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MAGAZINE**

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10 best places to live in Connecticut
with a population of over 10,000



Town of West Hartford, Connecticut

**ANNUAL BUDGET
2017-2018**

Adopted by the Town Council

Annual Budget

Fiscal Year July 1, 2017 - June 30, 2018

Adopted by the Town Council

West Hartford
Connecticut



April 25, 2017

Honorable Mayor and Members of the Town Council:

In accordance with Town Charter requirements, I present the municipal and education budget for fiscal year 2018. This budget attempts to balance the unknown outcome of municipal aid from the State with funding necessary to maintain the current level of quality services provided to Town residents and visitors. The fiscal year 2018 General Fund budget totals \$285,373,740, which represents an increase of \$17,091,330 or 6.4% from fiscal year 2017.

The municipal services portion of the budget totals \$108,141,234, an increase of \$9,220,257 or 9.3% from the current year budget. The education budget totals \$159,857,754, an increase of \$6,574,732 or 4.3%. The capital financing portion of the budget for both municipal and education services is \$17,374,752, an increase from fiscal year 2017 of \$1,296,341 or 8.1%. In order to finance the budget, an increase in current year property tax revenue of \$16,528,586 or 7.2% is required. Of this amount, it is estimated \$1,859,476 will be generated as a result of growth in the Grand List. This additional tax revenue from Grand List growth effectively reduces the tax increase for existing taxpayers to 6.4%. In order to finance property tax revenue, a mill rate on real and personal property of 41.04 is required; an increase over the current mill rate of 1.53 mills or 3.9%, while a mill rate of 32.00 will be applicable to motor vehicles. As you may recall, the State Legislature adopted a budget which required the Town to tax motor vehicles at a mill rate of 37.00 mills for the current fiscal year. This budget reflects a reduction of 5.00 mills or 13.5% in compliance with current legislation. However, this loss in motor vehicle tax revenue will be partially offset by a grant of \$2,506,040.

This is a budget year unlike any other. Most cities and towns across the State are reeling from the significant changes in State aid the Governor proposed. In a time when the State is struggling with its own fiscal problems, the Governor's budget proposal effectively attempts to alleviate some of the State's problems by transferring them to local governments. The result of this proposed action on the Town is severe. Should the Governor's budget stand, the Town would be faced with an unfavorable impact, compared to the current year, of \$14.5 million comprised of:

- a reduction in Education Cost Sharing (ECS) of \$8.7 million;
- the elimination of the Excess Cost Reimbursement of \$3.9 million;
- the partial offset of these reductions by the creation of a Special Education Grant of which the Town will receive \$6.1 million; and,
- the transfer of \$8.0 million in State Teacher's pension costs to the Town.

At the time of the Town's budget adoption, the State had not adopted its budget, or provided firm information as to what the final product may be. Our initial concerns regarding the potential magnitude of the loss of state aid were substantial. Those concerns are now significantly greater due to the Governor's release of a second, revised budget that further erodes the level of State Aid identified for the Town.



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Given the reality that the final State budget could adversely affect the Town, the budget reflects current services with no new programs or staff. It also assumes no cost of living adjustments for union contracts expired on or before June 30, 2017; eliminates the Legal Administrative Assistant position within the Corporation Counsel office and consolidates those duties and responsibilities through attrition; incorporates full funding of the Education Cost Sharing grant; reflects revaluation which results in net taxable Grand List growth of \$259,064,672 or 4.3%; and, eliminates the annual LoCIP grant from inclusion as a General Fund revenue. To temper the uncertainty of State aid, a contingency account has been established to address a potential shortfall. The increase in the Grand List was positive news as it reflects a continued interest in commercial investment as well as a destination for new home buyers seeking to utilize our excellent school system, public parks and many other amenities that define our community. The reclassification of the LoCIP revenue does not mean we are losing the funding, only that we cannot account for its receipt in the traditional way we have in the past. LoCIP funding will now be utilized as revenue to the Capital Projects Fund.

As this is the final budget I will submit, I want to take this time to thank all of you, as well as staff and the residents of this great Town for the many years of support I have received. While I retire at a time of fiscal uncertainty, it is with the knowledge that whatever the outcome, the dedication of you, our elected officials, and all Town staff will ensure that, the character and quality of our Town will not diminish.

Sincerely,



Ronald F. Van Winkle
Town Manager

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A READER'S GUIDE TO THE BUDGET

This budget document is designed to serve as a policy document, a financial plan, an operations guide, and a communication 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 communications between Town residents and all municipal employees by ensuring friendly, courteous and responsive services. We further encourage and promote resident participation in the development and review of all Town services.

Enhancing our Public Image

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

Improving Relations Among All Employees

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

Being on the Leading Edge of Technology

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

Committing to Long Range Fiscal and Administrative Planning

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

SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

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

- FIRST,** and foremost, West Hartford must be among the safest (personal and property security) in the region.
- SECOND:** West Hartford schools must continue the long tradition of being the State's public education leader by becoming more resourceful, providing quality programs, and being customer (parent) responsive.
- THIRD:** West Hartford's physical appearance must be the best in the area, without exception. This includes not only roads, sidewalks, and other parts of the rights-of-way in residential and commercial areas, but the strict enforcement of housing, zoning and environmental health codes to prevent the appearance of neglect.
- FOURTH:** West Hartford must provide the best customer service. The Town will commit itself to continuous improvement to achieve this.
- FIFTH:** West Hartford will incorporate the market forces of competition and entrepreneurialism while being mindful of the need to maintain public accountability.
- SIXTH:** West Hartford must 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 2017-2018 Budget Process

January 6, 2017	Budget guidelines distributed to departments
January 6 - January 27, 2017	Departments prepare budget submissions
January 28 - March 7, 2017	Town Manager's budget review and production of Proposed Budget
March 8, 2017*	Proposed Budget presented to Town Council by Town Manager
March 9 - April 16, 2017	Council review of budget and two public hearings on budget
April 25, 2017**	Town Council adoption of budget
April 26 - June 15, 2017	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 Town Charter directs the Town's budget adoption process including milestone dates for final budget adoption. The Town's required adoption date is well before the General Assembly is required to adopt a State budget. This significant difference in deadlines does not allow the Town to reflect final State budget decisions in its adopted budget. At the time of the Town's budget adoption, the State had not adopted its budget, or provided firm information as to what the final product may be. Given the reality that the final State budget could adversely affect the Town, the budget reflects current services with no new programs or staff. It also assumes no cost of living adjustments for union contracts expired on or before June 30, 2017; eliminates the Legal Administrative Assistant position within the Corporation Counsel office and consolidates those duties and responsibilities through attrition; incorporates full funding of the Education Cost Sharing grant; reflects revaluation which results in net taxable Grand List growth of \$259,064,672 or 4.3%; and, eliminates the annual LoCIP grant from inclusion as a General Fund revenue. To temper the uncertainty of State aid, a contingency account has been established to address a potential shortfall.

As a service organization, the largest component of the budget is wage and benefit costs for employees. While these costs are rising, the Town has been successful in curtailing costs through collective bargaining negotiations and will continue to do so as additional contracts expire. This budget includes full funding for pension and retiree health care costs. Changes reflected in this budget are either contractually required, such as wage increases; legally mandated, such as increases to the MDC ad valorem tax; or are related to previously established increases related to pension, OPEB, health, utilities, other insurances, debt service, contracts, or existing program costs.

All non-current year property tax revenue sources have been examined and revenue estimates have been modified where appropriate. The following reflects the impact to specific State grants, as proposed in the Governor's budget and included in the Town's adopted budget.

- Uniform Motor Vehicle Mill Rate — current legislation provides for a statewide motor vehicle mill rate of 32 mills. In West Hartford, this creates a cap on the mill rate. In order to address the reduction in motor vehicle property tax revenue, legislation includes a grant (\$2,506,000) to partially offset the revenue loss. The grant is calculated using an October 1, 2013 (fiscal year 2015) Grand List. Accordingly, the grant reimburses the Town compared to that budget year. However, as the mill rate increases and the grant amount remains static, the Town experiences a shortfall and a shift is seen from motor vehicle to real and personal property taxes.
- Municipal Revenue Sales Tax Sharing — the Governor's proposed budget would provide for \$2,075,223 in revenue from a dedicated sales tax stream intended to offset the need for increasing local taxes for necessary operations and educational services.
- Municipal Projects Grant (previously MRSA) — the Governor's proposed budget eliminates this grant (\$805,784).
- LoCIP grant — in fiscal year 2017 State bond authorizations for LoCIP were not equal to Town entitlements under the program, resulting in a program freeze. Accordingly, the fiscal year 2018 entitlement was increased to offset the Town's loss in fiscal year 2017. Simultaneously, new restrictions regarding use of the grant make it such that the Town can no longer offset costs in the General Fund.

- Other formula aid remains consistent from the State's fiscal year 2017 budget but reduced from the Town's adopted budget including:
 - Elimination of the Non-Public School Transportation grant (\$47,438);
 - Elimination of the Public School Transportation grant (\$119,418);
 - Reduction of the Pequot-Mohegan grant (\$2,973); and
 - Reduction of (\$17,530) to the Payment in Lieu of Taxes (PILOT) grant.

