolving needs of the community. The fund diminishes Leisure Service reliance on the General Fund, requiring that programs and services become self-supporting on a yearly basis.

BUDGET SUMMARY DEPARTMENT OF LEISURE SERVICES						
	Actual 2016-17	Adopted 2017-18	Actual 6 Months	Estimated 2017-18	Adopted 2018-19	Percent Change
<u>Revenues:</u>						
Charges for Services	\$2,916,109	\$4,291,476	\$2,094,054	\$3,958,374	\$4,312,500	0.5%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	26,678	33,400	8,200	28,838	22,650	-32.2%
Transfer In	<u>297,326</u>				<u>250,000</u>	
TOTAL	\$3,260,113	\$4,344,876	\$2,102,254	\$4,007,212	\$4,605,150	6.0%
<u>Expenditures:</u>						
Wages & Salaries	\$1,175,081	\$1,186,682	\$603,253	\$1,181,672	\$1,207,094	1.7%
Operating Expense	1,506,321	2,387,307	1,034,206	2,282,799	2,426,267	1.6%
Equipment			2,590	2,590		
Fringe Benefits	<u>650,927</u>	<u>632,535</u>	<u>440,555</u>	<u>632,535</u>	<u>710,523</u>	12.3%
TOTAL	\$3,332,329	\$4,206,524	\$2,080,604	\$4,099,596	\$4,343,884	3.3%

	<u>Authorized Positions</u>			Revised	Adopted
Full-Time Positions:	2015-16	2016-17	2017-18	2017-18	2018-19
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	0.5	0.35	0.1	0.1	
Facility Supervisor	0.1	0.1	0.1	0.1	0.1
Recreation Specialist		1	1	1	1
Golf Course Superintendent	1	1	1	1	1
Assistant Golf Course Superintendent					1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3.2	2.4	2.4	2.4	1.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8.48	8.53	8.28	8.28	8.18

The fiscal year 2019 Leisure Services Fund budget increases \$137,360 or 3.3% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees, offset by the reallocation of 0.10 full-time employees to the General Fund based upon work performed. Operating expenses increase \$38,960, primarily due to utility costs, and pension and risk management costs increase \$77,988.

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Community Programming	\$ 623,698	\$ 583,490	\$ 416,169	\$ 587,505	\$ 583,299	
Skating Rink Services	846,432	796,160	437,107	806,461	868,961	9.1%
Rockledge Golf Course	1,153,395	1,202,243	685,813	1,185,427	1,253,701	4.3%
Buena Vista Golf Course	158,177	159,277	80,449	145,076	153,808	-3.4%
Cornerstone Pool Operations	345,044	1,246,340	415,840	1,159,689	1,248,440	0.2%
WH Meeting & CC	72,386	76,906	32,791	73,330	92,334	20.1%
Celebrate West Hartford	<u>133,197</u>	<u>142,108</u>	<u>12,440</u>	<u>142,108</u>	<u>143,341</u>	0.9%
TOTAL	\$3,332,329	\$4,206,524	\$2,080,609	\$4,099,596	\$4,343,884	3.3%

PROGRAM PERFORMANCE MEASURES & INDICATORS

	(Fiscal Year)				
	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Actual 2017</u>
Total number of instructional programs offered	2,835	2,946	2,943	2,780	2,803
Total number of instructional program registrations for all programs	29,974	28,688	28,727	30,781	29,061
Value of subsidized use of recreational facilities	\$367,193	\$371,167	\$371,611	\$369,829	\$352,084
Public session attendance at Skating Rink	25,056	25,276	23,798	18,410	19,857
Number of golf rounds – Rockledge	44,863	45,042	43,106	46,898	39,422
Number of golf rounds – Buena Vista	14,258	15,406	16,094	16,308	11,869

ANNUAL BUDGET 2018-2019

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

	Actual	Adopted	Actual	Estimated	Adopted	Percent
	<u>2016-17</u>	<u>2017-18</u>	<u>6 Months</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Regular Payroll	\$590,521	\$619,429	\$276,253	\$617,024	\$638,619	3.1%
Temporary Payroll	519,524	504,275	299,242	502,167	495,204	-1.8%
Overtime	64,692	62,978	27,609	62,158	72,948	15.8%
Education Premium Pay	343		150	323	323	
Office Expense	17,000	22,500	6,073	21,138	22,000	-2.2%
Dues and Travel	9,245	8,260	2,805	8,260	8,710	5.4%
Advertising	44,736	56,875	23,653	48,011	55,875	-1.8%
Professional Services	64,576	123,300	48,659	121,300	166,395	35.0%
Contractual Services	77,276	930,841	173,551	744,011	889,361	-4.5%
Printing/Binding Services	5,826	5,800	2,639	4,549	5,800	
Office Equipment	5,228	7,956	25,029	30,556	9,956	25.1%
Uniforms & Laundry	4,580	6,098	2,783	6,008	6,098	
Information Technology	199		516	516		
Utilities	449,808	418,721	200,143	418,628	465,666	11.2%
Telecommunications	9,964	11,153	6,906	12,122	10,103	-9.4%
Building Maintenance	61,939	53,724	48,190	70,067	53,724	
Vehicles & Equipment Expense	16,361	23,900	14,578	24,000	24,400	2.1%
Operating Expense - Misc.	73,956	71,714	92,400	100,038	71,714	
Grounds Maintenance	80,447	82,464	41,294	74,464	74,464	-9.7%
Depreciation	28,835	24,531		24,531	24,531	
Merchandise for Resale	35,912	33,100	35,242	50,286	33,100	
Maintenance & Repairs	52,059	56,100	42,266	70,335	56,100	
Recreational Supplies	46,415	37,270	27,240	30,108	35,270	-5.4%
Recreational Contractual	351,605	337,700	236,656	348,211	337,700	
Special Events	31,547	33,000	322	33,000	33,000	
Town Assistance	2,087	2,900	3,260	3,260	2,900	
Rental/Leases	36,720	39,400		39,400	39,400	
Building Improvements			2,590	2,590		
Social Security	57,524	61,114	27,934	61,114	53,038	-13.2%
Pension	249,772	253,822	253,822	253,822	295,555	16.4%
Risk Management Expense	<u>343,632</u>	<u>317,599</u>	<u>158,800</u>	<u>317,599</u>	<u>361,930</u>	14.0%
TOTAL	\$3,332,329	\$4,206,524	\$2,080,605	\$4,099,596	\$4,343,884	3.3%

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Community Development Block Grant	\$ 811,785	\$1,439,944	\$1,439,944	\$ 709,003
Total Revenues & Other Resources	\$ 811,785	\$1,439,944	\$1,439,944	\$ 709,003

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Housing Services	\$ 310,279	\$ 318,510	\$ 318,510	\$ 328,510
Public Service & CDBG Administration	501,506	1,121,434	1,121,434	380,493
Total Expenditures & Other Uses	\$ 811,785	\$1,439,944	\$1,439,944	\$ 709,003

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

Fund: Community Development Block Grant Fund
Department: Leisure Services & Social Services
PURPOSE

One of two segregated funds to account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. There are guidelines from HUD, which place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

LONG-TERM STRATEGY

The Town provides Housing Services and Public Services through this fund. The Community Development Department is responsible for Housing Services and the Leisure Services and Social Services Department is responsible for Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Intergovernmental	\$599,000	\$539,000	\$1,015,000	\$666,000	\$812,000
TOTAL REVENUES	\$599,000	\$539,000	\$1,015,000	\$666,000	\$812,000
<u>Expenditures:</u>					
Grant Activities	599,000	539,000	1,015,000	666,000	812,000
TOTAL EXPENDITURES	\$599,000	\$539,000	\$1,015,000	\$666,000	\$812,000
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	\$54,000	\$54,000	\$21,000	\$21,000	\$ --

COMBINED FUND	\$54,000	\$54,000	\$21,000	\$21,000	\$ --
BALANCE					

Fund: Community Development Block Grant Fund
Department: Leisure Services & Social Services
REVIEW OF PERFORMANCE

The Community Development Block Grant Fund is a formula grant from the Federal government that supports eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners. 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 2018 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 2019 BUDGET

The grant entitlement award for fiscal year 2018 has not been announced. As such, it is assumed that the grant will be consistent with the current year (\$874,003). Of this total, \$380,493 is budgeted in the CDBG Fund for: CDBG Administration (\$165,095), Public Facility Improvements (\$83,729), Hillcrest Outreach (\$79,848) and Volunteer Services (\$51,821). In addition, \$318,510 is budgeted in the Community Development Department for Housing Rehabilitation Administration and Code Enforcement, and \$175,000 is budgeted in the CDBG-Housing Rehabilitation Fund.

Community Block Grant Entitlement			FY 2019
<u>Fund</u>	<u>Department</u>	<u>Program</u>	<u>Adopted</u>
CDBG (Fund 13)	Community Development	Housing Rehab Administration	\$178,510
CDBG (Fund 13)	Community Development	Code Enforcement	150,000
CDBG – Housing Rehab (Fund 14)	Community Development	Housing Rehabilitation	165,000
CDBG (Fund 13)	Leisure & Social	Hillcrest Outreach	79,848
CDBG (Fund 13)	Leisure & Social	Volunteer Services	51,821
CDBG (Fund 13)	Leisure & Social	Public Facility Improvements	83,729
CDBG (Fund 13)	Leisure & Social	CDBG Administration	<u>165,095</u>
		TOTAL	\$874,003

Fund: Community Development Block Grant Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

Program	Actual 2016-17	Adopted 2017-18	Actual 6 Months	Estimated 2017-18	Adopted 2018-19	Percent Change
CDGB – Administration	\$140,575	\$149,894	\$102,499	\$161,894	\$165,095	10.1%
Hillcrest Outreach	80,611	85,258	36,381	85,258	79,848	-6.3%
Volunteer Services	47,690	51,821	24,261	51,821	51,821	
Public Facility Improvements	<u>232,630</u>	<u>834,461</u>	<u>89,993</u>	<u>822,461</u>	<u>83,729</u>	-90.0%
Total Public Services	\$501,506	\$1,121,434	\$253,134	\$1,121,434	\$380,493	-66.1%

SUMMARY OF EXPENDITURES

Expenditures	Actual 2016-17	Adopted 2017-18	Actual 6 Months	Estimated 2017-18	Adopted 2018-19	Percent Change
Regular Payroll	\$92,150	\$98,538	\$60,783	\$107,392	\$93,565	-5.0%
Temporary Payroll	67,642	78,626	33,458	78,626	73,696	-6.3%
Education Premium Pay	104		37	37		
Office Expense	418	1,075	166	1,153	845	-21.4%
Training		300		300	300	
Advertising	2,013	1,500	73	1,262	5,841	289.4%
Printing/Binding Services	26	230		230	130	-43.5%
General Contributions	10,000	10,000		10,000	10,000	
Utilities	3,284	3,725	1,629	3,725	3,725	
Telecommunications	240	800	120	510	650	-18.8%
Building Maintenance	1,316	1,825	487	1,825	1,825	
Grounds Maintenance	3,504	1,600		1,600	1,600	
Special Events	3,194	1,250	817	2,172	3,192	155.4%
Rental/Leases	4,000	5,000	4,000	4,000	4,000	-20.0%
Public/Private Partnerships		121,238				-100.0%
Social Security	7,787	4,250	3,838	7,887	3,940	-7.3%
Pension	34,033	37,208	37,208	37,208	41,701	12.1%
Risk Management Expense	39,165	41,046	20,525	41,046	51,754	26.1%
Transfer Out	<u>262,630</u>	<u>713,223</u>	<u>89,993</u>	<u>822,461</u>	<u>83,729</u>	-88.3%
Total Public Services	\$531,506	\$1,121,434	\$253,134	\$1,121,434	\$380,493	-66.1%

	Authorized Positions			Revised	Adopted
Full-Time Positions:	2015-16	2016-17	2017-18	2017-18	2018-19
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.40	0.37	0.37		
Social Worker				0.50	0.50
Community Partnership Manager	0.40	0.40	0.40	0.40	0.40
Social Services Manager	0.05		.05	.05	.05
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
TOTAL	1.00	0.92	0.97	1.10	1.10

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Charges for Services	\$ 293,592	\$ 319,000	\$ 307,000	\$ 312,066
Intergovernmental	1,475			
Trust Income	339,616	339,283	356,596	356,596
Interest Income	1,151	1,000	1,500	2,000
Miscellaneous Revenue	<u>5,624</u>	<u>10,000</u>	<u>6,000</u>	<u>10,000</u>
Total Revenues & Other Resources	\$ 641,458	\$ 669,283	\$ 671,096	\$ 680,662

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Park Operations	\$ 407,721	\$ 430,059	\$ 430,718	\$ 447,776
Park Programs	100,449	123,340	109,113	122,293
Park Summer Camp	<u>128,761</u>	<u>118,207</u>	<u>119,446</u>	<u>130,758</u>
Total Expenditures & Other Uses	\$ 636,931	\$ 671,606	\$ 659,277	\$ 700,827

CHANGE IN FUND BALANCE	\$ 4,527	(\$ 2,323)	\$ 11,819	(\$ 20,165)
BEGINNING BALANCE	\$ 407,162	\$ 411,689	\$ 411,689	\$ 423,508
ENDING BALANCE	\$ 411,689	\$ 409,366	\$ 423,508	\$ 403,343

Fund: Westmoor Park Fund
Department: Leisure Services & Social Services
PURPOSE

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance cost and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund and program revenues, as well as interest income on fund balance.

LONG-TERM STRATEGY

The financial goal of the Fund is to cover all operating expenses with revenues and to utilize fund balance for capital investments. In this way, the operations of Westmoor Park are self-sufficient and do not rely on the General Fund.

FUND PERFORMANCE

	Five Year History of Operating Results				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Charges for Services	\$224,000	\$260,000	\$292,000	\$346,000	\$301,000
Interest Income	2,000	1,000	2,000	1,000	1,000
Trust Income	349,000	368,000	369,000	348,000	340,000
TOTAL REVENUES	\$575,000	\$629,000	\$663,000	\$695,000	\$642,000
<u>Expenditures:</u>					
Operational	\$547,000	\$630,000	\$617,000	\$675,000	\$637,000
TOTAL EXPENDITURES	\$547,000	\$630,000	\$617,000	\$675,000	\$637,000
TRANSFERS TO OTHER FUNDS	(\$28,000)	(\$28,000)	(\$28,000)	(\$128,000)	
OPERATING RESULTS	--	(\$29,000)	\$18,000	(\$108,000)	\$5,000
FUND BALANCE	\$526,000	\$497,000	\$515,000	\$407,000	\$412,000

Fund: Westmoor Park Fund

Department: Leisure Services & Social Services

REVIEW OF PERFORMANCE

The fund has struggled over the years to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). However, for the past three fiscal years the fund achieved an operating surplus, prior to transfers to other funds. Fund balance at June 30, 2017 was \$411,689.

FISCAL YEAR 2018 OPERATING RESULTS

The fund is expected to generate revenues of \$671,096 with corresponding expenditures of \$659,277, resulting in an increase to fund balance of \$11,819. Fund balance at June 30, 2018 will be approximately \$423,000.

FISCAL YEAR 2019 BUDGET

The fiscal year 2019 budget anticipates revenues of \$680,662 with corresponding expenditures of \$700,827, resulting in a use of \$20,165 of fund balance.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Number of instructional programs	536	485	517	516	564
Number of instructional program registrations	9,614	7,890	8,165	9,978	8,377
Number of Group tours/birthday parties	125	122	145	163	169
Program attendance-public classes/services	6,291	6,136	5,112	3,169	3,030
Program attendance-groups attending	8,194	6,853	6,403	8,069	7,596

WESTMOOR PARK FUND

MISSION

The mission of Westmoor Park is to promote, through interpretive programs, the acquisition of knowledge, attitudes, and a lifelong commitment to stewardship of the environment. In addition, it is expected that operating and capital costs will be paid by revenues from the Hunter Trust, Westmoor Park Fund and program fees.