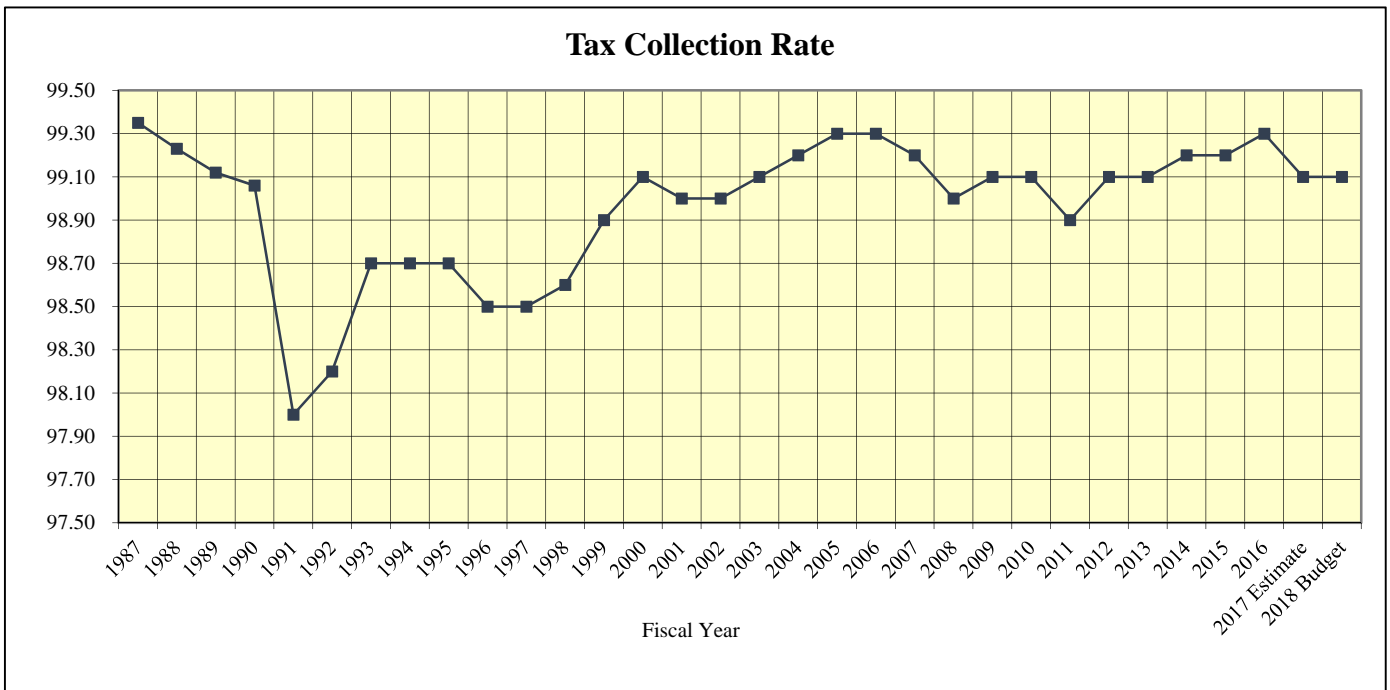
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SUMMARY OF REVENUES

	FY 2017 <u>Adopted</u>	FY 2018 <u>Adopted</u>	Increase/ (Decrease)	Percent Change
Current Year Property Taxes	\$229,544,429	\$246,073,015	\$16,528,586	7.2%
Other Property Taxes	3,800,000	3,850,000	50,000	1.3%
Intergovernmental	26,974,423	28,272,437	1,298,014	4.8%
Charges for Services	5,830,520	5,953,085	122,565	2.1%
Miscellaneous Revenue	1,222,250	740,200	(482,050)	-39.4%
Transfers from Other Funds	910,788	485,003	(425,785)	-46.7%
TOTAL	<u>\$268,282,410</u>	<u>\$285,373,740</u>	<u>\$17,091,330</u>	6.4%

Property Taxes

Approximately 86% 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, 2016 net taxable Grand List totals \$6,240,412,461; an increase of \$259,064,672 or 4.3%, which is expected to generate an additional \$10,144,000 in taxes. 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 2017 was consistent with experience in prior years and it is anticipated that the Town will achieve the 99.1% collection rate in the current fiscal year. The fiscal year 2018 budget maintains the 99.1% collection rate assumption. A one-tenth increase in the collection rate for fiscal year 2018 equates to approximately \$248,000 in revenue.



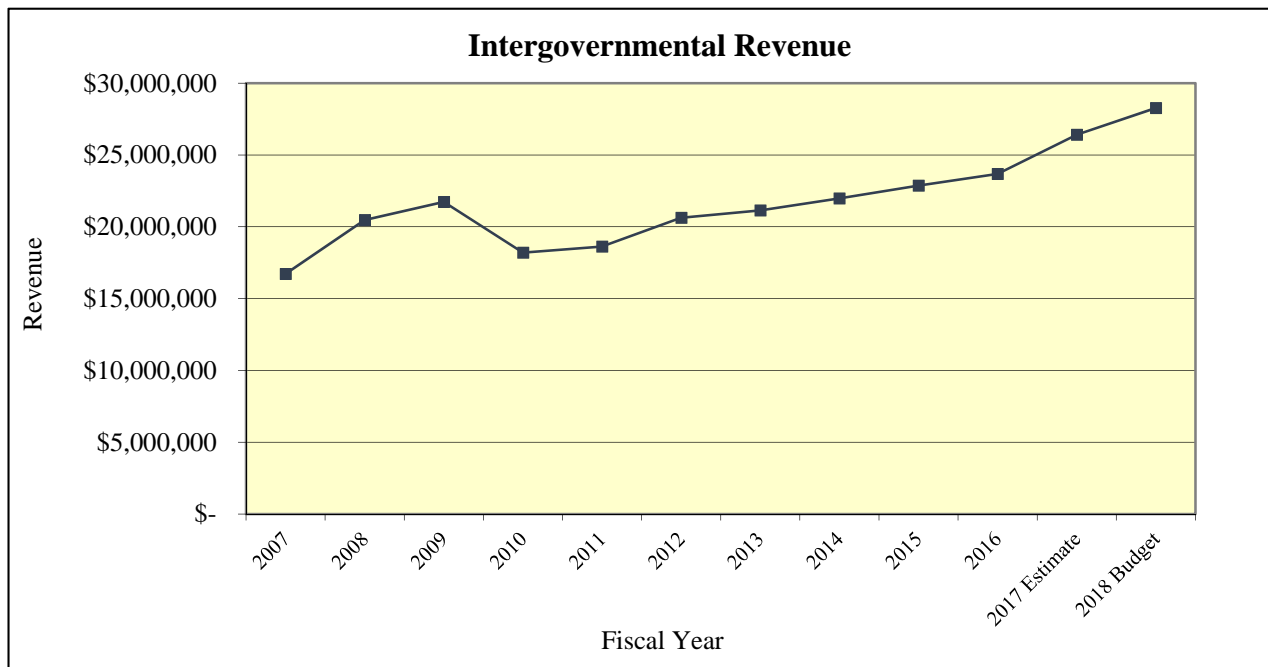
Intergovernmental Revenue

Estimated Intergovernmental Revenue to West Hartford reflects the Town's uncertainty about the State budget. The Town's fiscal year 2017 adopted budget included the Governor's proposed budget, as that was the latest information available at the time of adoption. The State budget that was subsequently adopted for fiscal year 2017 provided more favorable funding than the Town had estimated. Intergovernmental revenue is budgeted as follows:

<u>Grant</u>	<u>FY 2017 Adopted</u>	<u>FY 2018 Adopted</u>	<u>Increase/ (Decrease)</u>
ECS Grant	\$ 18,340,548	\$ 20,961,352	\$ 2,620,804
LoCIP Program*	432,145		(432,145)
Motor Vehicle Mill Rate Offset	2,506,040	2,506,040	
Municipal Project Grant	805,784		(805,784)
Non-public School Transportation**	47,438		(47,438)
Payment in Lieu of Taxes (PILOT)	1,180,454	1,162,924	(17,530)
Pequot/Mohegan Fund Grant	197,988	194,502	(3,486)
Public School Transportation	119,418		(119,418)
Sales Tax Revenue	2,075,223	2,075,223	
Town Aid Road	687,363	686,363	(1,000)
Sub-Total State Formula Aid	26,392,401	27,586,404	1,194,003
Other State Revenue	871,675	678,033	(193,642)
Total	\$ 27,264,076	\$ 28,264,437	\$ 1,000,361

* Accounted for as a Transfer In from the Capital Projects Fund (not General Fund intergovernmental revenue) in fiscal year 2017.

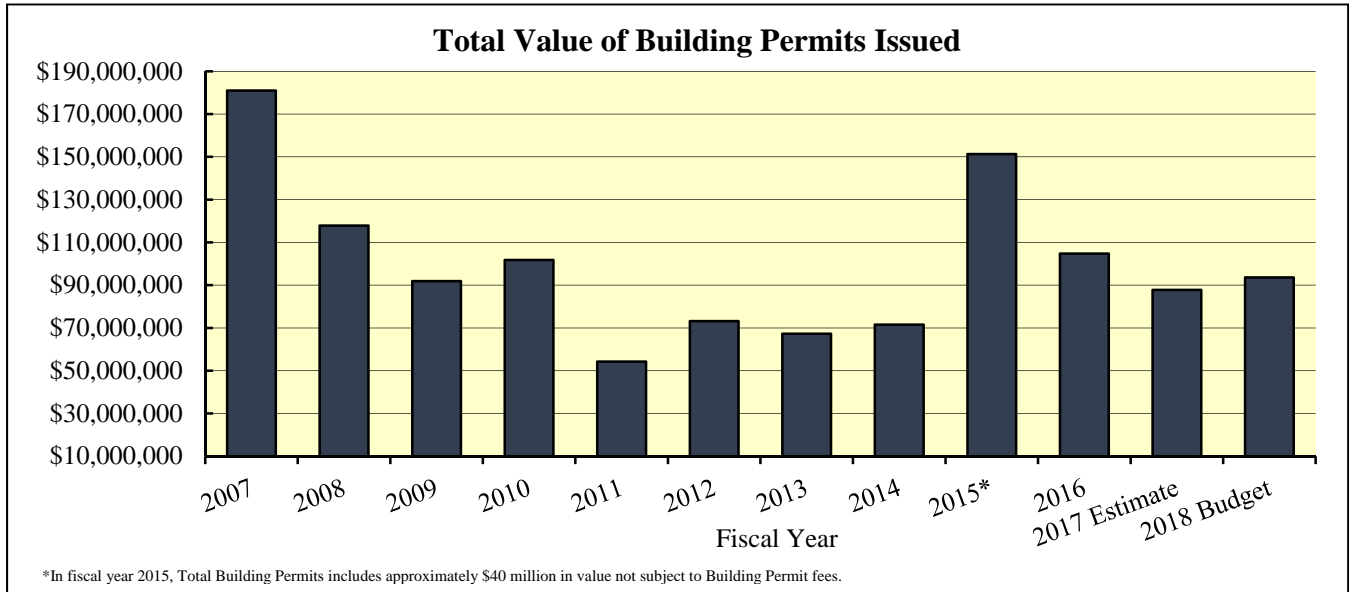
**Accounted for as a reduction to the contribution to the Private School Services Fund (not General Fund intergovernmental revenue).



Charges for Services

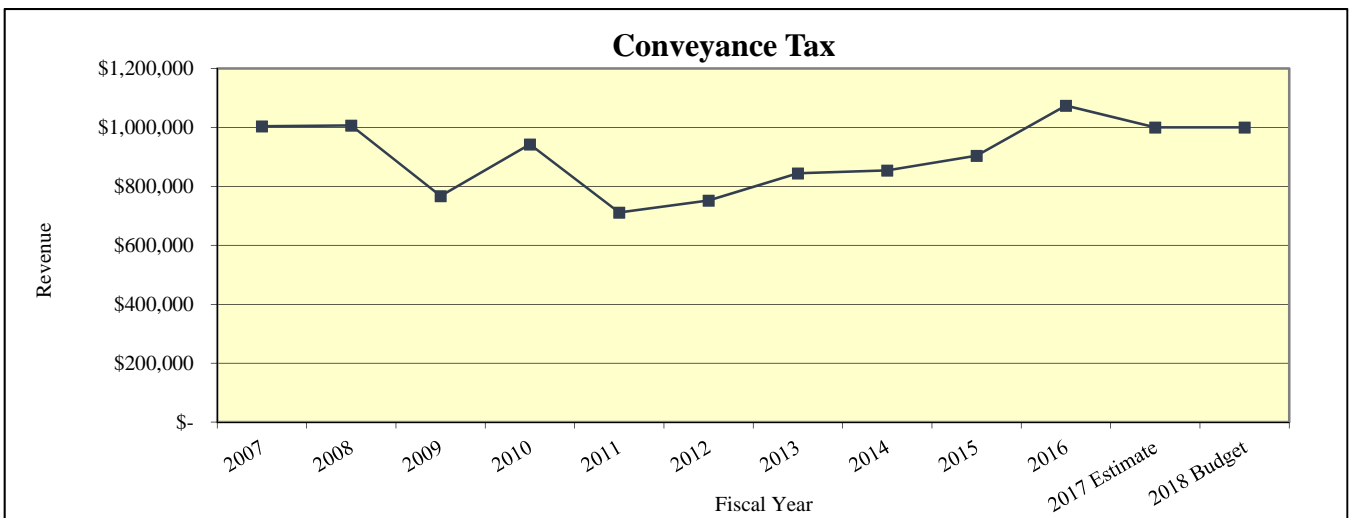
Building Permits

Estimated building permit revenue is expected to total \$1,600,000 for fiscal year 2018, an increase of \$100,000 compared to the fiscal year 2017 adopted budget. The building permit fee is calculated on the value of new construction or building improvements. Permit revenue for fiscal year 2017 was budgeted at \$1,500,000 and is projected to reach this target. The value of permits is expected to increase in fiscal year 2018 due to anticipated residential housing and commercial construction projects that are in process.



Real Estate Transactions

The Town receives fees established by the State of Connecticut for real estate transactions. Land records fee revenue is received for the actual recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The fiscal year 2018 budget increases conveyance tax revenue by \$25,000 to \$1,000,000 based upon the level of activity in the current fiscal year. The fiscal year 2018 budget maintains the estimated amount for land records fee revenue of \$250,000, consistent with current year and fiscal year 2016 experience. Land records fee revenue had achieved higher levels in prior years due to the volume of mortgage refinancings. As the refinancings have slowed, so has land records fee revenue.



Miscellaneous Revenues

Investment Income

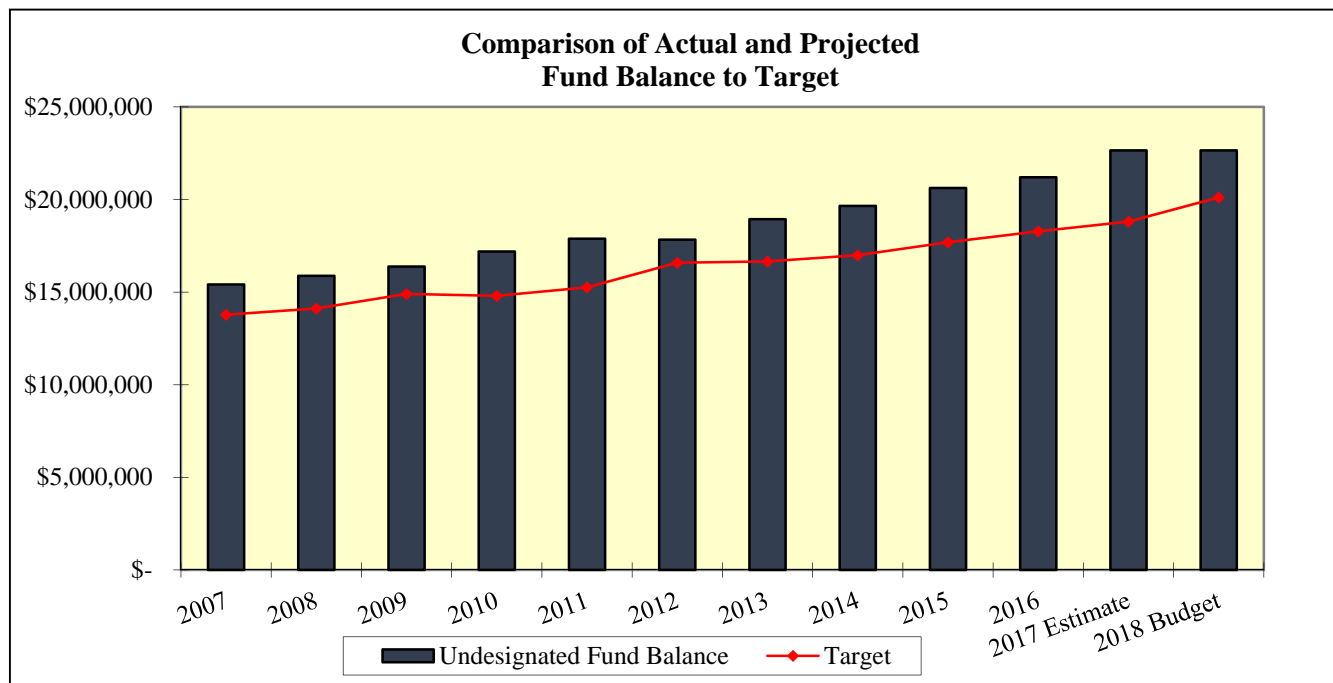
The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The estimated fiscal year 2018 interest income is consistent with the fiscal year 2017 budget and experience after six months of the fiscal year. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 20 and 67 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 in an account with its primary bank. While minimal interest income is earned on these funds, the bank offers a 45 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 an assumption that the near term economic climate will not result in increased interest rates, the estimated interest income for fiscal year 2018 is budgeted at \$284,000.

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 2018.

Use of Fund Balance

Fund balance is cash the Town has accumulated from prior years when revenues exceeded actual expenditures. The Town's June 30, 2016, unassigned fund balance was \$21,200,285 or 8.1% of General Fund expenditures. The fiscal year 2018 budget does not anticipate any use of fund balance to cover operating expenditures.



SUMMARY OF EXPENDITURES

	<u>FY 2017 Adopted</u>	<u>FY 2018 Adopted</u>	<u>Increase/ (Decrease)</u>	<u>Percent Change</u>
Town Services				
Wages & Salaries	\$40,339,266	\$40,475,897	\$136,631	0.3%
Operating Expense	23,328,621	24,258,662	930,041	4.0%
Fringe Benefits & Insurance	<u>35,253,090</u>	<u>43,406,675</u>	<u>8,153,585</u>	23.1%
Total Town Services	\$98,920,977	\$108,141,234	\$9,220,257	9.3%
 Board of Education	 \$153,283,022	 \$159,857,754	 \$6,574,732	 4.3%
 Capital Financing	 <u>\$16,078,411</u>	 <u>\$17,374,752</u>	 <u>\$1,296,341</u>	 8.1%
 Total Expenditures	 <u>\$268,282,410</u>	 <u>\$285,373,740</u>	 <u>\$17,091,330</u>	 6.4%