BUDGET SUMMARY						
DEPARTMENT OF LEISURE SERVICES						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2016-17</u>	<u>2017-18</u>	<u>6 Months</u>	<u>2017-18</u>	<u>2018-19</u>	<u>Change</u>
Charges for Services	\$293,592	\$319,000	\$92,481	\$307,000	\$312,066	-2.2%
Intergovernmental	1,475					
Trust Income	339,616	339,283	115,313	356,596	356,596	5.1%
Interest Income	1,151	1,000	873	1,500	2,000	100.0%
Miscellaneous Revenue	<u>5,624</u>	<u>10,000</u>	<u>924</u>	<u>6,000</u>	<u>10,000</u>	
TOTAL	\$641,458	\$669,283	\$209,591	\$671,096	\$680,662	1.7%
<u>Expenditures:</u>						
Wages & Salaries	\$344,036	\$354,890	\$184,127	\$334,546	\$358,718	1.1%
Operating Expense	130,615	116,041	83,146	124,056	121,534	4.7%
Fringe Benefits	<u>162,280</u>	<u>200,675</u>	<u>111,565</u>	<u>200,675</u>	<u>220,575</u>	9.9%
TOTAL	\$636,931	\$671,606	\$378,838	\$659,277	\$700,827	4.4%

	<u>Authorized Positions</u>			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.2				
Parks and Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL	2.3	2.1	2.1	2.1	2.1

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2019 Westmoor Park Fund budget reflects revenue of \$680,662 with corresponding expenditures totaling \$700,827. In total, expenditures increase \$29,221 due to contractual cost-of-living and merit increases, increased utility and professional services costs, and increased risk and pension expense.

Hunter Trust Income

The Hunter Trust Fund provides for the majority of this fund's annual operational revenue. Based on the terms of the trust fund, 50% of the annual interest earned in the Hunter Trust (which is managed by Bank of America) goes to the Westmoor Park Fund. In fiscal year 2019, this amount is estimated to be \$357,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

ANNUAL BUDGET 2018-2019

Fund: Westmoor Park Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$146,469	\$151,465	\$68,444	\$151,465	\$157,650	4.1%
Temporary Payroll	193,894	202,325	115,414	182,000	199,968	-1.2%
Overtime	3,673	1,100	268	1,081	1,100	
Office Expense	2,298	4,300	1,057	2,765	3,800	-11.6%
Dues and Travel	521	700	278	700	700	
Training	996	1,200		1,200	1,400	16.7%
Advertising	9,135	5,200	3,230	5,200	5,200	
Professional Services	10,080	10,000	15,468	18,500	12,000	20.0%
Contractual Services	4,363	4,700	3,093	5,100	4,700	
Printing/Binding Services	605	1,300	1,348	2,200	1,300	
Office/Minor Equipment	452	1,000	300	800	1,000	
Miscellaneous Admin. Expense	69	800		800	800	
Utilities	16,749	17,041	8,520	17,041	20,334	19.3%
Telecommunications	1,110	1,800	479	1,100	1,800	
Building Maintenance	44,461	31,500	24,579	29,500	31,500	
Vehicles & Equipment Expense	1,964	1,700	1,993	2,700	2,200	29.4%
Operating Expense – Miscellaneous	1,492	500	1,016	1,410	500	
Grounds Maintenance	3,481	4,000	1,427	3,500	4,000	
Merchandise for Resale		500		500	500	
Maintenance & Repairs	2,827	4,000	1,387	4,000	4,000	
Miscellaneous Supplies	4,757	4,200	3,159	4,875	4,200	
Recreational Supplies	5,291	3,600	3,422	4,100	3,600	
Recreational Contractual	5,541	5,000	3,102	5,000	5,000	
Insured Program Expenses	10,585	10,000	6,220	10,000	10,000	
Rental/Leases	3,837	3,000	3,065	3,065	3,000	
Social Security	13,871	19,737	6,728	19,737	19,693	-0.2%
Pension	54,502	57,051	57,051	57,051	67,079	17.6%
Risk Management Expense	65,592	95,572	47,786	95,572	105,488	10.4%
Transfers Out	<u>28,315</u>	<u>28,315</u>		<u>28,315</u>	<u>28,315</u>	
Total Department	\$636,930	\$671,606	\$378,834	\$659,277	\$700,827	4.4%

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Social Services Manager	0.95	1	0.95	0.95	0.95
Social Worker	2	2	2	2.5	2.5
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2.8	2.8	2.8	2.8	2.8
Program Supervisor	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Grounds Maintainer	0.6	0.6	0.6	0.6	0.6
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Staff Assistant	0.5	0.65	0.9	0.9	1
Neighborhood Resource Coordinator	0.6	0.63	0.63		
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL GENERAL FUND	13.22	13.45	13.65	13.52	13.62
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.4	0.37	0.37		
Community Partnerships Manager	0.4	0.4	0.4	0.4	0.4
Social Services Manager	0.05		0.05	0.05	0.05
Social Worker				0.5	0.5
Senior Staff Assistant	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL CDBG FUND	1.0	0.92	0.97	1.10	1.10
<u>LEISURE SERVICES FUND</u>					
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.33	0.33	0.33
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant	0.5	0.35	0.25	0.25	
Facility Supervisor	0.1	0.1	0.1	0.1	0.1
Recreation Specialist		1	1	1	1
Golf Course Superintendent	1	1	1	1	1
Assistant Golf Course Superintendent					1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3.2	2.4	2.4	2.4	1.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL LEISURE SERVICES FUND	8.48	8.53	8.28	8.28	8.18

ANNUAL BUDGET 2018-2019

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.2				
Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.3	2.1	2.1	2.1	2.1
 TOTAL LEISURE SERVICES & SOCIAL SERVICES DEPARTMENT	 25	 25	 25	 25	 25

DEPARTMENT OF LIBRARY SERVICES**MISSION**

Welcoming all, the West Hartford Public Library brings people, information and ideas together to enrich lives and strengthen our diverse community.

HIGHLIGHTS & ACCOMPLISHMENTS

- ✓ Developed new five-year strategic plan for West Hartford's Libraries.
- ✓ Restructured department organizational model following two retirements to create new positions specializing in community engagement and program/publicity support.
- ✓ Working with the Town IT Director, hired a new Librarian II to lead Technology Services staff and to coordinate library technology with Town IT services.
- ✓ Program & Publicity staff created a master program calendar for all audiences. The new Program Committee meets monthly. With the addition of a new program support specialist, there were 22% more adult programs from January – June of 2017 than the same period in 2016.
- ✓ Children's Services staff secured grant funding to offer STEM programming for children, offering nine programs for students in grades K-8.
- ✓ Increased outreach to schools and the community by designating a Children and Families Outreach Coordinator. Coordinator visits public preschools and elementary schools for programming and instruction at daytime and evening events. In total, 122 school visits were made in fiscal year 2017.

FISCAL YEAR 2019 GOALS & OBJECTIVES

- ❖ Operationalize year two initiatives/activities identified by staff related to current strategic plan.
- ❖ Increase number of summer reading participants in the electronic format of the summer reading program by 20% by registering students in their classrooms as the initial step in the program.
- ❖ Increase patron usage of the online resources offered (includes eMaterials, databases, and online instruction) by 2%. This can be accomplished by honing our online collection, adding new digital content, increasing marketing, and by further training staff on the various platforms and services.
- ❖ Define roles and responsibilities for library functions beginning with the Collections Services group. Create task-specific documentation and chart workflows.

DEPARTMENT OF LIBRARY SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental Revenues	\$ 12,712	\$	\$	\$	\$	
Fines & Forfeitures	<u>54,578</u>	<u>65,000</u>	<u>22,577</u>	<u>55,000</u>	<u>55,000</u>	-15.4%
TOTAL	\$ 67,290	\$65,000	\$22,577	\$55,000	\$55,000	-15.4%
<u>Expenditures:</u>						
Wages & Salaries	\$2,509,478	\$2,588,566	\$1,179,239	\$2,569,820	\$2,597,648	0.4%
Operating Expense	615,863	654,587	357,755	639,559	654,587	
Social Security	<u>181,084</u>	<u>178,861</u>	<u>84,932</u>	<u>178,861</u>	<u>178,971</u>	0.1%
TOTAL	\$3,306,425	\$3,422,014	\$1,621,926	\$3,388,240	\$3,431,206	0.3%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
<u>Full-Time Positions:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
General Fund	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>
TOTAL	24	24	24	24	24

BUDGET & PROGRAM HIGHLIGHTS

With locations in each of the Town's three primary business centers, the West Hartford Libraries create opportunities for learning and connecting at town facilities every day, and online 24/7. The libraries support, on average, over 4,500 customer service interactions each day. The West Hartford Libraries have long gone beyond the traditional borrowing and lending of materials, research assistance, and programs for every age. Residents enjoy computer access, downloadable movies, music, books and magazines, current event and book discussions, conversation groups for speakers of other languages, writers' workshops, and a wide variety of online learning opportunities.

The budget for fiscal year 2019 reflects an increase of \$9,192 or 0.3%. Wages and salaries reflect estimated merit increases offset by savings from under-filling a Librarian III position. Operating expenses are consistent with the prior year, although funds have been reallocated to meet the changing priorities for materials purchases. Social security is adjusted in accordance with wage changes and participation in the social security alternative program.

COST CENTER: ADMINISTRATIVE SERVICES (FORMERLY MANAGEMENT DIVISION)

SUMMARY OF REVENUES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Library Grants	\$12,712	\$	\$	\$	\$	
Library Fines	54,578	65,000	22,577	55,000	55,000	-15.4%
TOTAL	\$67,290	\$65,000	\$22,577	\$55,000	\$55,000	-15.4%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$303,889	\$637,115	\$286,006	\$620,869	\$630,142	-1.1%
Temporary Payroll	51,354	209,539	83,541	209,539	209,539	
Overtime	6	880		880	880	
Education Premium Pay	1,156	2,040	1,020	2,040	2,040	
Office Expense	20,962	54,000	11,755	45,500	51,500	-4.6%
Dues and Travel	2,725	4,450	1,528	3,922	4,450	
Professional Services	3,248	3,700	1,165	3,700	3,700	
Contractual Services	1,089	1,200	790	1,200	1,200	
Printing/Binding Services	726	1,000	123	1,000	1,000	
Office Equipment	115	400	125	400	400	
Information Technology		118,375	87,186	118,375	122,875	3.8%
Telecommunications	4,100	8,000	4,058	5,000	6,000	-25.0%
Rental/Leases	1,744					
Social Security	26,209	59,658	26,968	59,658	59,022	-1.1%
TOTAL	\$417,323	\$1,100,357	\$504,265	\$1,072,083	\$1,092,748	-0.7%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Director of Library Services	1	1	1	1	1
Librarian III			1		
Librarian II	1	1	2	3	3
Office Operations Specialist	1	1	1	1	1
Library Specialist			3	3	3
TOTAL	<u>3</u>	<u>3</u>	<u>8</u>	<u>8</u>	<u>8</u>

ADMINISTRATIVE SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

The Administrative Services division combines the former Management and Technical Services divisions. Administrative Services is made up of staff who provide essential services to the library system as a whole: administration, collections services, programs and community outreach, and technology services.

The Library Director proposes and reviews policies for the provision of services and programs for the libraries, both onsite and in the wider community, working with the Library Board, which is charged with the oversight of library operations. The Director is responsible for the hiring, training, and evaluation of 24 full-time and approximately 80 part-time employees. An Office Operations Specialist produces the bi-weekly payroll, processes bills and assists the Director in the preparation of the annual budget and reports for the Town and for the Library Board. Administrative staff are also responsible for the three physical library locations in cooperation with the Plant and Facilities Services department.

Collections Services staff are responsible for the acquisition, cataloging and maintenance of books and other materials made available to the public.

Programs and Community Outreach staff develop public programs and associated marketing materials, identify and write grant proposals, and work directly with a variety of community groups to promote library services and programs. Staff are also responsible for updating the website and calendars.

Technology Services staff maintain and upgrade the library's networks, coordinating these with the Town network, the library's integrated library system (ILS) shared with 29 other area libraries, and the CT Educational Network which provides high-speed internet access. Staff update and maintain more than 200 computers for staff and the public and provide assistance to end users.

Regular Payroll: Administrative Services is staffed by eight full-time positions: the Director, Office Operations Specialist, three Librarians II, and three Library Specialists. Estimated merit increases are included for these positions, where applicable. A vacant Librarian III position was underfilled with a Librarian II in the current year, resulting in a budget reduction for fiscal year 2019.

Temporary Payroll: Temporary payroll maintains existing staff levels in the former Technical Services Division (catalogers and IT staff) and the Management divisions (website and publicity support).

Overtime: This appropriation is used for the taking of minutes at the monthly Library Board meeting.

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

Office Expense: This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products. This appropriation is reduced based upon anticipated copying and mailing volume.

Dues & Travel: The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to library work. Many staff are now able to attend “webinars” or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time.

Professional Services: This appropriation is used for hiring presenters for programs open to the public and staff training. Funding has been used to bring workshop presentations, webinars, and other training opportunities to the library, enabling the library to provide in-house training for the entire staff at one time. It has also been used to hire consultants to help with planning, updating of technology, etc., in cases where that capacity does not exist on the staff. This also funds presentations to the public - programs for all ages from preschoolers through seniors - including author talks, discussions of local theater and art exhibits, puppetry and science programs for children, writing contests for teens, film series, and lectures on topics of interest.

Contractual Services: This appropriation is for banking services fees related to credit card revenues.

Printing: This appropriation finances the costs associated with printing done by the Board of Education’s print shop including forms such as library card applications, flyers for programs, and other printing that is unique to the library.

Office Equipment: This appropriation allows for the purchase and/or replacement of office equipment that has aged or fallen into disrepair.

Information Technology: This appropriation covers costs of software and platforms for a variety of library operations such as the integrated library system (ILS) for cataloging and circulation of materials, access to the national interlibrary loan and catalog system, online library calendar, and employee scheduling software. This appropriation is increased \$4,500 due to increases in cataloging and calendar software.

Telecommunications: This funds desktop telephone services and faxes at the library's three locations, for maintenance, long distance calls and circuits and is reduced based upon actual usage.

Rental/Leases: This line item has been transferred to information technology.

Social Security: This appropriation is for required federal payments based upon actual wages paid and is adjusted based upon wage and salary modifications.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>
<u>Library Customer Services:</u>					
Library Visitors	520,340	510,489	470,676	472,554	461,084
Library Website Visitors	497,272	481,513	391,619	357,847	331,812
Programs and Museum Passes	2,444	2,635	3,105	3,323	3,608
Card Holders	26,890	31,326	29,934	28,541	27,588
Social Media Followers/Subscribers					30,778
Newsletter Views					195,054
Number of Print Book & Media Loans	809,821	820,678	798,797	756,673	679,153
Number of Electronic Book & Media Loans	22,813	34,687	38,427	42,286	49,438
Loans per Capita	13.2	13.5	13.2	12.6	11.5
Reference Inquiries	66,085	54,345	86,588	83,467	77,676
Electronic Information Retrievals	527,569	341,668	370,292	373,657	296,630
Wireless (WIFI) Usage	45,467	50,529	75,714	94,698	100,340
Hours of Computer Use	90,440	94,436			
Number of Computer Sessions			58,686	56,871	53,438

COST CENTER: TECHNICAL SERVICES DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$290,119	\$	\$	\$	\$	
Temporary Payroll	150,565					
Office Expense	16,943					
Dues and Travel	60					
Information Technology	4,443					
Rental/Leases	36,936					
Social Security	<u>31,594</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
TOTAL	\$530,660	\$	\$	\$	\$	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Librarian III	1	1			
Librarian II	1	1			
Library Specialist	<u>2</u>	<u>2</u>	—	—	—
TOTAL	4	4			

TECHNICAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Beginning in fiscal year 2018, this division is consolidated with the Administrative Services division.