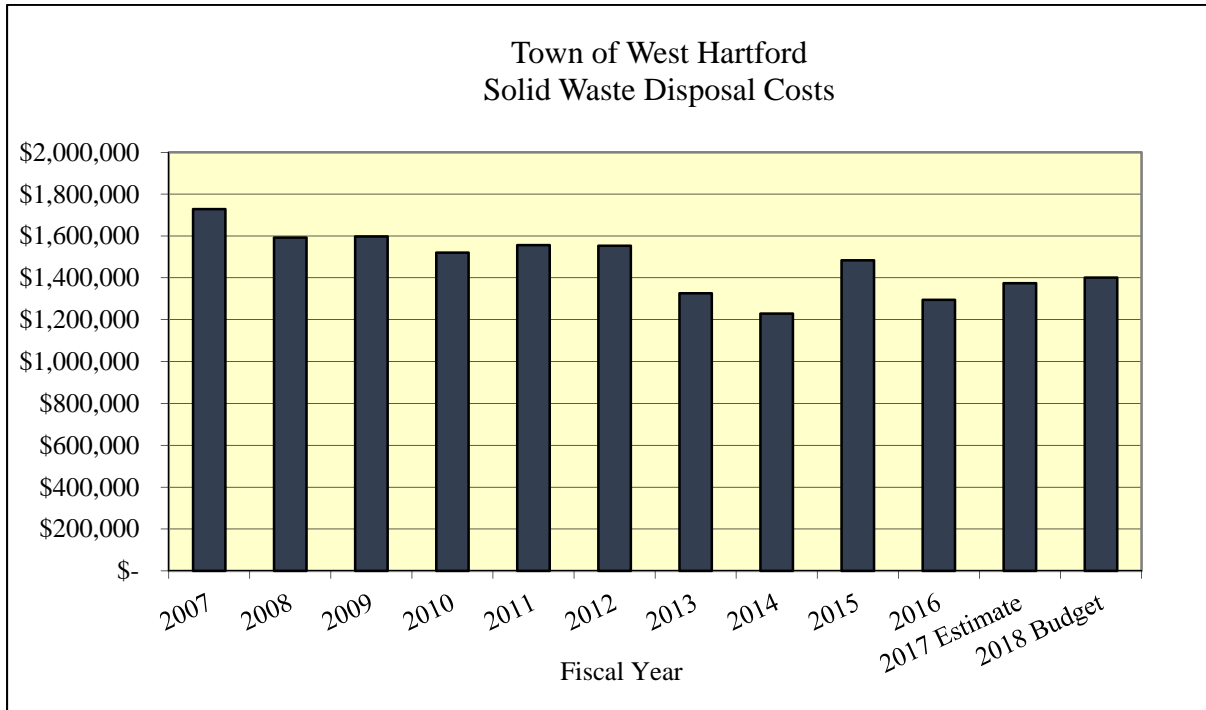
Town Services

Wages & Salaries

Regular payroll totals \$33,405,500, an increase of \$271,541 or 0.8% over the fiscal year 2017 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 and contractual cost of living adjustments for unions whose contract will not have expired as of June 30, 2017. A separate contingency has been established for potential wage settlements for the Police Union Contract which expired June 30, 2013. This budget includes one new position, an Assistant Fire Chief for the Paramedic Service program. It also includes an additional 0.25 full-time equivalent, transferred to the General Fund from the Leisure Services Fund based upon duties performed, and full-year funding for two Equipment Operators and one Social Services Manager budgeted with a hire date of January 1, 2017 in the fiscal year 2017 adopted budget. These increases are offset by a reduction to regular payroll as the fiscal year 2018 budget eliminates an Administrative Assistant position through attrition. A hiring lag in the Police Department is budgeted at \$150,000. The appropriation for temporary payroll is reduced \$10,628 from fiscal year 2017. Reductions in the Town Clerk (\$4,000) and Registrar of Voters (\$47,751) result from a non-presidential election year and no anticipated primary election, and Financial Services (\$13,313) and Library (\$10,220) are reduced in response to budget constraints. Offsetting these reductions are contractual increases in Facilities (\$29,115), and increases in Leisure Services (\$35,541) resulting from the minimum wage increase and the move to part-time employees from contractual personnel for certain programs. The overtime appropriation decreases \$139,992 townwide due primarily to the elimination of one-time grant funded overtime in the Police Department (\$68,212), one-time grant funded overtime in the Fire Department (\$21,759), the transfer of funding for hazardous materials stipends for firefighters (\$47,000) from overtime to regular payroll, and a reduction in Facilities Services (\$13,188) based upon experience and anticipated need. These reductions are offset by minor increases in other departments based upon anticipated workflow needs.

Operating Expenses

Operating expenses have increased \$930,041 or 4.0% over the 2017 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 \$618,400 or 6.9% from fiscal year 2017. Utility costs, which are increasing \$196,957, represent the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. 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 increased contribution for fiscal year 2018 results from the amortization of a reduced surplus in the USF and higher water consumption due to drought conditions. The appropriation for solid waste disposal tipping fees reflects a net increase of \$27,000 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 (\$47,000) offset by reduced solid waste refuse costs (\$20,000) based upon a trend of declining volume. Information technology 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 2018 budget is an increase in the Information Technology department's appropriation for Microsoft licensing (\$43,000), new financial management system license and support (\$122,557), and increases in Fire department software contracts and on-line training (\$28,660).



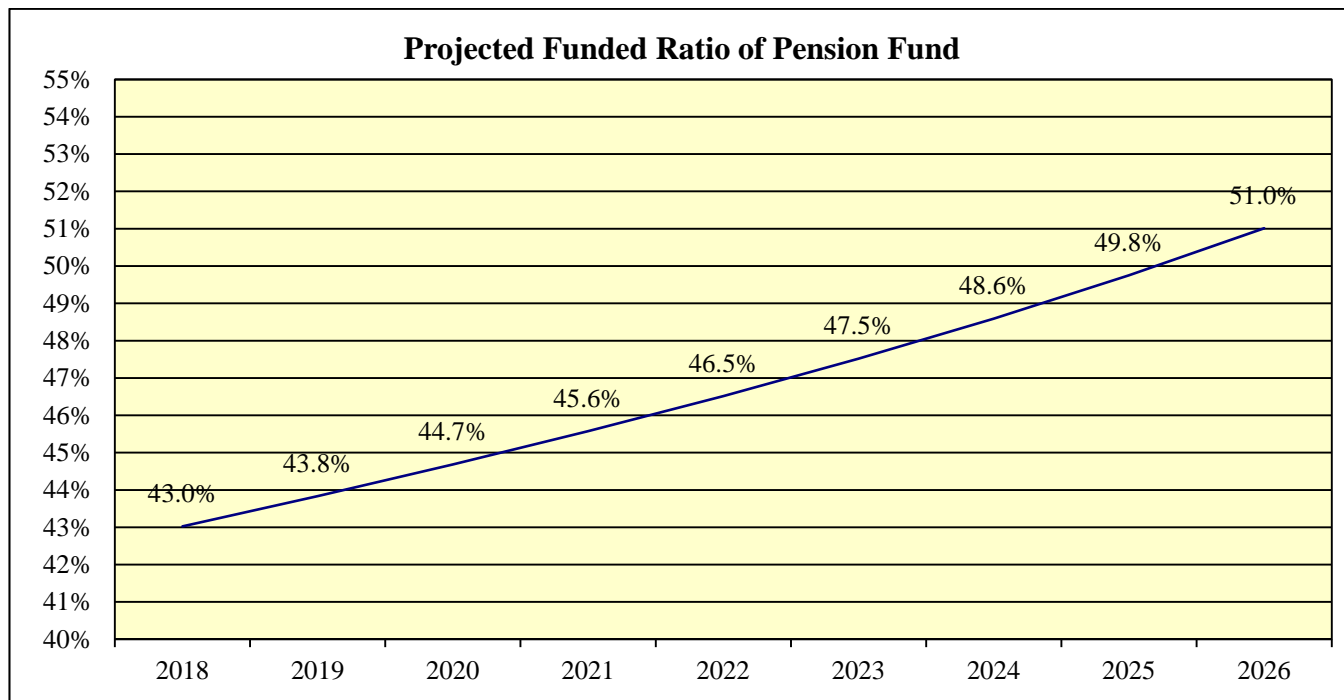
Employee Benefits & Insurance

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 \$269,565, or 1.6%, in fiscal year 2018. Town Health Program expense increases \$50,481, reflecting the General Fund's portion of the \$600,000 increase in the contribution for retiree health and an anticipated reduction in active employee health care costs based upon current year trends. Other risk programs experiencing an increase include heart and hypertension (\$40,232), self-insured (\$11,609), and workers' compensation (\$208,683) primarily due to increased claim costs and amortization of accumulated surplus or deficit. Offsetting these increases is a reduction to the insured program of \$41,440 reflecting amortization of accumulated surplus.

Retiree Medical & Pension Benefits

The Actuarially Determined Contribution (ADC) for fiscal year 2018 is \$21,615,393, a year over year increase of \$1,063,936. As indicated in the July 1, 2016 valuation, the unfunded accrued liability increased by \$4,285,120 from July 1, 2015 to July 1, 2016. The Plan's market value decreased \$6,839,643 from July 1, 2015 to July 1, 2016, while the actuarial value increased by \$6,501,549. 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 funded status of the plan increased slightly from 42.9% to 43.3%.