COST CENTER: ADULT SERVICES (FORMERLY CIRCULATION SERVICES)

SUMMARY OF EXPENDITURES						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Regular Payroll	\$217,452	\$435,368	\$207,913	\$435,368	\$446,870	2.6%
Temporary Payroll	123,027	248,882	104,953	248,882	248,882	
Overtime	1,071	2,535	1,080	2,535	2,535	
Education Premium Pay	2,243	1,740	870	1,740	1,740	
Office Expense	1,962	2,000	459	2,000	2,000	
Dues and Travel	360	900	79	900	900	
Rental/Leases	9,500					
Library Materials		230,608	113,831	225,608	225,608	-2.2%
Electronic Materials		39,550	26,988	44,550	44,550	12.6%
Social Security	<u>25,070</u>	<u>46,691</u>	<u>22,442</u>	<u>46,691</u>	<u>47,329</u>	1.4%
TOTAL	\$380,685	\$1,008,274	\$478,615	\$1,008,274	\$1,020,414	1.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Librarian III			1	1	1
Librarian II	1	1	2	2	2
Librarian I			1	1	1
Library Assistant	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	4	4	6	6	6

ADULT SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

The Adult Services division combines the former Circulation Services and Public Services divisions, and consists of reference librarians and circulation staff delivering a variety of programs and services while maintaining a high level of consistent customer service for all library users. Full-time staff operate from a "home-base" at the Noah Webster Library but cover service points in each library location as needed.

Librarians 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. Librarians teach computer skills, oversee volunteer computer tutoring sessions, assist individuals with e-readers and personal devices, provide information and research assistance to students, local businesses, and consumers, provide outreach to underserved groups and develop programs and classes for the public on a wide variety of topics. Signature programs include an English conversation class for intermediate and advanced ESOL students, foreign film and discussion programs in Spanish and French, and hands-on computer classes on a variety of technology topics. Finally, staff in this division curate the Library's physical and online collections of local history maps, books, Town documents, local newspapers and photographs.

Circulation staff provide direct customer service by checking materials out/in, locating specific materials requested through inter-library loan, preparing materials for shipping to/from the branch libraries and libraries across the state, assessing fines and fees, registering new users, and designing engaging displays. The Circulation Librarian II works with all members of the circulation team, regardless of location, to ensure that consistent practices are in place throughout the library system.

Regular Payroll: The Adult Services Division is staffed by six full-time positions, whose “home base” is the Noah Webster Library. The appropriation reflects estimated merit increases.

Temporary Payroll: In order to cover customer services during all open hours, allocation is made for clerical and professional staff to cover public service desks at the Noah Webster Library when full-time staff are assigned to other locations or activities. Wages for part-time Sunday staff are included in this allocation.

Overtime (Sunday Hours): This appropriation is made to pay wages for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours.

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

Office Expense: This appropriation covers the cost of supplies required for circulation services.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division.

Rental/Leases: Now included under Information Technology in the Administrative Services budget.

Library Materials: This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, downloadable audio books and PlayAways) and movies in DVD and Blu-Ray format. The Library builds as broad a collection of materials as possible, adhering to a collection development policy approved by the Library Board. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price and are shipped to the library at no cost. This appropriation has been reduced \$5,000 to provide more funding for electronic materials.

Electronic Materials: This appropriation covers system-wide e-book, e-serials and e-audio collections for adults and the online research resources available 24/7 to West Hartford residents. This appropriation has been increased \$5,000 in order to provide more electronic materials to patrons.

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

COST CENTER: PUBLIC SERVICES
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$240,443	\$	\$	\$	\$	
Temporary Payroll	109,064					
Overtime	1,344					
Office Expense	2,484					
Dues and Travel	420					
Rental/Leases	22,000					
Library Materials	236,280					
Electronic Materials	38,988					
Social Security	<u>24,621</u>					
TOTAL	\$675,644	\$	\$	\$	\$	

FULL-TIME POSITION SCHEDULE

	<u>2015-16</u>	<u>Authorized Positions</u> <u>2016-17</u>	<u>2017-18</u>	<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
Librarian III	1	1			
Librarian II	1	1			
Librarian I	<u>1</u>	<u>1</u>	—	—	—
TOTAL	3	3			

PUBLIC SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

This division has been consolidated into the Adult Services division.

COST CENTER: FAXON BRANCH LIBRARY

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$181,027	\$198,294	\$95,044	\$198,294	\$200,209	1.0%
Temporary Payroll	82,835	85,215	35,798	85,215	90,138	5.8%
Education Premium Pay	761	1,020	510	1,020	1,020	
Office Expense	3,176	1,500	1,036	1,500	1,500	
Dues and Travel	119	330		330	330	
Professional Services		1,000	100	1,000	1,000	
Rental/Leases	12,400					
Library Materials	45,850	56,777	31,418	56,777	56,777	
Social Security	<u>19,324</u>	<u>19,710</u>	<u>9,611</u>	<u>19,710</u>	<u>20,036</u>	1.7%
TOTAL	\$345,492	\$363,846	\$173,517	\$363,846	\$371,010	2.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Librarian III	1				
Librarian II		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>
TOTAL	3	3	3	3	3

FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Faxon Library, located in the Elmwood neighborhood, is staffed by three full-time positions, a Community Engagement Librarian II, a Children's Outreach Library Specialist who provides outreach programming to students in the West Hartford pre-school and elementary schools and who is a member of the Children's Services team, and a Circulation Library Assistant. Branch operations for both branch libraries are overseen by a Librarian III who spends 14-16 hours per week in each location. The budget includes estimated merit increases, where applicable.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service. The increase for fiscal year 2019 reflects additional staff hours allocated to this branch, offset by a reduction in the Children's Services division.

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

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each branch location.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division.

Professional Services: This appropriation 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: Now included under Information Technology in the Administrative Services budget.

Library Materials: This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

Social Security: This appropriation is for required federal payments based upon actual wages paid and participation of temporary employees in the Social Security Alternative Program.

COST CENTER: BISHOPS CORNER BRANCH LIBRARY
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$213,628	\$214,413	\$102,760	\$214,413	\$220,306	2.7%
Temporary Payroll	80,617	85,695	43,818	85,695	85,695	
Education Premium Pay	360	720	360	720	720	
Office Expense	3,880	1,500	859	1,500	1,500	
Dues and Travel		330	45	330	330	
Professional Services	635	1,000		1,000	1,000	
Rental/Leases	12,400					
Library Materials	50,450	57,809	32,850	56,809	57,809	
Social Security	<u>20,076</u>	<u>20,984</u>	<u>9,885</u>	<u>20,984</u>	<u>21,353</u>	1.8%
TOTAL	\$382,046	\$382,451	\$190,577	\$381,451	\$388,713	1.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>		
Librarian III	1	1	1	1	1
Librarian I		1	1	1	1
Library Specialist	2				
Library Assistant	—	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Bishops Corner Branch Library is staffed by three full-time positions: a Librarian III Branch Operations Manager who spends 14-16 hours per week in each of the two branch libraries; a Children's Librarian I who also serves as a member of the Children's Services team; and a Circulation Library Assistant. This appropriation reflects estimated merit adjustments, where applicable.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service.

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

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each location.

Dues & Travel: This appropriation is used to pay for workshops and travel for the division.

Professional Services: This appropriation is used to fund presentations to the public such as author talks, film series and lectures on topics of interest.

Rental/Leases: Now included under Information Technology in the Administrative Services budget.

Library Materials: This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

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

COST CENTER: CHILDREN'S SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$226,778	\$225,396	\$107,062	\$225,396	\$225,356	
Temporary Payroll	125,353	130,548	59,703	128,048	120,625	-7.6%
Overtime	1,289	1,323	1,265	1,323	1,323	
Office Expense	6,255	3,000	2,298	3,000	3,000	
Dues and Travel	263	637	180	637	637	
Professional Services	1,406	2,500	2,200	2,500	2,500	
Rental/Leases	10,000					
Library Materials	48,000	47,502	30,996	45,502	47,502	
Electronic Materials	1,371	2,550	1,119	2,550	2,550	
Social Security	<u>26,548</u>	<u>24,364</u>	<u>12,462</u>	<u>24,364</u>	<u>23,697</u>	-2.7%
TOTAL	\$447,263	\$437,820	\$217,285	\$433,320	\$427,190	-2.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</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>
TOTAL	3	3	3	3	3

CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

Children's staff welcomes children and families each day to an engaging space focused on literacy and cooperative learning. Librarians develop book and media collections for infants through upper elementary school students, balancing topics and formats to offer a collection that is responsive to current trends and interests. Age-appropriate databases and Internet resources enhance the collections and staff assists children and parents in using these 21st century tools. New roles for staff this past year are a Children and Families Outreach Coordinator, who visits the public schools on a regular basis to offer programming and build community awareness, and an Early Childhood Programs Coordinator charged with designing and implementing in-library programming for our youngest customers in all three library locations. Twenty-three story time 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 the West Hartford Public Schools.

Regular Payroll: The Children's Services Division is staffed by three full-time positions whose "home base" is the Noah Webster Library but who deliver programs and/or services in both branch libraries as needed.

Temporary Payroll: Part-time librarians, clerical staff and pages work in the Children's Division to provide programming, reference and reader's advisory service, circulate library materials, and maintain collections. A portion of this appropriation has been transferred to the Faxon Branch.

Overtime (Sunday Hours): This appropriation is for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours.

Office Expense: This appropriation covers the cost of office supplies as well as items that are specific to the children's area such as craft supplies that complement program themes and art materials to create room displays.

Dues & Travel: This appropriation is used to pay for travel for the division. Programs and materials are delivered to preschool programs throughout the town, especially for children who might not be taken to the library otherwise.

Professional Services: This appropriation is used to fund presentations to the public in the rare instances that they are not available at no charge. Several grants fund special program series such as Sunday concerts for children.

Rental/Leases: Now included under Information Technology in the Administrative Services budget.

Library Materials: This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, and music CD's.

Electronic Materials: This appropriation is for the purchase of electronic books and media.

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

COST CENTER: TEEN SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2017-18</u>	<u>Adopted</u> <u>2018-19</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$74,150	\$72,651	\$33,923	\$72,651	\$74,436	2.5%
Temporary Payroll	30,948	35,192	13,612	35,192	35,192	
Office Expense	1,266	1,300	266	1,300	1,300	
Dues and Travel		100		100	100	
Professional Services	1,050	1,000	430	1,000	1,000	
Rental/Leases	2,500					
Library Materials	9,721	10,774	5,684	10,774	10,574	-1.9%
Electronic Materials	35	795	184	795	995	25.2%
Social Security	<u>7,641</u>	<u>7,454</u>	<u>3,569</u>	<u>7,454</u>	<u>7,535</u>	1.1%
TOTAL	\$127,311	\$129,266	\$57,668	\$129,266	\$131,132	1.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Although Teen Services is a separate cost center serving a unique audience, the Teen Services Librarian works under the direction of the Adult Services Manager and serves as an additional member of the Adult Services team, while focusing on developing programs and collections of interest to middle and high school age customers. Estimated merit increases are included in this appropriation.

Temporary Payroll: This appropriation covers the cost of library assistants who assist with teen programs and provide adult supervision of teens using the Teen Room at the Noah Webster Library.

Office Expense: This appropriation covers the cost of supplies that are specific to the teen area and teen programs.

Dues and Travel: This appropriation funds registration for employees at relevant State sponsored workshops.

Professional Services: This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc.

Rental/Leases: Now included under Information Technology in the Administrative Services budget.

Library Materials: This appropriation is for the purchase of library materials for the Teen collection at the Noah Webster Library. The Teen Services librarian works with staff at the branches to coordinate purchases for branch teen collections.

Electronic Materials: This appropriation is for the purchase of electronic books and media.

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

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Library Grant	\$ 7,734	\$	\$	\$
Charges for Copies	20,304	15,000	15,000	15,000
Interest Income	<u>172</u>	<u> </u>	<u>199</u>	<u> </u>
Total Revenue & Other Resources	\$ 28,210	\$ 15,000	\$ 15,199	\$ 15,000

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Library Operations	<u>\$ 10,820</u>	<u>\$100,321</u>	<u>\$ 51,491</u>	<u>\$ 15,000</u>
Total Expenditures	\$ 10,820	\$100,321	\$ 51,491	\$ 15,000

CHANGE IN FUND BALANCE	\$ 17,390	(\$ 85,321)	(\$ 36,292)	\$
BEGINNING BALANCE	\$ 46,440	\$ 63,830	\$ 63,830	\$ 27,538
ENDING BALANCE	\$ 63,830	(\$ 21,491)	\$ 27,538	\$ 27,538

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

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Intergovernmental	\$19,000	\$27,000	\$22,000	\$ 9,000	\$ 8,000
Charges for Copies	17,000	17,000	18,000	17,000	20,000
Interest Income					
TOTAL REVENUES	\$36,000	\$44,000	\$40,000	\$26,000	\$28,000
<u>Expenditures:</u>					
Library Operations	\$ 52,000	\$ 37,000	\$ 37,000	\$ 19,000	\$ 11,000
TOTAL EXPENDITURES	\$ 52,000	\$ 37,000	\$ 37,000	\$ 19,000	\$ 11,000
OPERATING RESULTS	(\$16,000)	\$ 7,000	\$ 3,000	\$ 7,000	\$ 17,000
FUND BALANCE	\$ 29,000	\$ 36,000	\$ 39,000	\$ 46,000	\$ 63,000

REVIEW OF PERFORMANCE

Fund balance of the Library Fund increased \$17,000 in FY 2017, resulting in a balance of approximately \$63,000 at June 30, 2017.

FISCAL YEAR 2018 OPERATING RESULTS

In fiscal year 2018, it is expected that the fund will earn \$15,000 in charges for copier revenue and \$199 in interest income. Estimated expenditures total \$51,491 and are comprised of operating expenses (\$23,000), office equipment and furniture (\$14,491) and computer equipment (\$14,000). Fund balance is estimated to total \$27,538 at June 30, 2018.

FISCAL YEAR 2019 BUDGET

The fiscal year 2019 budgeted revenue is comprised of copier revenue of \$15,000. Budgeted expenditures are comprised of operating expense (\$15,000) for the copiers.

DEPARTMENT: LIBRARY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	5	4	4	3	3
Librarian II	4	5	5	6	6
Librarian I	3	3	3	3	3
Library Specialist	5	5	5	5	5
Library Assistant	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL LIBRARY	24	24	24	24	24

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EDUCATION**WEST HARTFORD PUBLIC SCHOOLS****MISSION**

To inspire and prepare all students to realize their potential and enhance our global community.

DISTRICT GOALS

Goal One: Advance achievement for all students and reduce disparity between and among groups.

Goal Two: Nurture the intellectual, physical and emotional well-being of students and create a safe and respectful learning community where all students are held to high expectations.

Goal Three: Attract, retain and develop high quality staff by providing professional development, resources and appropriate learning environments.

BUDGET SUMMARY EDUCATION SERVICES					
<u>Revenues</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Education Cost Sharing Grant	\$21,096,924	\$20,961,352	\$18,110,816	\$20,386,600	-2.7%
School Building Subsidy	<u>131,467</u>	<u>126,200</u>	<u>126,200</u>	<u>120,906</u>	-4.2%
TOTAL	\$21,228,391	\$21,087,552	\$18,237,016	\$20,507,506	-2.8%

BUDGET SUMMARY EDUCATION SERVICES					
<u>Expenditures</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Education	<u>\$153,082,506</u>	<u>\$159,857,754</u>	<u>\$158,982,754</u>	<u>\$164,351,527</u>	2.8 %
TOTAL	\$153,082,506	\$159,857,754	\$158,982,754	\$164,351,527	2.8%

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NON-DEPARTMENTAL OVERVIEW

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

BUDGET SUMMARY NON-DEPARTMENTAL						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Wages & Salaries	\$ 104,889	\$ 104,964	\$ 50,163	\$ 104,964	\$ 104,964	
Operating Expense	9,796,163	10,519,360	5,399,459	10,519,620	11,451,032	8.9%
Fringe Benefits	<u>33,737,004</u>	<u>41,716,469</u>	<u>23,509,326</u>	<u>39,300,692</u>	<u>39,570,660</u>	-5.1%
TOTAL	\$43,638,056	\$52,340,793	\$28,958,948	\$49,925,276	\$51,126,656	-2.3%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
Full-Time Positions:	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Probate Court	\$ 44,260	\$ 42,500	\$ 18,090	\$ 42,760	\$ 43,760	3.0%
General Fund Contingency	815,547	7,843,297		1,613,138	2,475,000	-68.4%
Radio System Maintenance	381,350	427,897	205,368	427,897	298,407	-30.3%
Private School Health Services	779,502	696,952		795,407	901,483	29.3%
Paramedic Services	14,054					
Revaluation Litigation	2,808	25,000	17,575	25,000	25,000	
Health District Payment	503,532	562,057	281,028	562,057	588,159	4.6%
Non-Public School						
Transportation	866,086	912,930		828,857	884,703	-3.1%
Employee Benefits						
Contributions	31,274,417	32,255,260	23,505,437	32,255,260	35,301,444	9.4%
Transfer to Other Funds				3,800,000		
Metropolitan District	<u>8,956,500</u>	<u>9,574,900</u>	<u>4,931,450</u>	<u>9,574,900</u>	<u>10,608,700</u>	10.8%
Total Department	\$43,638,056	\$52,340,793	\$28,958,948	\$49,925,276	\$51,126,656	-2.3%

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 \$43,760.

General Fund Contingency:

This appropriation reflects a contingency for unsettled union contracts. In fiscal year 2018 a contingency of \$7,051,159 was also included for uncertainty in State Aid.

Radio System Maintenance:

The cost of maintaining and operating the town-wide radio communications system is \$298,407 for fiscal year 2019, a reduction of \$129,490 or 30.3%. The Town is installing a new radio system which will include maintenance costs for the first year.

Private School Services Fund Subsidy:

Included in the fiscal year 2019 budget is a subsidy of \$1,786,186 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$901,483) and transportation (\$884,703) services to the resident and non-resident children in West Hartford private schools. The subsidy for providing private school health increases \$204,531. This reflects merit increases for eligible school nurses, increases in the pension and risk allocations, and a reduced reimbursement rate from the State, based upon experience. The subsidy for transportation services decreases \$28,227 in fiscal year 2019 due to the assumption of fewer buses.

Paramedic Services:

In prior fiscal years, this service was provided by a private contractor, with medics and ambulances dispatched by the Emergency Response Center. Effective August 1, 2016, the Fire Department provides this service in-house, and the related revenues and expenditures are included in the Fire department budget.

Revaluation Litigation:

A total of \$25,000 is appropriated for costs associated with new or pending tax appeals of property assessments.

Health District Payment:

The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$588,159 for fiscal year 2019 based upon the district's budget, an increase of \$26,102 from the current year. As in prior years, an additional \$100,000 is paid from the CDBG Fund.

Employee Benefits Contributions:

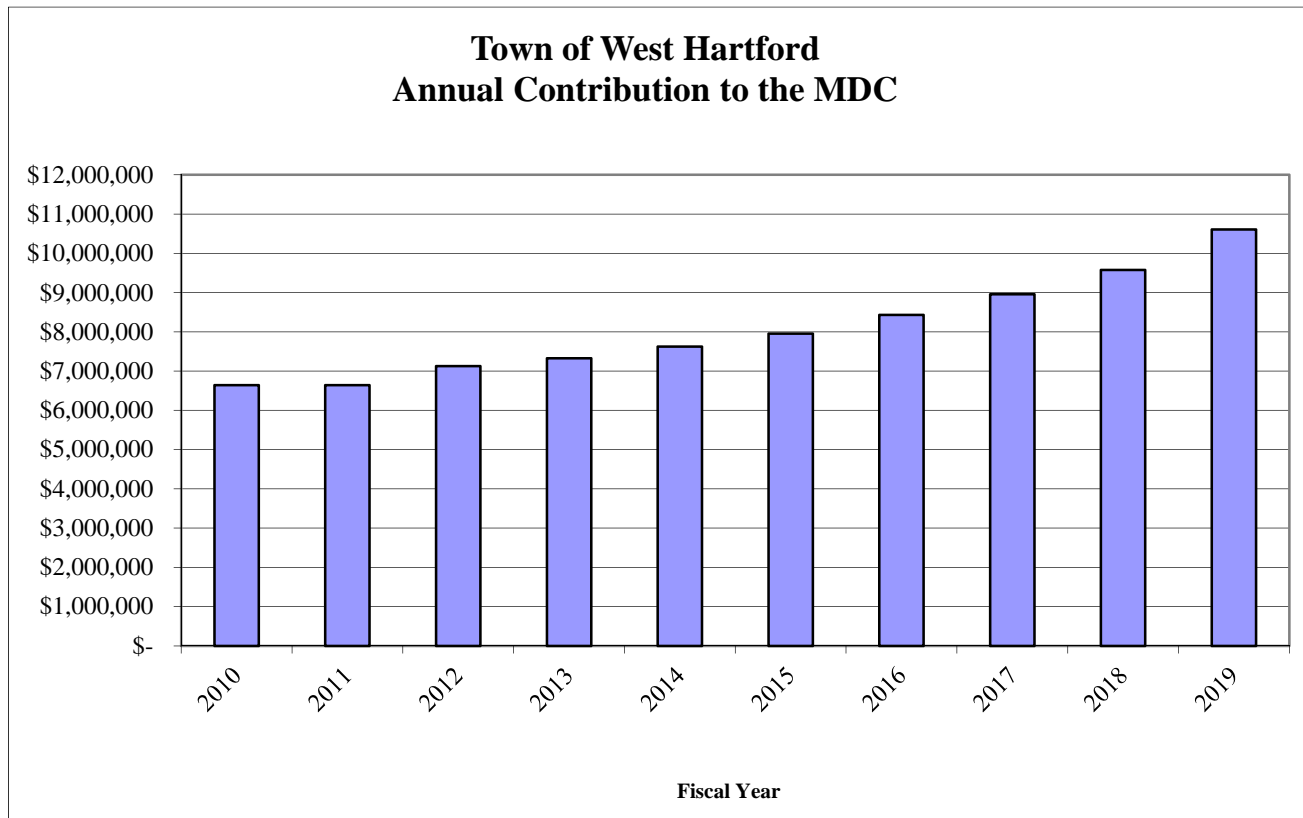
This appropriation represents the General Fund's contributions to the Town's Pension Fund and Risk Management Fund, an internal service fund used to account for the Town's risk management programs: workers' compensation, Town health, heart and hypertension, self-insured and insured. The increase in the appropriation is driven by three factors. First, the Town's actuarially determined contribution to the Pension Fund increased from \$21,615,000 in fiscal year 2018 to \$23,880,000 in fiscal year 2019. This contribution is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The Town's contribution for fiscal year 2019 is \$8,272,000, an increase of \$400,000. Finally, the Town's General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

Transfer to Other Funds:

The estimate for fiscal year 2018 includes transfers to other funds as follows: \$500,000 to the Debt Service Fund; \$400,000 to the Utilities Services Fund; \$1,400,000 to CNRE; and, \$1,500,000 to the Risk Management Fund. These funds will be used in the fiscal year 2019 budget, as appropriate.

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 operating budget for fiscal year 2019 increases \$1,033,800 or 10.8% from fiscal year 2018.



TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Intergovernmental	\$ 572,218	\$ 656,000	\$ 562,545	\$ 620,000
Transfer In	<u>1,645,588</u>	<u>1,609,882</u>	<u>1,624,264</u>	<u>1,786,186</u>
Total Revenues & Other Resources	\$ 2,217,806	\$2,265,882	\$2,186,809	\$2,406,186

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Medical Care Services	\$ 1,351,720	\$1,352,952	\$1,357,952	\$1,521,483
Non-Public School Transportation	<u>866,086</u>	<u>912,930</u>	<u>828,857</u>	<u>884,703</u>
Total Expenditures & Other Uses	\$2,217,806	\$2,265,882	\$2,186,809	\$2,406,186

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

Fund: Private School Services Fund
Department: Non-Departmental
PURPOSE

A budgeted fund whose purpose is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of West Hartford students to non-public schools in Town and health services to these schools. The Town receives State grants to offset the cost of these services and a transfer from the General Fund is made each year representing the local costs of the program.

LONG-TERM STRATEGY

This fund maintains no fund balance as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

FUND PERFORMANCE

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Intergovernmental	\$745,000	\$760,000	\$780,000	\$482,000	\$572,000
TOTAL REVENUES	\$745,000	\$760,000	\$780,000	\$482,000	\$572,000
<u>Expenditures:</u>					
Operational	\$1,787,000	\$1,993,000	\$2,055,000	\$2,218,000	\$2,218,000
TOTAL EXPENDITURES	\$1,787,000	\$1,993,000	\$2,055,000	\$2,218,000	\$2,218,000
TRANSFERS FROM OTHER FUNDS	\$1,042,000	\$1,233,000	\$1,275,000	\$1,736,000	\$1,646,000
OPERATING RESULTS	-	-	-	-	-
FUND BALANCE	-	-	-	-	-

REVIEW OF PERFORMANCE

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,736,000 in fiscal year 2016. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints. In addition the private school transportation grant was eliminated in fiscal year 2017. Each of these reductions in State aid result in a higher required contribution from the Town.

FISCAL YEAR 2018 OPERATING RESULTS

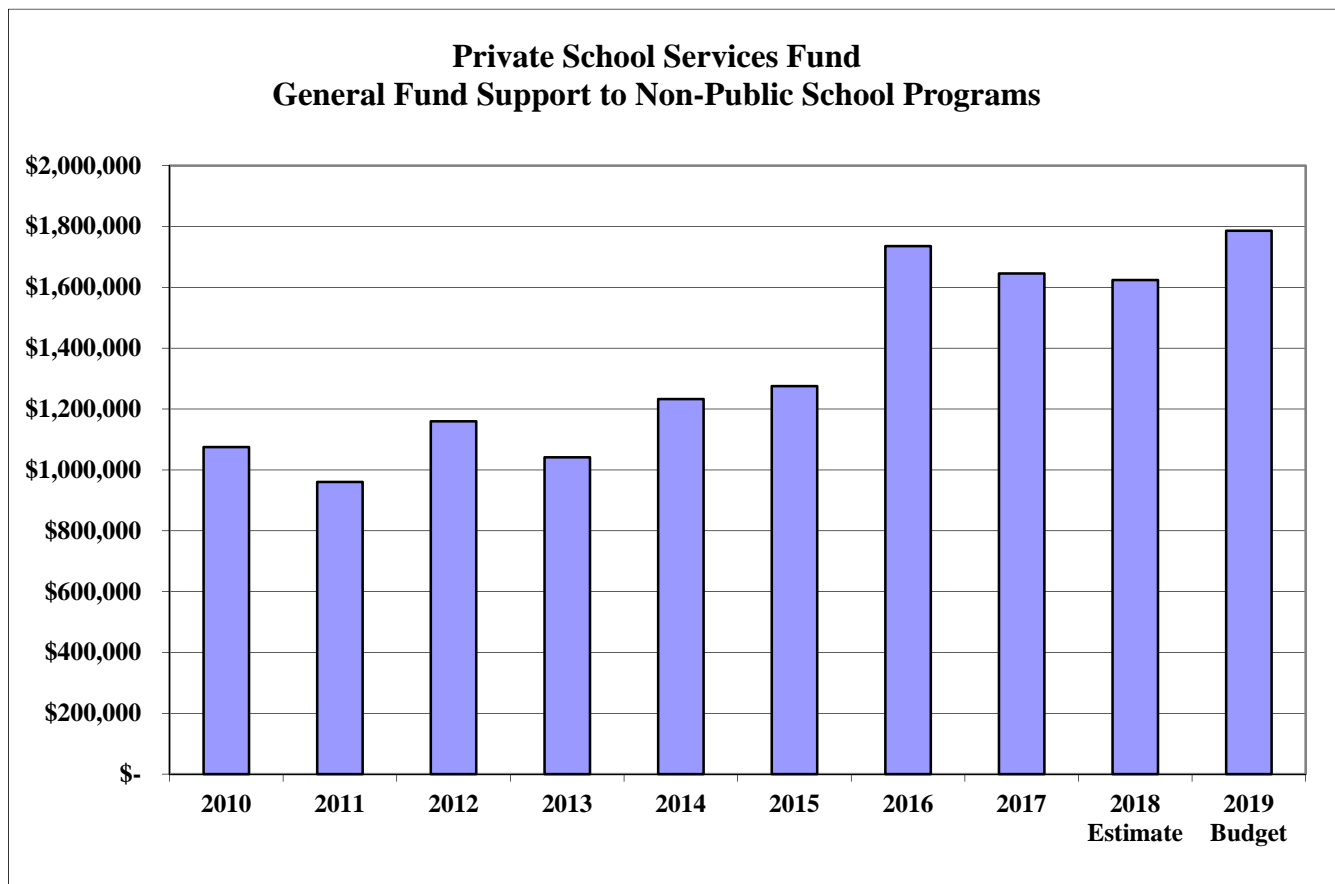
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,624,264. This is an increase from the amount budgeted due to an assumed reduction in the State's reimbursement rate for medical care, offset by savings in transportation costs (\$84,073) due to the use of fewer buses.

Fund: Private School Services Fund
Department: Non-Departmental

FISCAL YEAR 2019 BUDGET

Expenditures are projected to increase \$140,304 in fiscal year 2019. Private school transportation is experiencing an increase in bus costs under the contract for said services, offset by the anticipated use of 0.5 fewer buses. The cost of medical services for non-public schools increases due to wage adjustments and increases in pension and risk costs. The State reimbursement percentage for health services is budgeted at approximately 40%, versus the 80% the Town should receive under existing State statutes.

<u>Full-Time Positions:</u>	Authorized Positions			Revised	Adopted
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2017-18</u>	<u>2018-19</u>
Senior Nurse	1	1	1	1	1
Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
TOTAL	9	9	9	9	9



TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Rental of Facilities	\$ 18,856	\$ 18,856	\$ 19,642	\$ 19,800
Interest Income	563	1,500	1,000	1,000
Transfer In	<u>3,349,871</u>	<u>3,897,498</u>	<u>3,246,335</u>	<u>3,232,605</u>
Total Revenues & Other Resources	\$ 3,369,290	\$ 3,917,854	\$ 3,266,977	\$ 3,253,405

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Capital Financing	\$ <u>3,897,275</u>	\$ <u>3,901,475</u>	\$ <u>3,901,475</u>	\$ <u>3,902,975</u>
Total Expenditures & Other Uses	\$ 3,897,275	\$ 3,901,475	\$ 3,901,475	\$ 3,902,975

CHANGE IN FUND BALANCE	(\$ 527,985)	\$ 16,379	(\$ 634,498)	(\$ 649,570)
BEGINNING BALANCE	\$ 910,643	\$ 382,658	\$ 382,658	(\$ 251,840)
ENDING BALANCE	\$ 382,658	\$ 399,037	(\$ 251,840)	(\$ 901,410)

Fund: Blue Back Square Fund
Department: Non-Departmental

PURPOSE

A fund created to account for the financial activity of the Blue Back Square (BBS) development project. This activity includes capital financing for public improvements and revenues generated from property taxes, Special Services District taxes, and parking operations.

LONG-TERM STRATEGY

The Blue Back Square Fund will fund the debt service on the \$48.82 million in general obligation bonds issued to fund public improvements within the Blue Back Square project. These public improvements included the purchase of two parking garages, renovations to the Town Hall and Noah Webster Library, and public infrastructure improvements. The net revenue generated from the operation of the parking garages and on-street parking and the Special Services District (SSD) taxes levied on the taxable property within the Blue Back Square development, as well as interest income generated within the fund is expected to fund the annual debt service costs.