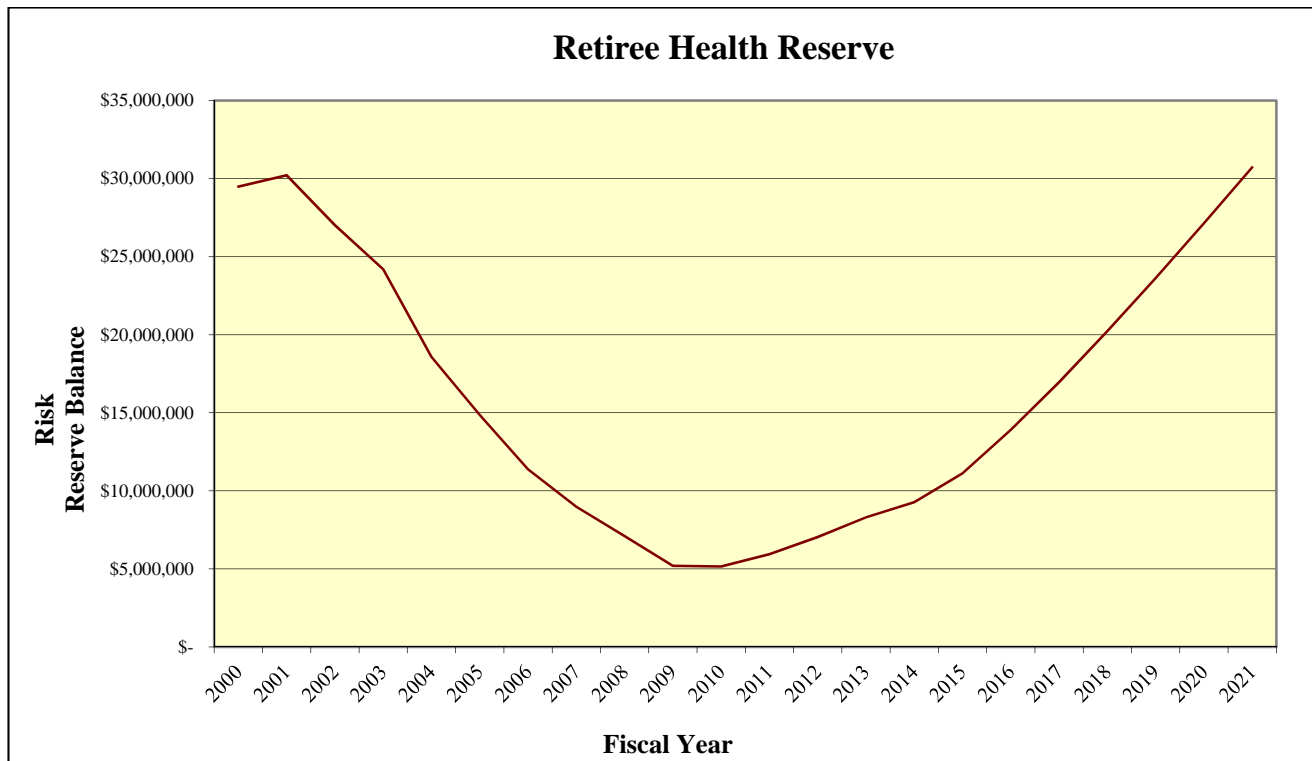
The actuaries also updated a 10 year projection of the plan, based on the most recent data, aimed at gradually increasing the plan's funded ratio while mitigating year to year ADC increases and reducing annual normal cost. Normal cost is the payment made to the Pension Fund by the Town to fund benefits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



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 General Fund budget 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 \$600,000 and will total \$11,380,000 in fiscal year 2018 split between the Town (\$8,472,000) and Board of Education (\$2,908,000).

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

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



Public Schools

The fiscal year 2018 education budget totals \$159,857,754, an increase of \$6,574,732 or 4.3%.

- Salaries, which represent the largest portion (62%) of the education budget, are increasing \$2.76 million or 2.7%. This increase reflects growth due to step movement offset by a reduction of 16.5 full-time equivalent positions included in the Superintendent's budget.
- Employee benefit expenses represent the second largest portion of the budget (25%). Due to a large number of high cost medical claims, the contribution to the Risk Fund for BOE medical costs is increasing by \$3.4 million or 16%.
- All other expenses increase \$0.44 million due to a combination of inflation, higher tuition and transportation costs, and the superintendent's budget reductions.

Capital Financing

The annual appropriation for capital financing is determined by the Town's long range Capital Improvement Program. The 2018-2029 Capital Improvement Program (CIP) invests \$199,494,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment. The Capital Improvement Program for fiscal years 2018 and 2019 continues the long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as the balance of a new financial management system (\$350,000), North Main Street Bridge Rehabilitation (\$1,696,000), year two of the Park Road Interchange project (\$1,216,000), design of Police Shooting Range Improvements (\$50,000), Wolcott Park Improvements (\$300,000), year two of Hall High School science labs (\$6,400,000), and the recycling center modernization project (\$2,500,000).

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy). Bonded debt service is \$17,634,752 for fiscal year 2018. Of this amount, \$17,284,752 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 \$350,000 is funded by bond premiums received from previous Town bond issuances. The fiscal year 2018 budget includes no transfer to the CNRE Fund, as capital projects will be funded from existing CNRE fund balance. Fiscal year 2018 debt service costs are partially offset by \$126,200 in school construction reimbursement grant revenue from the State of Connecticut.

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TOWN OF WEST HARTFORD

FISCAL YEAR 2017-2018

BUDGET IN BRIEF

ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
General Fund	\$261,732,944	\$268,282,410	\$270,177,225	\$285,373,740
Blue Back Square Fund	3,816,074	3,714,352	3,175,585	3,917,854
Community Development Block Grant Fund	665,769	1,197,565	1,197,565	699,003
CDBG – Housing Rehabilitation Fund	211,316	425,000	425,000	175,000
State Housing & Community Development Fund	53		8,935	
Westmoor Park Fund	695,756	682,300	658,483	669,283
Leisure Services Fund	3,460,227	3,345,054	3,401,625	4,344,876
Private School Services Fund	2,217,916	2,242,219	2,216,979	2,265,882
West Hartford Library Fund	26,346	23,980	24,032	15,000
Parking Lot Fund	2,835,179	3,348,004	3,431,453	3,505,502
Technology Investment Fund	16,526	18,350	8,500	11,750
Capital & Non-Recurring Expenditure Fund	2,908,803	41,000	47,702	
Police Private Duty Fund	1,693,743	2,100,000	1,750,000	2,100,000
Cemetery Operating Fund	349,182	347,000	349,384	347,000
Total Revenue & Other Resources	\$280,629,834	\$285,767,234	\$286,872,468	\$303,424,890

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
General Fund	\$261,192,480	\$268,282,410	\$268,722,383	\$285,373,740
Blue Back Square Fund	3,877,700	3,897,275	3,897,275	3,901,475
Community Development Block Grant Fund	665,769	1,197,565	1,197,565	699,003
CDBG – Housing Rehabilitation Fund	211,316	425,000	425,000	175,000
State Housing & Community Development Fund	19,300			8,935
Westmoor Park Fund	803,391	667,588	642,557	671,606
Leisure Services Fund	3,334,725	3,101,818	3,135,770	4,206,524
Private School Services Fund	2,217,916	2,242,219	2,216,979	2,265,882
West Hartford Library Fund	19,367	70,419	48,980	36,491
Parking Lot Fund	2,640,515	3,322,506	3,477,144	3,038,713
Technology Investment Fund	34,759	21,700	21,700	
Capital & Non-Recurring Expenditure Fund	1,070,775	1,750,335	1,750,335	628,000
Police Private Duty Fund	2,011,941	2,065,246	2,020,664	2,071,135
Cemetery Operating Fund	347,344	609,058	611,327	404,931
Total Expenditures & Other Uses	\$278,447,298	\$287,653,139	\$288,167,679	\$303,481,435

CHANGE IN FUND BALANCE	\$ 2,182,536	(\$ 1,885,905)	(\$ 1,295,211)	(\$ 56,445)
BEGINNING BALANCE	\$ 26,613,514	\$ 28,796,050	\$ 28,796,050	\$ 27,500,839
ENDING BALANCE	\$ 28,796,050	\$ 26,910,145	\$ 27,500,839	\$ 27,444,294

ANNUAL BUDGET 2017-2018

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	\$249,923,015						
Intergovernmental	28,272,437		699,003	175,000			
Charges for Services	5,953,085	18,856				319,000	4,291,476
Miscellaneous	740,200	1,500				350,283	33,400
Total Revenues	\$284,888,737	\$20,356	\$699,003	\$175,000	\$0	\$669,283	\$4,324,876
<u>Other Resources</u>							
Transfers In	\$485,003	\$3,897,498					\$20,000
Total Other Resources	\$485,003	\$3,897,498	\$0	\$0	\$0	\$0	\$20,000
Total Revenue & Other Resources	\$285,373,740	\$3,917,854	\$699,003	\$175,000	\$0	\$669,283	\$4,344,876
<u>Expenditures</u>							
Town Clerk	\$ 254,677						
Town Council	378,525						
Town Manager	286,286						
Corporation Counsel	345,913						
Registrar of Voters	235,911						
Information Technology	936,552						
Financial Services	2,346,531						
Assessor	723,608						
Human Resources	436,628						
Fire Department	11,603,537						
Police Department	14,847,686						
Community Development	2,530,528		268,510	175,000			
Public Works	11,765,634						
Plant & Facilities Services	2,563,330						
Leisure Services & Social Services	3,123,081		281,563			643,291	4,206,524
Library Services	3,422,014						
Education	159,857,754						
Debt Service	17,374,752						
Non-Departmental	50,730,911	3,901,475					
Total Expenditures	\$283,763,858	\$3,901,475	\$550,073	\$175,000	\$0	\$643,291	\$4,206,524
<u>Other Uses</u>							
Transfers Out	1,609,882		148,930		8,935	28,315	
Total Other Uses	\$1,609,882	\$0	\$148,930	\$0	\$8,935	\$28,315	\$0
Total Expenditures and Other Uses	\$285,373,740	\$3,901,475	\$699,003	\$175,000	\$8,935	\$671,606	\$4,206,524
Change in Fund Balance	\$0	\$16,379	\$0	\$0	(\$8,935)	(\$2,323)	\$138,352
Estimated Fund Balance 7/1/17	\$22,655,127	\$188,953	\$0	\$21,100	\$9,115	\$423,088	(\$1,572,926)
Estimated Fund Balance 6/30/18	\$22,655,127	\$205,332	\$0	\$21,100	\$180	\$420,765	(\$1,434,574)