REVIEW OF PERFORMANCE

In fiscal year 2010, the BBS capital 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, 2017, the BBS fund balance totaled \$382,658 (inclusive of the Capital Projects Reserve of \$155,206).

FISCAL YEAR 2018 OPERATING RESULTS

The estimate for fiscal year 2018 includes interest income of \$1,000 and rental of facilities of \$19,642. A transfer of \$3,246,335 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,532,335. Capital financing expenditures of \$3,901,475 represent interest and principal payments due in fiscal year 2018 on the fund's long-term debt.

FISCAL YEAR 2019 BUDGET

The budget for fiscal year 2019 includes interest income of \$1,000 and rental of facilities of \$19,800. A transfer of \$3,232,605 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,518,605. Capital financing expenditures of \$3,902,975 are budgeted and represent interest and principal payments due in fiscal year 2019 on the fund's long-term debt.

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Special Services District Tax	\$ 1,703,089	\$1,714,000	\$1,714,000	\$ 1,714,000
Parking Revenue	2,769,580	3,405,000	2,730,000	2,730,000
Parking Violation Revenue	75,884	100,000	75,000	75,000
Interest Income	<u>9,799</u>	<u>4,000</u>	<u>9,000</u>	<u>9,000</u>
Total Revenues & Other Resources	\$ 4,558,352	\$5,223,000	\$4,528,000	\$ 4,528,000

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
Parking Operations	\$ 1,208,481	\$1,325,502	\$1,281,665	\$ 1,295,395
Transfer Out	<u>3,349,871</u>	<u>3,897,498</u>	<u>3,246,335</u>	<u>3,232,605</u>
Total Expenditures & Other Uses	\$ 4,558,352	\$5,223,000	\$4,528,000	\$ 4,528,000

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 is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC-Special Services District Fund are transferred to the Town at year-end.

LONG-TERM STRATEGY

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

FISCAL YEAR 2018 OPERATING RESULTS

The fund expects to earn Special Services District Tax of \$1,714,000 for fiscal year 2018. In addition, with parking revenue, parking violation revenue and interest income estimated at \$2,814,000 and a related management fee of \$1,281,665, the fund expects to transfer \$3,246,335 to the BBS Fund.

FISCAL YEAR 2019 BUDGET

The budget for fiscal year 2019 assumes Special Services District taxes of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$2,814,000. The WHC-SSD Fund contracts with the Parking Lot Fund for the daily operations of the parking facilities with an estimated cost in fiscal year 2019 of \$1,295,395. These assumptions result in a net transfer to the BBS Fund of \$3,232,605 for fiscal year 2019.

DEPARTMENT: NON-DEPARTMENTAL

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2017-18	Adopted 2018-19
	2015-16	2016-17	2017-18		
<u>GENERAL FUND</u>					
Communications System Manager	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
TOTAL GENERAL FUND					
<u>PRIVATE SCHOOL SERVICES FUND</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$
TOTAL PRIVATE SCHOOL SERVICES FUND					
TOTAL NON-DEPARTMENTAL – ALL FUNDS	10	10	10	10	10

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CAPITAL FINANCING

This program is responsible for developing and administering the capital financing program for the Town and Board of Education.

BUDGET SUMMARY CAPITAL FINANCING						
	<u>Actual 2016-17</u>	<u>Adopted 2017-18</u>	<u>Actual 6 Months</u>	<u>Estimated 2017-18</u>	<u>Adopted 2018-19</u>	<u>Percent Change</u>
Debt Administration	\$ 85,327	\$ 90,000	\$	\$ 85,000	\$ 90,000	
Transfer for Debt						
Service	15,988,411	17,284,752	8,352,403	17,284,752	17,472,034	1.1%
Transfer to CNRE	<u>3,200,000</u>					
Total Department	\$19,273,738	\$17,374,752	\$8,352,403	\$17,369,752	\$17,562,034	1.1%

BUDGET & PROGRAM HIGHLIGHTS

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy).

Bonded debt service is \$18,472,034 for fiscal year 2019. Of this amount, \$17,472,034 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. The Debt Service Fund was established in fiscal year 2010 to accumulate resources for principal and interest payments maturing in future years. The remaining \$1,000,000 is funded by bond premiums (\$500,000) received from previous Town bond issuances and Debt Service fund balance (\$500,000) from a planned transfer in the current year. There is no transfer to the CNRE Fund, as projects are to be funded with fund balance of the CNRE Fund. Fiscal year 2019 debt service costs are partially offset by \$120,906 in school construction reimbursement grant revenue from the State of Connecticut.

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Use of Bond Premium	\$ 450,000	\$ 350,000	\$ 350,000	\$ 500,000
Transfer In	<u>15,988,411</u>	<u>17,284,752</u>	<u>17,784,752</u>	<u>17,472,034</u>
Total Revenues & Other Resources	\$16,438,411	\$17,634,752	\$18,134,752	\$17,972,034

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Debt Service	\$16,438,411	\$17,634,752	\$17,634,752	\$18,472,034
Transfer to Leisure Services Fund	<u>250,000</u>	<u> </u>	<u> </u>	<u>250,000</u>
Total Expenditures & Other Uses	\$16,688,411	\$17,634,752	\$17,634,752	\$18,722,034

CHANGE IN FUND BALANCE	(\$ 250,000)	\$	\$ 500,000	(\$ 750,000)
BEGINNING BALANCE	\$ 1,129,812	\$ 879,812	\$ 879,812	\$ 1,379,812
ENDING BALANCE	\$ 879,812	\$ 879,812	\$ 1,379,812	\$ 629,812

Debt Service Fund

PURPOSE

A fund established in fiscal year 2010 to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs.

LONG-TERM STRATEGY

This fund will be used to accumulate resources for the payment of long-term debt in order to reduce the financial impact of these obligations on the General Fund.

REVIEW OF PERFORMANCE

The initial funding for the Debt Service Fund came from a bond premium from a previous debt issuance and \$2,758,897 of proceeds received by the Town for a litigation settlement. These proceeds were used to reduce the General Fund appropriation based upon the Town's capital financing model. All bond premiums received subsequently have been recorded as deferred revenue and are being used to offset debt service over a multi-year period.

FISCAL YEAR 2018 OPERATING RESULTS

In fiscal year 2018, a transfer from the General Fund of \$17,284,752 and use of \$350,000 in bond premium funds debt service payments. In addition, a transfer of \$500,000 from General Fund surplus is reflected to offset fiscal year 2019 debt service. The Town issued \$13,000,000 in 15 year General Obligation bonds in January 2018 at a true interest cost of 2.577%. Net bond premium from this sale was \$381,791, which will be used over a multi-year period.

FISCAL YEAR 2019 BUDGET

The budget for fiscal year 2019 reflects a transfer in from the General Fund of \$17,472,034, use of \$500,000 in bond premium and \$500,000 in fund balance from a planned current year transfer to fund debt service payments of \$18,472,034. In addition, a transfer of \$250,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink. Exclusive of any premium received on the planned debt issuance in fiscal year 2019, unused bond premium at June 30, 2019 will be \$1,292,700.

TOWN OF WEST HARTFORD

Fiscal Year 2018-2019

BUDGET IN BRIEF

CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Intergovernmental Revenue	\$	\$ 751,194	\$ 751,194	\$
Sale of Assets	77,846		50,000	
Transfer In	<u>3,205,043</u>	<u> </u>	<u>1,400,000</u>	<u> </u>
Total Revenues & Other Resources	\$3,282,889	\$ 751,194	\$2,201,194	\$

EXPENDITURES AND OTHER USES	ACTUAL 2016-2017	ADOPTED 2017-2018	ESTIMATED 2017-2018	ADOPTED 2018-2019
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Capital Outlay	\$ 358,330	\$ 826,313	\$ 826,313	\$
Transfer Out	<u>1,320,326</u>	<u>628,000</u>	<u>3,828,000</u>	<u>1,293,000</u>
Total Expenditures & Other Uses	\$1,678,656	\$1,454,313	\$ 4,654,313	\$1,293,000

CHANGE IN FUND BALANCE	\$ 1,604,233	(\$ 703,119)	(\$2,453,119)	(\$1,293,000)
BEGINNING BALANCE	\$ 3,758,880	\$ 5,363,113	\$ 5,363,113	\$ 2,909,994
ENDING BALANCE	\$ 5,363,113	\$ 4,659,994	\$ 2,909,994	\$ 1,616,994

Capital & Non-Recurring Expenditure Fund

PURPOSE

A budgeted fund created pursuant to CGS Section 7-360 to account for resources accumulated for capital projects or equipment purchases.

LONG-TERM STRATEGY

The Fund is a critical element of the Town's capital financing strategy. The Capital & Non-Recurring Expenditure (CNRE) Fund is utilized to facilitate transfers from the General Fund to be appropriated for capital projects and to accumulate proceeds from unexpended balances in capital project accounts after projects have been completed. The Fund makes a contribution each year to the capital improvement program for project financing. A transfer out represents the CNRE Fund's contribution to the Capital Projects Fund.

FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<u>Revenues:</u>					
Intergovernmental	\$	\$18,000	\$	\$ 245,000	\$
Miscellaneous				185,000	77,000
TOTAL REVENUES	\$	\$18,000	\$	\$ 430,000	\$ 77,000
<u>Expenditures:</u>					
Capital Outlay	266,000	351,000	94,000	1,071,000	358,000
TOTAL EXPENSES	\$266,000	\$351,000	\$94,000	\$ 1,071,000	\$ 358,000
<u>Transfers:</u>					
Transfers In	\$1,595,000	\$1,704,000	\$2,997,000	\$2,480,000	\$3,205,000
Transfers Out	(1,097,000)	(1,144,000)	(1,640,000)	--	(1,320,000)
NET TRANSFERS	498,000	560,000	1,357,000	2,480,000	1,885,000
OPERATING RESULTS	232,000	227,000	1,263,000	1,839,000	1,604,000
FUND BALANCE	\$430,000	\$657,000	\$1,920,000	\$3,759,000	\$5,363,000

Fund: Capital & Non-Recurring Expenditure Fund
Department: Non-Departmental

REVIEW OF PERFORMANCE

The Town has been successful in accumulating funds for capital projects and equipment purchases in the CNRE Fund. This has been accomplished through sale of assets and transfers of year-end surplus from the General Fund. At June 30, 2017, the CNRE fund had unreserved, undesignated fund balance of \$5,363,113.

FISCAL YEAR 2018 OPERATING RESULTS

In fiscal year 2018, intergovernmental revenue from FEMA is expected to total \$751,194, while sale of assets is expected to generate \$50,000. Capital expenditures are estimated at \$826,313 and transfers to fund capital projects are \$628,000. In addition, the Town Council adopted a resolution to transfer \$3,200,000 from the CNRE Fund to the General Fund to bolster General Fund fund balance to 9.0% of expenditures. Fiscal year 2018 also includes a transfer of \$1,400,000 of General Fund surplus to CNRE to be available for fiscal year 2019. The Fund will have fund balance of approximately \$2,910,000 as of June 30, 2018.

FISCAL YEAR 2019 BUDGET

The budget reflects a transfer of \$1,293,000 for capital projects in fiscal year 2019, in accordance with the fiscal year 2019-2030 Capital Improvement Plan (CIP). This transfer will be funded via CNRE fund balance, leaving approximately \$1,617,000 as of June 30, 2019.

FISCAL YEAR 2018-2019 and 2019-2020 CAPITAL BUDGETS

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2019 and 2020. 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, 2019-2030. Of the \$31,187,000 in capital project funding for program years one and two, \$24,218,000 or 78% is to be funded via bonds. An additional \$3,043,000 or 10% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$3,926,000 or 12% 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 2019 and 2020 continues a long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as the balance of a new financial management system (\$900,000), Wolcott Park Improvements (\$700,000), and recycling center modernization (\$2,500,000).

The capital financing plan necessary to fund the projects included in the Capital Improvement Program meets the standards established by the Town Council for debt limits, repayment and debt servicing costs. The Town's capital program is a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs.

ANNUAL BUDGET 2018-2019

The tables below summarize the fiscal years 2019 and 2020 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2019 and 2020 projects are also included in this section.

PROGRAM YEARS 1 – 2**FINANCING SUMMARY**

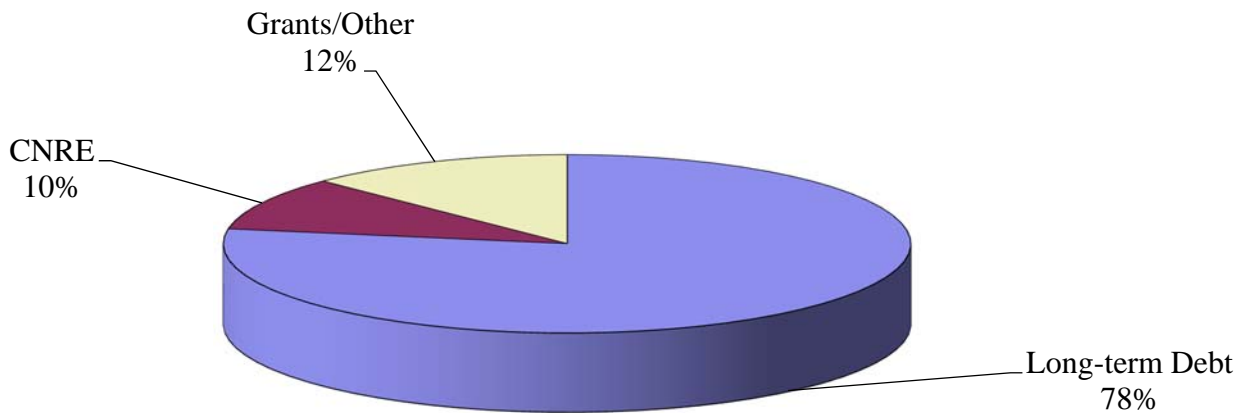
	<u>2019</u>	<u>2020</u>	<u>Total</u>
Long-Term Debt Funding	\$10,085,000	\$14,133,000	\$24,218,000
CNRE	1,293,000	1,750,000	3,043,000
Grants	1,757,000	1,434,000	3,191,000
Other	<u>485,000</u>	<u>250,000</u>	<u>735,000</u>
TOTAL	\$13,620,000	\$17,567,000	\$31,187,000

PROGRAM YEARS 1 – 2**PLANNING SUMMARY**

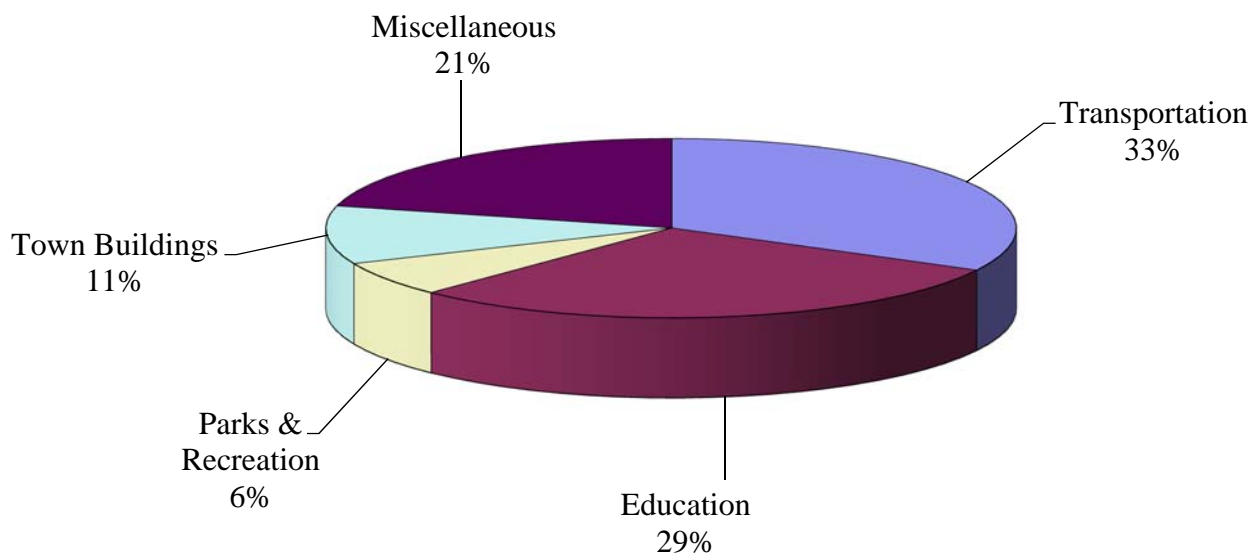
	<u>2019</u>	<u>2020</u>	<u>Total</u>
Transportation & Circulation	\$4,934,000	\$5,294,000	\$10,228,000
Education	4,475,000	4,700,000	9,175,000
Parks & Recreation	1,092,000	869,000	1,961,000
Town Building Improvements	1,559,000	1,706,000	3,265,000
Miscellaneous Improvements	<u>1,560,000</u>	<u>4,998,000</u>	<u>6,558,000</u>
TOTAL	\$13,620,000	\$17,567,000	\$31,187,000

Fiscal Years 2019 & 2020 Capital Budget Summary

By Financing Source



By Planning Category



Town of West Hartford, Connecticut
Comprehensive Capital Financing Policy

March 2018

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 \$2,874 in FY 2019 (adjusted 3% annually for inflation) or 5% of per capita income.
3. Authorized but unissued debt will decrease below \$5,000,000 by fiscal year 2011 and remain below \$5,000,000 thereafter.
4. Principal retired within 10 years shall be 65% or higher and is preferred to be above 75%.
5. All projects with a useful life of 10 or more years will be bonded with 10-year maturities except major building renovations and additions, street reconstruction and roofing & masonry construction, which will be reviewed to determine the duration based on their useful life and bond financing regulations.
6. All projects with a useful life of less than 10 years or a cost of less than \$100,000 should not, whenever possible, be financed with long-term debt and in any case shall be financed for a period which does not exceed the useful life of the asset.
7. The Town may use short-term financing in the form of bond anticipation notes (BANS) to provide temporary financing for capital projects. BANS will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.
8. The Town shall not fund current operations from the proceeds of general obligation funds. The use of Town or Board of Education employees for capital projects will be minimized and directly related to a capital project. The Town Manager will determine if it is more cost effective to use such employees for a particular project.
9. The Town will issue bonds in book entry form only; to avoid the expense of certificated issues.
10. The Town will follow a policy of full disclosure in every financial report and official financing statement.
11. The Town will comply with all federal regulations for tax-exempt status and will utilize permissible exclusions from federal regulations on the issuance of tax-exempt debt when advantageous to the Town.

Capital and Non-Recurring Expenditure (CNRE) Fund Policies

1. CNRE shall be used for two primary purposes:
 - A. For planning, construction, reconstruction or acquisition of any capital improvement project that is non-recurring, has a useful life of less than 10 years, or a cost of less than \$100,000.
 - B. For the acquisition of any specific item of equipment.
2. The Town shall not fund current operations from CNRE funds. The Town or Board of Education employees will not be used for CNRE funded capital projects unless the Town Manager determines that it is most cost effective to use such employees for a particular project.
3. Receipts into the CNRE Fund include, but are not limited to:
 - A. transfers of General Fund cash;
 - B. a transfer of surplus cash from any other reserve for capital expenditures;
 - C. any reimbursement of expense for any capital project that has been closed;
 - D. proceeds from the sale of Town property;
 - E. unexpended balances of completed projects in the Capital Projects Fund;
 - F. interest on investments; and,
 - G. a specific tax levy not to exceed four (4) mills.
4. CNRE funds shall be invested in accordance with the Connecticut General Statutes Section 7-362.

Budgeting and Accounting Guidelines

The following are a list of specific budgeting and accounting practices related to CIP, debt and CNRE Fund transactions:

1. On the first day of the fiscal year, the General Fund appropriation to the CNRE Fund will be transferred, if applicable.
2. On the first day of the fiscal year, the CNRE Fund transfer to the Capital Projects Fund will be executed.
3. All bond proceeds will be deposited directly into the Capital Projects Fund, with the exception of the bond proceeds relating to Blue Back Square which will be transferred to the Capital Projects Fund as expenditures are incurred.
4. Proceeds from the sale of Town property will be deposited directly into the CNRE Fund upon receipt.
5. Interest earned by the Capital Projects Fund for the entire fiscal year will be transferred to the CNRE Fund on the last day of the fiscal year, if applicable.
6. School construction grant reimbursements for projects approved by the General Assembly of the State of Connecticut before 7/1/96 will be deposited as revenue into the General Fund.
7. School construction progress payments for projects approved by the General Assembly of the State of Connecticut after 7/1/96 will be deposited into the Capital Projects Fund.
8. All debt service payments and debt issuance costs will be paid from the General Fund and/or Debt Service Fund, with the exception of the debt service payments and debt issuance costs relating to Blue Back Square, which will be paid via the Blue Back Square Fund.
9. All capital projects expenditures will be paid directly from the Capital Projects Fund.

STATEMENT OF DEBT LIMITATION

Legal Debt Margin – Section 7-374 of the Connecticut General Statutes provides for limitation of debt that can be issued by the Town. On June 30, 2017, the Town's debt base was \$237,045,000 and its limitation and margin, for which future bonded debt may be issued, is as follows:

Purpose	% of Base	Limitation (000's)	Margin (000's)
General Public Improvements	225%	\$533,351	\$419,599
Schools	450	1,066,701	1,012,263
Sewers	375	888,918	677,466
Urban Renewal	325	770,395	770,395
Pension Deficit	300	711,134	711,134

Summary of Long-Term Bonded Indebtedness – As of June 30, 2017

Purpose	Interest Rates	Amount (000's)
General Public Improvements	2.00 – 5.00%	\$113,752
Schools	2.00 – 5.00%	54,438
Sewers		<u>211,452</u>
Total Bond Indebtedness		\$379,642

TOWN COUNCIL ADOPTED
SUMMARY OF CAPITAL IMPROVEMENTS
PROGRAM YEAR 2018-2019
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<u>TRANSPORTATION & CIRCULATION</u>					
Arterial Street Reconstruction	\$1,486	\$	\$	\$	\$1,486
Neighborhood Street Reconstruction	1,625				1,625
Pedestrian & Bicycle Management	400				400
Storm Water Management	400				400
Street Resurfacing	170		792		962
Traffic System Management		<u>61</u>			<u>61</u>
Sub-Total	4,081	61	792	0	4,934
<u>EDUCATION</u>					
Asbestos Removal	175		75		250
Computer Infrastructure		300			300
Exterior School Building Improvements	930		620		1,550
Furniture & Equipment Replacement		125			125
Heating & Ventilation Systems	150				150
Interior School Building Improvements	1,080		270		1,350
Site and Athletic Field Improvements	550				550
Stage & Auditorium Renovations	<u>200</u>				<u>200</u>
Sub-Total	3,085	425	965	0	4,475
<u>PARKS & RECREATION</u>					
Beachland Park Improvements				200	200
Outdoor Pool Improvements		67			67
Park & Playfield Improvements	200			50	250
Park & Playscape Management				185	185
Sitework – Recreational Facilities		40			40
Westmoor Park Improvements				50	50
Wolcott Park Improvements	<u>300</u>				<u>300</u>
Sub-Total	500	107	0	485	1,092
<u>TOWN BUILDING IMPROVEMENTS</u>					
Energy Conservation		50			50
Town Building Improvements	<u>1,459</u>	<u>50</u>			<u>1,509</u>
Sub-Total	1,459	100	0	0	1,559
<u>MISCELLANEOUS IMPROVEMENTS</u>					
Communications Infrastructure	100	600			700
Financial Management System	350				350
Public Works Rolling Stock	<u>510</u>				<u>510</u>
Sub-Total	960	600	0	0	1,560
TOTAL	<u>\$10,085</u>	<u>\$1,293</u>	<u>\$1,757</u>	<u>\$485</u>	<u>\$13,620</u>

Town of West Hartford Capital Improvement Program

Project Title Arterial Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$1,486,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,486,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,486,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them safe for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling and transit use.

Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all Town roadways as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 30 percent or 18 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of 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; roadway repaving; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program

Project Title Neighborhood Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$1,625,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,625,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,625,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them safe for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 31 percent or 49 miles of local roadways are rated poor or extremely poor.

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; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete street components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.

Town of West Hartford Capital Improvement Program			
Project Title		Pedestrian and Bicycle Management	
Department		Expected Life	
Community Development		25 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year: \$400,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$400,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town currently has over 2,000 resident sidewalk work order requests. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.</p> <p>In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program

Project Title Storm Water Management			
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$400,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$400,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$400,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next couple 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 street resurfacing program. On the average, 150 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.

Town of West Hartford Capital Improvement Program			
Project Title		Street Resurfacing	
Department		Expected Life	
Community Development		20 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year:	\$962,000
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$962,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$792,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt over the past five years and current staffing levels, the Town has only been able to resurface an average of 7.5 miles during this period of time.</p> <p>The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 31 percent or 67 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; police for traffic control; and paving the roadway. In most 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			
Project Title		Traffic System Management	
Department		Expected Life	
Community Development		5 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year: \$61,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$61,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$61,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the refreshing or installation of epoxy pavement markings including the following:</p> <ul style="list-style-type: none"> • Center lines • Edge lines • Lane lines • Stop bars • Crosswalks • Bicycle symbols • On-street parking lines/symbols • Arrows • Slow School Lettering <p>Pavement markings should be kept in good condition in order to keep motorists, pedestrians, and bicyclists safe and aware of each other.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Asbestos Removal	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year:	\$250,000
Fiscal Year	2018-2019	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$250,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$175,000
Contractual Services	\$	Grants	\$75,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p> <p>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</p>			

Town of West Hartford Capital Improvement Program

Project Title				Computer Infrastructure			
Department		Public Schools		Expected Life		3-5 Years	
Category		Education		Funding Schedule		Program Year: \$300,000	
Fiscal Year		2018-2019		Prior Year(s):		-	
Project Duration		Recurring		Total Cost:		\$300,000	
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$	
Contractual Services		\$		Grants		\$	
Non-personnel Services		\$		CNRE Fund		\$300,000	
Other		\$		Special Revenue Fund		\$	

Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the technology requests from all 16 public schools. In order to keep the existing computer fleet operational and support State of Connecticut computer based assessment requirements, maintenance of an annual technology refresh schedule of 1,500 devices on average is required.

This year's appropriation will go toward 113 desktop replacements, 202 student laptop replacements, 664 Chromebooks, 46 staff laptop replacements, 160 iPads and 25 carts to securely store the additional mobile devices. This program will fund 50% of the devices requested.

Town of West Hartford Capital Improvement Program

Project Title Exterior School Building Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year: \$1,550,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,550,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$930,000
Contractual Services	\$	Grants	\$620,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to the completion of the King Philip Roofing project, partial replacement of roofing at Sedgwick and masonry repairs at Sedgwick and Hall.

Town of West Hartford Capital Improvement Program

Project Title				Furniture and Equipment Replacement			
Department		Public Schools		Expected Life			
Category		Education		Funding Schedule			
Fiscal Year		2018-2019		Program Year:		\$125,000	
Project Duration		Recurring		Prior Year(s):		-	
Ongoing Operational Costs				Total Cost:		\$125,000	
				Funding Source(s)			
Personnel Services	\$			Bonds	\$		
Contractual Services	\$			Grants	\$		
Non-personnel Services	\$			CNRE Fund	\$125,000		
Other	\$			Special Revenue Fund	\$		

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are 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.

Lockers – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program

Project Title			
Heating and Ventilation Systems			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year: \$150,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expense during the middle of a fiscal year.</p> <p>This funding, as well as the funding for fiscal years 2020 and 2021, will go toward the replacement of the boiler at King Philip in the summer of 2020 (\$1,750,000).</p>			

Town of West Hartford Capital Improvement Program

Project Title Interior School Building Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year: \$1,350,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,350,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,080,000
Contractual Services	\$	Grants	\$270,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

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 replacement reconfiguration of the Bugbee main office, flooring in classrooms and hallways at Duffy and King Philip, replacement of exterior doors at Webster Hill, ADA compliance for Conard science hoods, and painting at Duffy and King Philip.

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year: \$550,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$550,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$550,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>This year's funding will be directed toward replacement of the Conard visitor bleachers and playground replacement at Whiting Lane.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year:	\$200,000
Fiscal Year	2018-2019	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$200,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>Funding will be allocated this year for an upgrade of seating at Norfeldt and sound upgrades at Hall.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Beachland Park Improvements			
Department Leisure Services & Social Services		Expected Life 25 Years	
Category Parks & Recreation		Funding Schedule Program Year: \$200,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Non-Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$200,000
Description & Justification Both playscapes at Beachland Park need to be replaced and relocated. The sidewalk that connects the park to Mayflower Street also requires repaving. Because the park is in a low-moderate income neighborhood, this project may be eligible for Community Development Block Grant funds, pending community outreach and availability of funds.			

Town of West Hartford Capital Improvement Program			
Project Title		Outdoor Pool Improvements	
Department Leisure Services & Social Services		Expected Life 10 Years	
Category Parks & Recreation		Funding Schedule Program Year: \$67,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$67,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$67,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing 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 & Playfield Improvements			
Department Leisure Services & Social Services		Expected Life 15-20 Years	
Category Parks & Recreation		Funding Schedule Program Year: \$250,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$250,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000

Description & Justification

West Hartford's parks and 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 park and playfield 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, placing greater demand on existing fields. A long-term athletic field improvements program prioritizes field maintenance to prevent further deterioration and to preserve these important community resources within Town parks.

The Sterling Field complex of softball, football and rugby fields suffer from declining conditions. Funding will help introduce irrigation and site work to improve conditions and streamline maintenance. Recommendations include a reorganization of certain fields, total reconstruction of poor fields, irrigation, regrading and re-seeding of designated fields. Maintenance costs will be reduced due to automated irrigation system.

Town of West Hartford Capital Improvement Program			
Project Title		Park & Playscape Management	
Department		Expected Life	
Leisure Services & Social Services		10 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year: \$185,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$185,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$185,000
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes, playground equipment, park fixtures, pathways, restrooms and fencing at Town parks. This is an ongoing program to address facility improvements. A priority list of playscape improvements and park pathways is updated yearly.</p> <p>This year, the priority is to replace Eisenhower Park's freestanding restroom, which requires renovation. Leisure Services has examined various options and will renovate the existing building to make the restrooms handicapped accessible. This project may be eligible for Community Development Block Grant funds, pending community outreach and availability of funds.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Sitework – Recreational Facilities	
Department		Expected Life	
Leisure Services & Social Services		20 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year: \$40,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$40,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$40,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>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.</p> <p>This year's funding will be used to resurface the east lot of Wolcott Park, which is accessed via Wolcott Road.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Westmoor Park Improvements	
Department		Expected Life	
Leisure Services & Social Services		20 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year: \$50,000	
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Year 1 of 2		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
Description & Justification This project, which is funded by the Westmoor Park Fund, will provide new fencing along the Flagg Road property line of the park. The installation of fencing will improve safety for park visitors.			

Town of West Hartford Capital Improvement Program			
Project Title		Wolcott Park Improvements	
Department Leisure Services & Social Services		Expected Life 30 Years	
Category Parks & Recreation		Funding Schedule Program Year: \$300,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>West Hartford was built around a network of neighborhood parks. These green spaces provide opportunities for all people to be physically active or to enjoy passive reflection. They support a mixture of uses, from athletic fields or pools to walking paths and park benches.</p> <p>A park plan for Wolcott Park was developed by Leisure Services with the assistance of a landscape architecture professor, as well as significant public participation from residents. The plan proposes modest renovation to the park, including upgrades to the lighting infrastructure, pathways, playgrounds, parking lots, ball fields, restroom, community gardens and pond.</p> <p>Priority has been given to play areas that don't meet code or are unsafe, including the tennis courts, lighting infrastructure and restroom facility. This year is the first of two years of requested funding to address these needs.</p>			

Town of West Hartford Capital Improvement Program

Project Title				Energy Conservation			
Department		Facilities Services		Expected Life			
Category		Building Improvements		Funding Schedule			
				Program Year:		\$50,000	
Fiscal Year		2018-2019		Prior Year(s):			
				-			
Project Duration		Recurring		Total Cost:			
				\$50,000			
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$	
Contractual Services		\$		Grants		\$	
Non-personnel Services		\$		CNRE Fund		\$50,000	
Other		\$		Special Revenue Fund		\$	

Description & Justification

This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.