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

ANNUAL BUDGET 2017-2018

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

	Private School Services Fund	Library Fund	Parking Lot Fund	Technology Investment Fund	Capital & Non- Recurring Expenditure Fund	Police Private Duty Service Fund	Cemetery Operating Fund	Total All Funds
Revenues								
Property Taxes								\$249,923,015
Intergovernmental	656,000							29,802,440
Charges for Services		15,000	3,500,502	11,750		2,100,000	340,000	16,549,669
Miscellaneous			5,000				7,000	1,137,383
Total Revenues	\$656,000	\$15,000	\$3,505,502	\$11,750	\$0	\$2,100,000	\$347,000	\$297,412,507
Other Resources								
Transfers In	\$1,609,882							\$6,012,383
Total Other Resources	\$1,609,882	\$0	\$0	\$0	\$0	\$0	\$0	\$6,012,383
Total Revenue & Other Resources	\$2,265,882	\$15,000	\$3,505,502	\$11,750	\$0	\$2,100,000	\$347,000	\$303,424,890
Expenditures								
Town Clerk								\$ 254,677
Town Council								378,525
Town Manager								286,286
Corporation Counsel								345,913
Registrar of Voters								235,911
Information Technology								936,552
Financial Services								2,346,531
Assessor								723,608
Human Resources								436,628
Fire Department								11,603,537
Police Department						1,946,135		16,793,821
Community Development								2,974,038
Public Works			3,038,713				401,707	15,206,054
Plant & Facilities								
Services								2,563,330
Leisure Services & Social Services								8,254,459
Library Services		36,491						3,458,505
Education								159,857,754
Debt Service								17,374,752
Non-Departmental	2,265,882							56,898,268
Total Expenditures	\$2,265,882	\$36,491	\$3,038,713	\$0	\$0	\$1,946,135	\$401,707	\$300,929,149
Other Uses								
Transfers Out					628,000	125,000	3,224	2,552,286
Total Other Uses	\$0	\$0	\$0	\$0	\$628,000	\$125,000	\$3,224	\$2,552,286
Total Expenditures and Other Uses	\$2,265,882	\$36,491	\$3,038,713	\$0	\$628,000	\$2,071,135	\$404,931	\$303,481,435
Change in Fund Balance	\$0	(\$21,491)	\$466,789	\$11,750	(\$628,000)	\$28,865	(\$57,931)	(\$56,545)
Estimated Fund Balance 7/1/17	\$0	\$21,491	\$2,164,661	(\$11,749)	\$2,056,247	(\$16,911)	\$1,562,643	\$27,500,839
Estimated Fund Balance 6/30/18	\$0	\$0	\$2,631,450	\$1	\$1,428,247	\$11,954	\$1,504,712	\$27,444,294

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 2017-2018

BUDGET IN BRIEF

GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Current Year Property Taxes	\$225,323,830	\$229,544,429	\$232,000,000	\$246,073,015
Other Property Taxes	4,306,229	3,800,000	4,065,625	3,850,000
Intergovernmental	23,943,777	26,974,423	26,611,217	28,272,437
Charges for Services	5,992,135	5,830,520	5,654,385	5,953,085
Miscellaneous	1,200,815	1,222,250	1,297,355	740,200
Transfers In	966,158	910,788	548,643	485,003
Total Revenue & Other Resources	\$261,732,944	\$268,282,410	\$270,177,225	\$285,373,740

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Town Council	\$ 386,349	\$ 419,517	\$ 419,517	\$ 378,525
Town Clerk	271,527	280,484	275,489	254,677
Town Manager	289,030	321,901	346,901	286,286
Corporation Counsel	421,781	435,553	532,207	345,913
Registrar of Voters	286,784	294,902	296,625	235,911
Assessor	684,320	700,540	708,173	723,608
Information Technology	774,869	882,260	923,084	936,552
Financial Services	2,271,139	2,265,706	2,319,723	2,346,531
Human Resources	441,225	452,689	441,459	436,628
Fire	10,898,343	11,293,866	11,702,263	11,603,537
Police	15,281,897	15,050,068	15,213,449	14,847,686
Community Development	2,680,631	2,746,287	2,723,604	2,530,528
Public Works	10,688,853	11,645,978	11,560,620	11,765,634
Plant and Facilities Services	2,446,088	2,143,942	2,110,792	2,563,330
Leisure Services & Social Services	3,218,639	3,061,991	3,043,173	3,123,081
Library	3,296,411	3,410,286	3,392,495	3,422,014
Education	147,623,747	153,283,022	153,083,022	159,857,754
Capital Financing	18,148,032	16,078,411	16,078,411	17,374,752
Non-Departmental	41,082,815	43,515,007	43,551,376	52,340,793
Total Expenditures & Other Uses	\$261,192,480	\$268,282,410	\$268,722,383	\$285,373,740

CHANGE IN FUND BALANCE	\$ 540,464	\$	\$ 1,454,842	\$
BEGINNING BALANCE	\$ 20,659,821	\$ 21,200,285	\$ 21,200,285	\$ 22,655,127
ENDING BALANCE	\$ 21,200,285	\$ 21,200,285	\$ 22,655,127	\$ 22,655,127

SUMMARY BY DEPARTMENT
GENERAL FUND EXPENDITURES AND OTHER USES

	<u>ACTUAL</u> <u>FY 2015-2016</u>	<u>ADOPTED</u> <u>FY 2016-2017</u>	<u>ESTIMATED</u> <u>FY 2016-2017</u>	<u>ADOPTED</u> <u>FY 2017-2018</u>	<u>PERCENT</u> <u>CHANGE</u>
Town Council	\$ 386,349	\$ 419,517	\$ 419,517	\$ 378,525	-9.8%
Town Clerk	271,527	280,484	275,489	254,677	-9.2%
Town Manager	289,030	321,901	346,901	286,286	-11.1%
Corporation Counsel	421,781	435,553	532,207	345,913	-20.6%
Registrar of Voters	286,784	294,902	296,625	235,911	-20.0%
Assessor's Office	684,320	700,540	708,173	723,608	3.3%
Information Technology	774,869	882,260	923,084	936,552	6.2%
Financial Services	2,271,139	2,265,706	2,319,723	2,346,531	3.6%
Human Resources	441,225	452,689	441,459	436,628	-3.5%
Fire	10,898,343	11,293,866	11,702,263	11,603,537	2.7%
Police	15,281,897	15,050,068	15,213,449	14,847,686	-1.3%
Community Development	2,680,631	2,746,287	2,723,604	2,530,528	-7.9%
Public Works	10,688,853	11,645,978	11,560,620	11,765,634	1.0%
Plant and Facilities Services	2,446,088	2,143,942	2,110,792	2,563,330	19.6%
Leisure Services & Social Services	3,218,639	3,061,991	3,043,173	3,123,081	2.0%
Library	3,296,411	3,410,286	3,392,495	3,422,014	0.3%
Education	147,623,747	153,283,022	153,083,022	159,857,754	4.3%
Capital Financing	18,148,032	16,078,411	16,078,411	17,374,752	8.1%
Non-Departmental	<u>41,082,815</u>	<u>43,515,007</u>	<u>43,551,376</u>	<u>52,340,793</u>	20.3%
Total Expenditures & Other Uses	\$261,192,480	\$268,282,410	\$268,722,383	\$285,373,740	6.4%

ANNUAL BUDGET 2017-2018

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2015-2016	Adopted 2016-2017	Actual 6 month	Estimated 2016-2017	Adopted 2017-2018	Percent Change
PROPERTY TAXES						
Current Year Taxes	\$225,381,548	\$229,544,429	\$135,457,558	\$232,000,000	\$246,073,015	7.2%
Motor Vehicle Supplement	2,077,509	1,700,000	374,690	1,965,625	1,700,000	
Prior Year Taxes	1,366,764	1,350,000	900,813	1,350,000	1,375,000	1.9%
Interest & Lien Fees	804,238	750,000	359,858	750,000	775,000	3.3%
TOTAL PROPERTY TAXES	229,630,059	233,344,429	137,092,919	236,065,625	249,923,015	7.1%
INTERGOVERNMENTAL REVENUES						
Federal						
Dial-A-Ride Assistance	47,833	59,199	37,149	59,199		-100.0%
FEMA Grant	40,155	62,519	62,519	62,519	8,000	-87.2%
Law Enforcement Grants	179,467	68,212	49,144	74,307		-100.0%
Total Federal Revenues	267,455	189,930	148,812	196,025	8,000	-95.8%
State						
ECS Grant	19,962,340	18,340,548		21,098,550	20,961,352	14.3%
School Building Subsidy	136,277	131,467		131,467	126,200	-4.0%
School Transportation	164,984	119,418				-100.0%
Sub-Total Education	20,263,601	18,591,433		21,230,017	21,087,552	13.4%
Circuit Breaker	272,810	272,000	259,448	259,448	182,000	-33.1%
Disabled Property Tax Relief	5,883	6,000	5,622	6,000	6,000	
Municipal Tax Relief	805,784	805,784		805,784		-100.0%
MRSA – Sales Tax Sharing		2,075,223	1,614,320	1,614,320	2,075,223	
MRSA – Motor Vehicles		2,506,040			2,506,040	
Payment in lieu of Taxes (PILOT)	988,792	1,180,454	1,163,743	1,163,743	1,162,924	-1.5%
Veterans Tax Relief	71,063	70,000	62,613	62,613	62,613	-10.6%
Sub-Total Property Tax Relief	2,144,332	6,915,501	3,105,746	3,911,908	5,994,800	-13.3%
Alcohol/Drug Abuse Grant	7,116	7,116	26	7,116	7,116	
YSB Grant	40,198	35,056	16,275	35,056	37,559	7.1%
Sub-Total Human & Cultural Services	47,314	42,172	16,301	42,172	44,675	5.9%
Town Aid Road	687,363	687,363	343,454	686,908	686,908	-0.1%
Library Grant	1,087	1,000		1,000		-100.0%
Emergency 911 Service Grant	140,810	141,000	105,529	141,000	141,000	
Emergency Management Grant	23,514	11,286		7,962		-100.0%
Pequot/Mohegan Fund Grant	210,497	197,988	65,825	197,475	194,502	-1.8%
Telephone Grant	139,881	115,000		115,000	115,000	
Preservation of Historic Documents	4,000	5,000	5,000	5,000		-100.0%
Other Miscellaneous Grants	13,923	76,750		76,750		-100.0%
Sub-Total Other State Aid	1,221,075	1,235,387	519,808	1,231,095	1,137,410	-7.9%
Total State Revenue	23,676,322	26,784,493	3,641,855	26,415,192	28,264,437	5.5%
TOTAL INTERGOVERNMENTAL	23,943,777	26,974,423	3,790,667	26,611,217	28,272,437	4.8%

ANNUAL BUDGET 2017-2018

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2015-2016	Adopted 2016-2017	Actual 6 month	Estimated 2016-2017	Adopted 2017-2018	Percent Change
CHARGES FOR SERVICES						
Licenses & Permits						
Building Permits	1,840,094	1,500,000	578,754	1,500,000	1,600,000	6.7%
Dog Licenses	10,679	11,000	701	11,000	11,000	
Fire Occupancy Fees	142,037	100,000	33,841	100,000	100,000	
Fire Plan Review Fees	466,594	450,000	79,997	350,000	350,000	-22.2%
Marriage Licenses	17,211	16,500	9,467	16,500	16,500	
Public Works Permits	99,865	80,000	49,241	80,000	80,000	
Weapons Permits	13,120	11,000	9,730	16,400	11,000	
Engineering Licenses & Permits	93,680	85,500	44,052	85,500	85,500	
Zoning Permits	37,721	40,000	16,404	35,000	35,000	-12.5%
Miscellaneous Licenses & Permits	<u>2,411</u>	<u>2,750</u>	<u>28,462</u>	<u>30,065</u>	<u>2,750</u>	
Total Licenses & Permits	2,723,412	2,296,750	850,649	2,224,465	2,291,750	-0.2%
Charges for Services						
Alarm Fees	22,785	22,000	12,202	22,000	22,000	
Birth Certificates	13,920	12,000	6,655	12,000	12,000	
Conveyance Taxes	1,074,213	975,000	500,748	1,000,000	1,000,000	2.6%
Copies	59,446	54,650	28,292	58,539	58,250	6.6%
Day Care Services	46,839	48,040	24,022	48,040	50,441	5.0%
Death Certificates	64,070	55,000	28,820	55,000	55,000	
General Admissions	77,242	61,500	82,711	100,406	85,498	39.0%
Land Records Fee	238,797	250,000	124,151	250,000	250,000	
Land Records – Farmland Bill Fees	20,595	20,000	9,846	20,000	20,000	
MERS Fee	73,839	70,000	42,898	80,000	80,000	14.3%
Memberships	88,448	79,000	46,584	88,000	79,500	0.6%
Metal Recycling	2,589	8,000	259	5,000	5,000	-37.5%
Recycling Revenue	54,234	70,000	19,330	36,000	35,000	-50.0%
Additional Barrel Fees	52,142	60,000	50,414	60,000	202,000	236.7%
Miscellaneous Charges For Services	106,462	75,000	30,121	76,465	80,550	7.4%
Paramedic Services		376,000	102,064	376,000	440,000	17.0%
Program Registrations	404,443	465,410	294,346	417,300	430,926	-7.4%
Land Leases	150,000	150,000	75,250	150,000	150,000	
Rental of Facilities	217,362	206,220	104,256	205,220	211,220	2.4%
Special Events	59,657	60,000	42,343	58,000	62,000	3.3%
Revenue Cost Sharing	1,596					
TPZ/IWW Applications	24,221	25,000	9,065	15,000	15,000	-40.0%
Zoning Petitions	<u>66,172</u>	<u>20,000</u>	<u>6,606</u>	<u>10,000</u>	<u>10,000</u>	-50.0%
Total Charges for Services	2,919,072	3,162,820	1,640,983	3,142,970	3,354,385	6.1%
Fines & Forfeitures						
Adult Library Fines	47,446	65,000	25,947	65,000	65,000	
Children's Library Fines	6,673					
Lost Material Payment	4,057					
Moving Vehicle Violations	53,462	45,000	36,108	45,000	45,000	
Ordinance Violations	14,685	8,000	8,394	14,000	14,000	75.0%
Parking Violation	220,839	250,000	70,261	160,000	180,000	-28.0%
Miscellaneous Fines & Forfeitures	<u>2,490</u>	<u>2,950</u>	<u>1,695</u>	<u>2,950</u>	<u>2,950</u>	
Total Fines & Forfeitures	349,652	370,950	142,405	286,950	306,950	-17.3%
TOTAL CHARGES FOR SERVICES	5,992,136	5,830,520	2,634,037	5,654,385	5,953,085	2.1%

ANNUAL BUDGET 2017-2018

GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2015-2016	Adopted 2016-2017	Actual 6 month	Estimated 2016-2017	Adopted 2017-2018	Percent Change
MISCELLANEOUS REVENUES						
Miscellaneous Revenue	16,021	475,250	131,490	521,535	15,200	-96.8%
Commissions	33,572		196	196		
Contributions	37,700	23,500	10,446	19,299	23,000	-2.1%
Private Bequests		20,000		20,000		-100.0%
Interest & Investment Income	628,788	384,000	127,894	384,000	384,000	
Miscellaneous Reimbursements	19,853	19,500	18,959	27,325	18,000	-7.7%
Workers Compensation Reimbursements	<u>464,880</u>	<u>300,000</u>	<u>202,306</u>	<u>325,000</u>	<u>300,000</u>	
TOTAL MISC REVENUES	1,200,814	1,222,250	491,291	1,297,355	740,200	-39.4%
TRANSFERS IN						
Financial Services (Accounting Services)	67,000	67,000		67,000	67,000	
Human Resources (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)	125,000	125,000		125,000	125,000	
Community Development (CPF)	81,026	30,000	69,628	80,000		-100.0%
Community Development (CDBG)	50,000	50,000		50,000	50,000	
Public Works (LoCIP Grant)	433,104	432,145				-100.0%
Facilities Services (CPF)	150,728	166,643		186,643	194,068	16.5%
Social Services (SHCDF)	<u>19,300</u>				<u>8,935</u>	
TOTAL TRANSFERS IN	966,158	910,788	69,628	548,643	485,003	-46.7%
GENERAL FUND TOTAL REVENUE	\$261,732,944	\$268,282,410	\$144,078,542	\$270,177,225	\$285,373,740	6.4%

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

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Town Council</u>					
Wages & Salaries	\$114,655	\$113,274	\$113,274	\$118,877	4.9%
Operating Expense	262,695	297,770	297,770	250,868	-15.8%
Social Security	<u>8,999</u>	<u>8,473</u>	<u>8,473</u>	<u>8,780</u>	3.6%
TOTAL	\$386,349	\$419,517	\$419,517	\$378,525	-9.8%
<u>Town Clerk</u>					
Wages & Salaries	\$162,539	\$168,272	\$168,272	\$164,863	-2.0%
Operating Expense	99,274	101,450	96,455	79,950	-21.2%
Social Security	<u>9,714</u>	<u>10,762</u>	<u>10,762</u>	<u>9,864</u>	-8.3%
TOTAL	\$271,527	\$280,484	\$275,489	\$254,677	-9.2%
<u>Town Manager</u>					
Wages & Salaries	\$269,105	\$267,201	\$327,201	\$265,792	-0.5%
Operating Expense	3,009	39,150	4,150	4,150	-89.4%
Social Security	<u>16,916</u>	<u>15,550</u>	<u>15,550</u>	<u>16,344</u>	5.1%
TOTAL	\$289,030	\$321,901	\$346,901	\$286,286	-11.1%
<u>Corporation Counsel</u>					
Wages & Salaries	\$338,252	\$340,240	\$433,240	\$257,459	-24.3%
Operating Expense	59,647	71,360	71,425	70,260	-1.5%
Social Security	<u>23,882</u>	<u>23,953</u>	<u>27,542</u>	<u>18,194</u>	-24.0%
TOTAL	\$421,781	\$435,553	\$532,207	\$345,913	-20.6%
<u>Registrar of Voters</u>					
Wages & Salaries	\$230,213	\$234,970	\$236,070	\$187,339	-20.3%
Operating Expense	46,001	47,243	47,866	37,088	-21.5%
Social Security	<u>10,570</u>	<u>12,689</u>	<u>12,689</u>	<u>11,484</u>	-9.5%
TOTAL	\$286,784	\$294,902	\$296,625	\$235,911	-20.0%
<u>Assessor</u>					
Wages & Salaries	\$581,329	\$597,872	\$604,954	\$617,460	3.3%
Operating Expense	57,573	58,320	58,320	58,898	1.0%
Social Security	<u>45,418</u>	<u>44,348</u>	<u>44,899</u>	<u>47,250</u>	6.5%
TOTAL	\$684,320	\$700,540	\$708,173	\$723,608	3.3%