Natural gas 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

Project Title			
Town Building Improvements			
Department		Expected Life	
Facilities Services			
Category		Funding Schedule	
Building Improvements		Program Year:	\$1,509,000
Fiscal Year		Prior Year(s):	
2018-2019		-	
Project Duration		Total Cost:	
Recurring		\$1,509,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,459,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$50,000
Other	\$	Special Revenue Fund	\$

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, to maintain and upgrade the systems and appearance of the buildings.

Heating, Ventilation and Cooling (HVAC) Systems - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls which provide greater control and will lower operating costs.

Roofing and Masonry - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

Interior Finishes, Fixtures and Furnishings - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; and furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

Code Compliance - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
Project Title		Communications Infrastructure	
Department Information Technology Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year: \$700,000	
Fiscal Year 2018-2019		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$700,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$100,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$600,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.</p> <p>The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Financial Management System			
Department		Expected Life	
Financial Services			
Category		Funding Schedule	
Miscellaneous		Program Year:	\$350,000
Fiscal Year		Prior Year(s):	\$1,500,000
2018-2019			
Project Duration		Total Cost:	\$1,850,000
Year 3 of 4			
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$350,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Town selected Dynamics AX in 2014 as its preferred Enterprise Resource Planning (ERP) system. In October 2016, the implementation of the Dynamics AX ERP core financial modules was completed and the system has been supporting Accounting, Finance, Purchasing, Budgeting, Accounts Receivable, Fixed Assets, and Cash & Bank Management. As a result of the release of a new ERP product (Microsoft Dynamics 365), Microsoft has announced the end of mainstream support for Dynamics AX as of October 2021 with extended support being offered through January 2023. The impact of this new release is the Town will be forced to purchase this new product or seek an alternate ERP system. With end of support on the horizon for Dynamics AX, the Town has the opportunity to migrate to the Munis ERP system at a reduced cost. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented. Therefore, the Town recently conducted a comprehensive evaluation to help determine a refreshed vision, with the goals of reducing IT application and infrastructure support costs, improving flexibility, increasing ease of use, facilitating further automation of business processes, and improving the quality and reliability of information for decision making. The cost of the migration to Munis rather than Microsoft Dynamics 365 will result in a cost avoidance of approximately \$1 million over the next four years.

The accounting and payroll system are used by both the Town and Board of Education and financial operations are highly dependent upon these systems for day to day operations. This allocation will be used for migration to the Munis ERP system, which will allow for an integrated financial system that meets the Town and School's fund accounting and business operating needs.

Town of West Hartford Capital Improvement Program

Project Title			
		Public Works Rolling Stock	
Department		Expected Life	
Public Works		15-20 Years	
Category		Funding Schedule	
Miscellaneous		Program Year: \$510,000	
Fiscal Year			
2018-2019		Prior Year(s): -	
Project Duration			
Recurring		Total Cost: \$510,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$1,500	Bonds	\$510,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$12,000	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.

Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.

This year's funding will be used to purchase a street sweeper, dump truck, low bed, and mower/snowplow.

TOWN COUNCIL ADOPTED
SUMMARY OF CAPITAL IMPROVEMENTS
PROGRAM YEAR 2019-2020
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<u>TRANSPORTATION & CIRCULATION</u>					
Arterial Street Reconstruction	\$1,530	\$	\$	\$	\$1,530
Neighborhood Street Reconstruction	1,674				1,674
Pedestrian & Bicycle Management	412				412
Storm Water Management	408				408
Street Resurfacing	478		504		982
Traffic System Management	<u>200</u>	<u>88</u>	<u>—</u>	<u>—</u>	<u>288</u>
Sub-Total	4,702	88	504	0	5,294
<u>EDUCATION</u>					
Asbestos Removal	170		80		250
Computer Infrastructure		350			350
Exterior School Building Improvements	945		630		1,575
Furniture & Equipment Replacement		175			175
Heating & Ventilation Systems	800				800
Interior School Building Improvements	880		220		1,100
Site and Athletic Field Improvements	250				250
Stage & Auditorium Renovations	<u>200</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>200</u>
Sub-Total	3,245	525	930	0	4,700
<u>PARKS & RECREATION</u>					
Outdoor Pool Improvements		84			84
Park & Playfield Improvements	150				150
Park & Playscape Management		135			135
Rockledge Improvements				50	50
Sitework – Recreational Facilities		50			50
Wolcott Park Improvements	<u>200</u>	<u>—</u>	<u>—</u>	<u>200</u>	<u>400</u>
Sub-Total	350	269	0	250	869
<u>TOWN BUILDING IMPROVEMENTS</u>					
Energy Conservation		100			100
Town Building Improvements	<u>1,456</u>	<u>150</u>	<u>—</u>	<u>—</u>	<u>1,606</u>
Sub-Total	1,456	250	0	0	1,706
<u>MISCELLANEOUS IMPROVEMENTS</u>					
Communications Infrastructure		618			618
Financial Management System	550				550
Fire Apparatus	770				770
Public Works Rolling Stock	560				560
Recycling Center Modernization	<u>2,500</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>2,500</u>
Sub-Total	4,380	618	0	0	4,998
TOTAL	<u>\$14,133</u>	<u>\$1,750</u>	<u>\$1,434</u>	<u>\$250</u>	<u>\$17,567</u>

Town of West Hartford Capital Improvement Program

Project Title Arterial Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$1,530,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,530,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,530,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them safe for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling and transit use.

Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all Town roadways as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 30 percent or 18 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of 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; roadway repaving; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program

Project Title Neighborhood Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$1,674,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,674,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,674,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them safe for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 31 percent or 49 miles of local roadways are rated poor or extremely poor.

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; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete streets components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.

Town of West Hartford Capital Improvement Program			
Project Title		Pedestrian and Bicycle Management	
Department		Expected Life	
Community Development		25 Years	
Category		Funding Schedule	
Transportation & Circulation		Program Year:	\$412,000
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$412,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$412,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town currently has over 2,000 resident sidewalk work order requests. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.</p> <p>In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program

Project Title Storm Water Management			
Department Community Development		Expected Life 50 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$408,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$408,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$408,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next couple 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 street resurfacing program. On the average, 150 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.

Town of West Hartford Capital Improvement Program

Project Title				Street Resurfacing					
Department			Community Development			Expected Life		20 Years	
Category			Transportation & Circulation			Funding Schedule		Program Year: \$982,000	
Fiscal Year			2019-2020			Prior Year(s):		-	
Project Duration			Recurring			Total Cost:		\$982,000	
Ongoing Operational Costs					Funding Source(s)				
Personnel Services		\$				Bonds		\$478,000	
Contractual Services		\$				Grants		\$504,000	
Non-personnel Services		\$				CNRE Fund		\$	
Other		\$				Special Revenue Fund		\$	

Description & Justification

The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt over the past five years and current staffing levels, the Town has only been able to resurface an average of 7.5 miles during this period of time.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 31 percent or 67 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; police for traffic control; and paving the roadway. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

Town of West Hartford Capital Improvement Program

Project Title Traffic System Management			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year: \$288,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$288,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$88,000
Other	\$	Special Revenue Fund	\$

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, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public.

In the past eight years, 46 of the Town's traffic signals were replaced. Of the remaining 15 traffic signals, 3 are at the end of their useful life, which is 30 years. The goal of this program is to replace 1 traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail and signage are also replaced as necessary.

Town of West Hartford Capital Improvement Program			
Project Title		Asbestos Removal	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year:	\$250,000
Fiscal Year	2019-2020	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$250,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p> <p>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Computer Infrastructure			
Department		Expected Life	
Public Schools		3-5 Years	
Category		Funding Schedule	
Education		Program Year: \$350,000	
Fiscal Year			
2019-2020		Prior Year(s): -	
Project Duration			
Recurring		Total Cost: \$350,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$

Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

Town of West Hartford Capital Improvement Program			
Project Title		Exterior School Building Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year:	\$1,575,000
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$1,575,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$945,000
Contractual Services	\$	Grants	\$630,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</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. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.</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 Sedgwick and masonry repairs at Sedgwick and Hall.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Furniture and Equipment Replacement			
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year:	\$175,000
Fiscal Year		Prior Year(s):	-
2019-2020			
Project Duration		Total Cost:	
Recurring		\$175,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$175,000
Other	\$	Special Revenue Fund	\$

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are 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.

Lockers – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program

Project Title Heating and Ventilation Systems			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year: \$800,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.

Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expense during the middle of a fiscal year.

This funding, as well as the funding for fiscal years 2019 and 2021, will go toward the replacement of the boiler at King Philip in the summer of 2020 (\$1,750,000).

Town of West Hartford Capital Improvement Program

Project Title Interior School Building Improvements			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year: \$1,100,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$880,000
Contractual Services	\$	Grants	\$220,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

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 replacement of switch gear at King Philip, security improvements to the Conard main entrance, flooring replacement at Sedgwick and Norfeldt, and painting at Sedgwick and Norfeldt.

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department		Expected Life	
Public Schools			
Category		Funding Schedule	
Education		Program Year: \$250,000	
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$250,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$250,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward replacement of a playground at Wolcott school and resurfacing of the Norfeldt parking lot.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department	Public Schools	Expected Life	
Category	Education	Funding Schedule	
		Program Year:	\$200,000
Fiscal Year	2019-2020	Prior Year(s):	-
Project Duration	Recurring	Total Cost:	\$200,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>Funding will be allocated this year for an upgrade of seating at Sedgwick and replacement of the lighting at Wolcott.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Outdoor Pool Improvements	
Department Leisure Services & Social Services		Expected Life 10 Years	
Category Parks & Recreation		Funding Schedule Program Year: \$84,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$84,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$84,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize 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 & Playfield Improvements			
Department		Expected Life	
Leisure Services & Social Services		15-20 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year: \$150,000	
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>West Hartford's parks and 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 park and playfield 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, placing greater demand on existing fields. A long-term athletic field improvements program prioritizes field maintenance to prevent further deterioration and to preserve these important community resources within Town parks.</p> <p>This year's funding will be used to continue improvements at the Sterling Field complex.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Park & Playscape Management			
Department		Expected Life	
Leisure Services & Social Services		10-15 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year: \$135,000	
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$135,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$135,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes, playground equipment, park fixtures, pathways, restrooms and fencing at Town parks. This is an ongoing program to address facility improvements. A priority list of playscape improvements and park pathways is updated yearly.</p> <p>Many existing playground structures and equipment are ten 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>This year's funding will be used to replace pathways, signage and park fixtures. In addition, the Town is considering building and renovating volleyball courts.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Rockledge Improvements	
Department		Expected Life	
Leisure Services & Social Services			
Category		Funding Schedule	
Parks & Recreation		Program Year: \$50,000	
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Non-Recurring		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
Description & Justification This project will address the renovation of greens or other golf course upgrades at Rockledge Golf Club based upon condition and need. It will be funded via the capital projects user fee included in the rates at Rockledge.			

Town of West Hartford Capital Improvement Program			
Project Title		Sitework – Recreational Facilities	
Department		Expected Life	
Leisure Services & Social Services		20 Years	
Category		Funding Schedule	
Parks & Recreation		Program Year: \$50,000	
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$50,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$50,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>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.</p> <p>This year's funding will focus on the Beachland Park entrance and interior lot.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Wolcott Park Improvements	
Department	Leisure Services & Social Services	Expected Life	30 Years
Category	Parks & Recreation	Funding Schedule	
		Program Year:	\$400,000
Fiscal Year	2019-2020	Prior Year(s):	\$300,000
Project Duration	Year 2 of 2	Total Cost:	\$700,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$200,000
<p>Description & Justification</p> <p>Improvements at Wolcott Park for this year include the replacement of the restroom/snack bar. Costs will be shared with West Hartford Youth Baseball.</p> <p>Funds will also address the lighting infrastructure for the park. The system requires upgrades to meet code and demand. Lighting will be assessed and replaced, to take advantage of more cost effective technologies, in keeping with the Town's strategy to reduce electricity usage.</p> <p>Additional funds will be used to address fencing between the parking lot and the playscapes near the restroom building.</p>			

Town of West Hartford Capital Improvement Program

Project Title				Energy Conservation			
Department		Facilities Services		Expected Life			
Category		Building Improvements		Funding Schedule			
				Program Year:		\$100,000	
Fiscal Year		2019-2020		Prior Year(s):			
				-			
Project Duration		Recurring		Total Cost:			
				\$100,000			
Ongoing Operational Costs				Funding Source(s)			
Personnel Services		\$		Bonds		\$	
Contractual Services		\$		Grants		\$	
Non-personnel Services		\$		CNRE Fund		\$100,000	
Other		\$		Special Revenue Fund		\$	

Description & Justification

This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.

Natural gas 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

Project Title			
Town Building Improvements			
Department		Expected Life	
Facilities Services			
Category		Funding Schedule	
Building Improvements		Program Year:	\$1,606,000
Fiscal Year		Prior Year(s):	
2019-2020		-	
Project Duration		Total Cost:	
Recurring		\$1,606,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,456,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, to maintain and upgrade the systems and appearance of the buildings.

Heating, Ventilation and Cooling (HVAC) Systems - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls which provide greater control and will lower operating costs.

Roofing and Masonry - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

Interior Finishes, Fixtures and Furnishings - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; and furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

Code Compliance - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
Project Title		Communications Infrastructure	
Department Information Technology Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year: \$618,000	
Fiscal Year 2019-2020		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$618,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$618,000
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.</p> <p>The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
Financial Management System			
Department		Expected Life	
Financial Services			
Category		Funding Schedule	
Miscellaneous		Program Year:	\$550,000
Fiscal Year		Prior Year(s):	\$1,850,000
2019-2020			
Project Duration		Total Cost:	\$2,400,000
Year 4 of 4			
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$550,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Town selected Dynamics AX in 2014 as its preferred Enterprise Resource Planning (ERP) system. In October 2016, the implementation of the Dynamics AX ERP core financial modules was completed and the system has been supporting Accounting, Finance, Purchasing, Budgeting, Accounts Receivable, Fixed Assets, and Cash & Bank Management. As a result of the release of a new ERP product (Microsoft Dynamics 365), Microsoft has announced the end of mainstream support for Dynamics AX as of October 2021 with extended support being offered through January 2023. The impact of this new release is the Town will be forced to purchase this new product or seek an alternate ERP system. With end of support on the horizon for Dynamics AX, the Town has the opportunity to migrate to the Munis ERP system at a reduced cost. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented. Therefore, the Town recently conducted a comprehensive evaluation to help determine a refreshed vision, with the goals of reducing IT application and infrastructure support costs, improving flexibility, increasing ease of use, facilitating further automation of business processes, and improving the quality and reliability of information for decision making. The cost of the migration to Munis rather than Microsoft Dynamics 365 will result in a cost avoidance of approximately \$1 million over the next four years.

The accounting and payroll system are used by both the Town and Board of Education and financial operations are highly dependent upon these systems for day to day operations. This allocation will be used for migration to the Munis ERP system, which will allow for an integrated financial system that meets the Town and School's fund accounting and business operating needs.

Town of West Hartford Capital Improvement Program			
Project Title Fire Apparatus			
Department Fire Services		Expected Life	
Category Miscellaneous		Funding Schedule Program Year: \$770,000	
Fiscal Year 2019-2020		Prior Year(s): \$400,000	
Project Duration Recurring		Total Cost: \$1,170,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$770,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The Town has an inventory of seven fire vehicles, including three quints and four pumper trucks. The CIP assumes periodic replacement of fire apparatus based upon a planned replacement cycle.</p> <p>This request is to replace an aged 1991 pumper truck with a Quint. The National Fire Protection Association recommends fire apparatus be replaced at intervals not to exceed 25 years. With the current call volume and apparatus technology, cost and repairs and availability of parts, and improved safety features, it is necessary to replace this vehicle. The replacement for this vehicle will see 15 years of frontline service and 5 years as a spare apparatus.</p>			

Town of West Hartford Capital Improvement Program

Project Title			
		Public Works Rolling Stock	
Department		Expected Life	
Public Works		15-20 Years	
Category		Funding Schedule	
Miscellaneous		Program Year: \$560,000	
Fiscal Year			
2019-2020		Prior Year(s): -	
Project Duration			
Recurring		Total Cost: \$560,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$1,500	Bonds	\$560,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$12,000	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

Description & Justification

The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.

Updating the Town's fleet relieves regulatory pressure to meet pollution and fuel economy standards. Replacing needed equipment enhances the public image when vehicles and equipment are in good repair. Safe, reliable equipment which provides necessary functionality also improves relations with employees. Improved engineering and technological advances in updated equipment provides better management of resources. Onboard electronics systems and telematics enable better monitoring of daily operations and performance and provides the ability to manage application rates such as salt application rates. It also improves the ability to monitor and schedule preventative maintenance activities, and helps with workforce productivity.

This year's funding will be used to purchase three dump trucks.

Town of West Hartford Capital Improvement Program			
Project Title		Recycling Center Modernization	
Department	Public Works	Expected Life	25 Years
Category	Miscellaneous	Funding Schedule	
		Program Year:	\$2,500,000
Fiscal Year	2019-2020	Prior Year(s):	\$200,000
Project Duration	Year 2 of 2	Total Cost:	\$2,700,000
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$2,500,000
Contractual Services	\$112,500	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p>Description & Justification</p> <p>The property at 25 Brixton Street is owned by the Town and serves as the Town's Yard Waste and Recycling Center. The future plans for the site includes the demolition of the incineration building to support waste reduction and separation activities and for a redesign of the Yard Waste and Recycling Center to better serve the public and improve on operational efficiency. The lot is 15.78 acres, 8.61 of which are utilized for a transfer station, scale house and volume reduction facility.</p> <p>The incinerator facility has been dormant since 1974. The compactor and transfer station operation have not been operational since 1990. The scale house and ash landfill have been used as a quasi-public organic volume reduction and composting operation since 1990. The organic management operation receives both commercial and municipal generated green waste such as woody vegetation, leaves, and other organic landscaping waste. The incinerator building is not operational and currently offers no or limited opportunity for re-use</p> <p>The redevelopment and modernization of this site supports the State of Connecticut Department of Energy and Environmental Protection's (DEEP) Comprehensive Materials Management Strategy and their 60% waste diversion goals by 2024. The Town received a \$200,000 Brownfield Grant from CT Department of Economic and Community Development (DECD) for an Environment Assessment and Remedial Action Plan which in in progress.</p>			

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ANNUAL BUDGET 2018-2019

ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2018

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, 2017 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2018 to June 30, 2019 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	\$158,719	\$ 84,045	\$	\$ 9,864	\$252,628
Town Council	117,914	257,136		8,702	383,752
Town Manager	352,979	8,900		22,418	384,297
Corporation Counsel	290,625	70,260		20,750	381,635
Registrar of Voters	221,483	34,745		11,484	267,712
Information Technology	438,200	444,500		31,022	913,722
Financial Services	1,634,625	612,832		119,074	2,366,531
Assessor	646,674	57,795		47,703	752,172
Human Resources	350,028	68,950		25,260	444,238
Fire	10,333,038	1,105,520		174,810	11,613,368
Police	13,725,005	898,543		304,097	14,927,645
Community Development	2,100,334	197,825		155,187	2,453,346
Public Works	4,098,440	6,107,496		410,549	10,616,485
Facilities Services	1,119,146	1,226,791		77,118	2,423,055
Leisure Services & Social Services	2,031,888	983,429		115,285	3,130,602
Library	2,597,648	654,587		178,971	3,431,206
Education				164,351,527	164,351,527
Debt Service/Capital Financing				17,562,034	17,562,034
Payments to Probate		43,760			43,760
Contingency				2,475,000	2,475,000
Radio Maintenance	104,964	185,413		8,030	298,407
Private School Health Services				901,483	901,483
Revaluation Litigation		25,000			25,000
Health District		588,159			588,159
Private School Transportation				884,703	884,703
Risk Management Contributions				35,301,444	35,301,444
Metropolitan District Commission		10,608,700			10,608,700
TOTALS	\$40,321,710	\$24,264,386	\$	\$223,196,515	\$287,782,611

And further, that allocated debt and sundry overhead expenses appropriated to municipal departments and the school department are not available for discretionary expenditure, but are under the exclusive jurisdiction of the Town Treasurer for the sole purpose of meeting the indicated debt and sundry costs, either as direct budgetary expenditures or as transfers to such funds established in accordance with Chapter 18 Section 37 of the Code of Ordinances.


ANNUAL BUDGET 2018-2019

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</u> <u>Services</u>	<u>Non-Personal</u> <u>Expense</u>	<u>Capital</u> <u>Outlay</u>	<u>Sundry</u> <u>Expense</u>	<u>Total</u>
Blue Back Square Fund	\$	\$	\$	\$3,902,975	\$3,902,975
Community Development Block Grant Fund	253,334	136,002		319,667	709,003
CDBG – Housing Rehabilitation Fund		165,000			165,000
Westmoor Park Fund	358,718	121,534		220,575	700,827
Leisure Services Fund	1,207,094	2,426,267		710,523	4,343,884
Private School Services Fund	798,352	873,434		734,400	2,406,186
West Hartford Library Fund		15,000			15,000
Parking Lot Fund	898,315	1,350,299	369,550	848,165	3,466,329
Capital & Non-Recurring Expenditure Fund				1,293,000	1,293,000
Police Private Duty Fund	1,200,000	17,500		636,545	1,854,045
Cemetery Operating Fund	133,793	175,464		104,704	413,961

And further, that increases or decreases to said appropriations may be made only upon certification by the Town Treasurer that anticipated expenditures do not exceed anticipated revenues.

ATTEST:



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager



Patrick Alair, Corporation Counsel

Approved as to form and legality:

RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2017

BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2017, there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General Assembly heretofore passed, a tax of forty-one and no hundredths (41.00) mills on the dollar. Said taxes shall become due on July first, two thousand eighteen (July 1, 2018) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand eighteen (July 1, 2018), and January first, two thousand nineteen (January 1, 2019) 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 eighteen (July 1, 2018). If any installment of such tax shall not be paid on or before the first day of the month next succeeding that in which it shall be due and payable, the whole or such part of such installment as is unpaid shall thereupon be delinquent and shall be subject to the addition of interest at the rate and in the manner provided for in the General Statutes of the State of Connecticut. Any person may pay the total amount of any such tax for which he is liable at the time when the first installment thereof shall be payable.

ATTEST:



Essie S. Labrot, Town Clerk



Matthew W. Hart, Town Manager

AN ORDINANCE DEAUTHORIZING \$5,552,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2018-2019, APPROPRIATING \$15,063,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2019-2020 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$9,511,000 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 \$5,552,000, previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2018-2019, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2018-2019</u>
Communication Infrastructure	\$400,000
Energy Conservation	100,000
Fire Apparatus	1,170,000
Pedestrian & Bicycle Management	80,000
Police Shooting Range	50,000
Public Works Rolling Stock	40,000
Recycling Center Modernization	2,500,000
Sitework at Recreational Facilities	50,000
Storm Water Management	270,000
Street Resurfacing	792,000
Town Building Improvements	<u>100,000</u>
Total	\$5,552,000

Section 2. The sum of \$15,063,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2019-2020, as follows, said appropriations to be inclusive of administrative, legal, financing and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2019-2020</u>
Arterial Street Reconstruction	\$ 1,530,000
Financial Management System	550,000
Fire Apparatus	770,000
Neighborhood Street Reconstruction	1,674,000
Park & Playfield Improvements	150,000
Pedestrian & Bicycle Management	412,000
Public Works Rolling Stock	560,000
Recycling Center Modernization	2,500,000
Storm Water Management	408,000
Street Resurfacing	478,000
Traffic System Management	200,000
Town Building Improvements	1,456,000
Wolcott Park	<u>200,000</u>
Town Total	\$10,888,000

School Projects

Asbestos Removal	\$ 250,000
Exterior School Building Improvements	1,575,000
Heating & Ventilation Systems	800,000
Interior School Building Improvements	1,100,000
Site & Athletic Field Improvements	250,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$4,175,000

Total \$15,063,000

Grand Total \$9,511,000

Section 3. 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 \$9,511,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 4. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the town and school projects, or the actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 5. 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 6. 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 Section 2. 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 7. 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 Section 2. 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 8. 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 9. 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 10. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:



Patrick Alair, Corporation Counsel

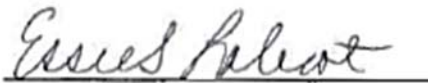
AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2018

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

THAT, the following amounts are hereby appropriated from the Capital and Non-Recurring Expenditure
Fund to the Capital Improvement Fund for appropriation to the following projects:

<u>Project</u>	<u>Amount</u>
<u>Transportation</u>	
Traffic System Management	\$ <u>61,000</u>
Total	61,000
<u>Board of Education</u>	
Computer Infrastructure	300,000
Furniture & Equipment Replacement	<u>125,000</u>
Total	425,000
<u>Parks & Recreation</u>	
Outdoor Pool Improvements	67,000
Sitework – Recreation Facilities	<u>40,000</u>
Total	107,000
<u>Town Building Improvements</u>	
Energy Conservation	50,000
Town Building Improvements	<u>50,000</u>
Total	100,000
<u>Miscellaneous</u>	
Communications Infrastructure	<u>600,000</u>
Total	600,000
TOTAL	\$1,293,000

ATTEST:


Essie S. Labrot, Town Clerk
Matthew W. Hart, Town Manager

Approved as to form and legality:


Patrick Alair, Corporation Counsel

GLOSSARY OF TERMS

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

The **budgetary basis** follows the modified accrual basis of accounting except:

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

ACTIVITY CLASSIFICATION - a grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are street services, refuse collection, traffic regulation, housing services, property assessment, etc.

APPROPRIATION - an authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

APPROPRIATION ORDINANCE - the ordinance by which appropriations are enacted into law by the legislative body. This gives legal authority to spend.

ASSESSED VALUATION - a valuation set upon real estate or other property by a government as a basis for levying taxes.

BUDGET - a plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

BUDGET DOCUMENT - as defined by the Charter of the Town of West Hartford, not later than 110 days before the end of the fiscal year, the Manager shall present to the Council a budget consisting of: A budget message outlining the financial policy of the Town government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This includes:

- Actual revenues and expenditures in the last two fiscal years, the first six months of the current fiscal year, total estimated revenues and expenditures for the entire current fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Summary of principal sources of anticipated revenues and a clear summary of detailed budget estimates.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.
- Appropriation and revenue ordinances and resolutions to carry out the adopted budget.

BUDGETARY BASIS - the budgeting and accounting policies of the Town of West Hartford conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

CAPITAL BUDGET - a plan of proposed capital projects and the means of financing them for a current fiscal period.

CAPITAL EXPENDITURE – payment to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of more than one year.

CDBG – the Community Development Block Grant (CDBG) is a Federal grant awarded annually from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities. (For a description of the CDBG Fund see “Description of Funds” at the end of the Glossary.)

CHARACTER OF EXPENDITURE - a grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

- **Personal Services** - direct payment to employees of wages and salaries through normal payroll procedures.
- **Non-Personal Expense** - payment of ordinary and recurring operating expenses not otherwise classified.
- **Capital Outlay** - payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes, of value of \$5,000 or more, with a life expectancy of one year or more.
- **Sundry Expense** - payments for employee benefits, insurance, debt service and payments to outside organizations.

DEBT SERVICE - the amount of money required to pay the interest and principal 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 outlay.

FISCAL YEAR - a twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of West Hartford begins July 1 and ends on June 30.

FUNCTION - a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, and Community Maintenance.

FUND - an independent fiscal and accounting entity with a self-balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Annual budgeted funds are described in the "Description of Funds" section at the end of the Glossary.

FUND BALANCE - the difference between resources and obligations at a particular point in time, for example the end of the fiscal year. When obligations exceed resources, the result is a negative fund balance. When resources exceed obligations, the result is a positive fund balance.

GENERAL FUND - the chief operating fund which accounts for all resources used for financing the general administration of the Town and all resources not otherwise accounted for in other funds. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

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 Utilities Services Fund.

LEVY - the total amount of taxes imposed by a governmental unit.

LoCIP - a local capital improvement grant program administered by the State. Towns apply annually for reimbursement of expenditures up to a formula generated entitlement amount.

MILL - the amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

MILL RATE - the rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every \$1,000 of assessed value of property.

MISSION – the chief function or responsibility of an organization.

MODIFIED ACCRUAL BASIS - the basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to properly reflect revenues earned.

OBJECT - as used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies, advertising, etc.

OBLIGATIONS - amounts which a governmental unit may be legally required to meet out of its resources. This includes actual liabilities and unliquidated encumbrances.

ORDINANCE - a formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status. Imposing taxes and special assessments universally require ordinances.

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.

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 Development and Leisure Services & Social 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 Development section.

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs. Specific budget information can be found in the Capital Financing section.

General Fund - the chief operating fund for West Hartford that accounts for all the resources used for financing the general administration of the Town and a fund that accounts for all resources not otherwise accounted for in other funds. It is the largest and most important fund in the Town of West Hartford's budget. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

Leisure Services Fund – an enterprise fund created to account for the leisure service activities of the Town. This fund can be found in the Leisure Services & Social Services section.

Parking Lot Fund - a special revenue fund established in fiscal year 1996 utilized to ensure that revenues generated by gated parking lots and parking meters in the Town Center cover operational costs with no taxpayer subsidy. In addition, this fund receives a management fee to run the operations of the Blue Back Square parking garages. Specific budget information can be found in the Public Works section.

Pension Operating Fund - a pension trust fund used to account for the payment of current pension benefits and other costs associated with the operation of the Town's pension plan. Specific budget information can be found in the Human Resources section. This fund is not subject to appropriation.

Police Private Duty Fund - a special revenue fund established in fiscal year 1994 to ensure that revenues generated by police private duty overtime fees cover costs with no taxpayer subsidy. Specific information can be found in the Police Services section.

Private School Services Fund - a special revenue fund to account for a State grant 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 Human Resources section. This fund is not subject to appropriation.

State Housing and Community Development Fund - a special revenue fund created pursuant to state requirements to account for state housing funds for community development programs. Specific budget data can be found in the Community Development section.

Utilities Services Fund - an internal service fund used to account for the energy and utility costs of the Town and Board of Education. Specific budget information can be found in the Facilities Services section.

Technology Investment Fund – a special revenue fund established July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. This fund is detailed in the Information Technology section.

West Hartford Center – Special Services District Fund - a fund created to account for the financial activity of the West Hartford Center Special Services District. The District is responsible for collecting Special Services District Tax and operation of the parking garages and surface lots of the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services. Specific budget information can be found in the Non-Departmental section. This fund is not subject to appropriation.

West Hartford Library Fund - a special revenue fund to account for grants and other receipts received by the library through the Connecticard Program, interlibrary loan program, photocopying and computer search activities. Specific budget information can be found in the Library Services section.

Westmoor Park Fund - a special revenue fund to account for income received from an external trust and expenditures to maintain Westmoor Park. Specific budget information can be found in the Leisure Services & Social Services section.



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