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

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Information Technology</u>					
Wages & Salaries	\$457,291	\$463,666	\$464,132	\$472,059	1.8%
Operating Expense	283,083	385,500	425,102	430,500	11.7%
Social Security	<u>34,495</u>	<u>33,094</u>	<u>33,850</u>	<u>33,993</u>	2.7%
TOTAL	\$774,869	\$882,260	\$923,084	\$936,552	6.2%
<u>Financial Services</u>					
Wages & Salaries	\$1,736,093	\$1,710,672	\$1,710,220	\$1,665,841	-2.6%
Operating Expense	407,889	430,188	486,394	556,185	29.3%
Social Security	<u>127,157</u>	<u>124,846</u>	<u>123,109</u>	<u>124,505</u>	-0.3%
TOTAL	\$2,271,139	\$2,265,706	\$2,319,723	\$2,346,531	3.6%
<u>Human Resources</u>					
Wages & Salaries	\$347,198	\$349,589	\$349,589	\$348,068	-0.4%
Operating Expense	67,505	76,355	65,125	63,440	-16.9%
Social Security	<u>26,522</u>	<u>26,745</u>	<u>26,745</u>	<u>25,120</u>	-6.1%
TOTAL	\$441,225	\$452,689	\$441,459	\$436,628	-3.5%
<u>Fire</u>					
Wages & Salaries	\$9,903,373	\$10,128,324	\$10,537,065	\$10,434,888	3.0%
Operating Expense	813,225	1,008,818	1,004,958	1,004,795	-0.4%
Equipment	34,490				
Social Security	<u>147,255</u>	<u>156,724</u>	<u>160,240</u>	<u>163,854</u>	4.5%
TOTAL	\$10,898,343	\$11,293,866	\$11,702,263	\$11,603,537	2.7%
<u>Police</u>					
Wages & Salaries	\$14,036,102	\$13,825,738	\$13,961,358	\$13,619,326	-1.5%
Operating Expense	944,601	920,353	945,770	921,135	0.1%
Social Security	<u>301,194</u>	<u>303,977</u>	<u>306,321</u>	<u>307,225</u>	1.1%
TOTAL	\$15,281,897	\$15,050,068	\$15,213,449	\$14,847,686	-1.3%
<u>Community Development</u>					
Wages & Salaries	\$2,066,804	\$2,187,175	\$2,171,211	\$2,195,652	0.4%
Operating Expense	454,919	397,216	391,622	170,540	-57.1%
Social Security	<u>158,908</u>	<u>161,896</u>	<u>160,771</u>	<u>164,336</u>	1.5%
TOTAL	\$2,680,631	\$2,746,287	\$2,723,604	\$2,530,528	-7.9%

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

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Public Works</u>					
Wages & Salaries	\$3,841,726	\$4,141,680	\$4,078,040	\$4,200,233	1.4%
Operating Expense	6,505,649	7,128,797	7,108,797	7,186,817	0.8%
Social Security	<u>341,478</u>	<u>375,501</u>	<u>373,783</u>	<u>378,584</u>	0.8%
TOTAL	\$10,688,853	\$11,645,978	\$11,560,620	\$11,765,634	1.0%
<u>Plant and Facilities Services</u>					
Wages & Salaries	\$1,174,688	\$1,170,060	\$1,142,983	\$1,184,358	1.2%
Operating Expense	1,185,279	885,573	885,223	1,294,831	46.2%
Social Security	<u>86,121</u>	<u>88,309</u>	<u>82,586</u>	<u>84,141</u>	-4.7%
TOTAL	\$2,446,088	\$2,143,942	\$2,110,792	\$2,563,330	19.6%
<u>Leisure Services and Social Services</u>					
Wages & Salaries	\$1,890,507	\$1,953,361	\$1,972,865	\$2,050,152	5.0%
Operating Expense	950,014	999,301	961,339	955,258	-4.4%
Social Security	<u>378,118</u>	<u>109,329</u>	<u>108,969</u>	<u>117,671</u>	7.6%
TOTAL	\$3,218,639	\$3,061,991	\$3,043,173	\$3,123,081	2.0%
<u>Library</u>					
Wages & Salaries	\$2,454,357	\$2,582,283	\$2,566,823	\$2,588,566	0.2%
Operating Expense	660,186	647,187	646,398	654,587	1.1%
Social Security	<u>181,868</u>	<u>180,816</u>	<u>179,274</u>	<u>178,861</u>	-1.1%
TOTAL	\$3,296,411	\$3,410,286	\$3,392,495	\$3,422,014	0.3%
<u>Board of Education</u>					
Board of Education	<u>\$147,623,747</u>	<u>\$153,283,022</u>	<u>\$153,083,022</u>	<u>\$159,857,754</u>	4.3%
TOTAL	\$147,623,747	\$153,283,022	\$153,083,022	\$159,857,754	4.3%
<u>Capital Financing</u>					
Debt and Sundry	<u>\$18,148,032</u>	<u>\$16,078,411</u>	<u>\$16,078,411</u>	<u>\$17,374,752</u>	8.1%
TOTAL	\$18,148,032	\$16,078,411	\$16,078,411	\$17,374,752	8.1%

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

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Non-Departmental</u>					
Wages & Salaries	\$103,004	\$104,889	\$104,889	\$104,964	0.1%
Operating Expense	9,498,474	9,834,040	9,849,291	10,519,360	7.0%
Fringe Benefits and Insurance	<u>31,481,337</u>	<u>33,576,078</u>	<u>33,597,196</u>	<u>41,716,469</u>	24.2%
TOTAL	\$41,082,815	\$43,515,007	\$43,551,376	\$52,340,793	20.3%
 TOTAL ALL DEPARTMENTS	 \$261,192,480	 \$268,282,410	 \$268,722,383	 \$285,373,740	 6.4%

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 2018 budget includes 445 full-time funded positions, consistent with fiscal year 2017.

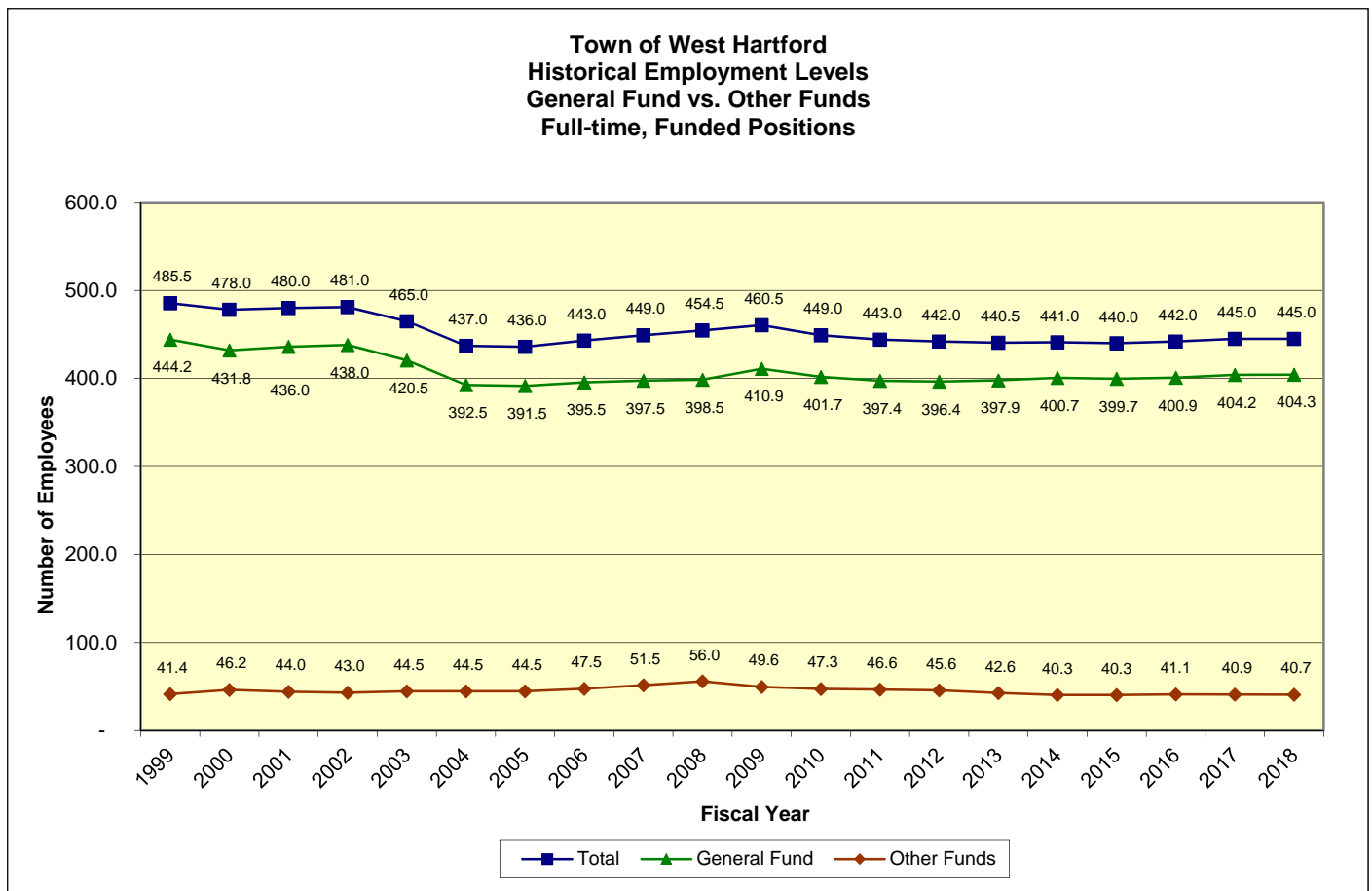
Authorized and Funded Positions

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
<u>General Government</u>					
General Fund	16.00	16.00	16.00	16.00	15.00
<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	92.00	92.00	93.00
<u>Police</u>					
General Fund	152.00	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>
	152.00	153.00	153.00	153.00	153.00
<u>Community Development</u>					
General Fund	23.25	24.25	25.25	25.25	25.00
CDGB Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	24.25	25.25	26.25	26.25	26.00
<u>Public Works</u>					
General Fund	47.00	47.00	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	58.00	60.00	60.00	60.00
<u>Plant and Facilities Services</u>					
General Fund	8.25	8.25	8.25	8.25	8.50

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

Authorized and Funded Positions

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
<u>Leisure Services & Social Services</u>					
General Fund	11.99	13.22	13.45	13.45	13.65
CDBG Fund	1.00	1.00	0.92	0.92	0.97
Westmoor Park Fund	2.33	2.30	2.10	2.10	2.10
Leisure Services Enterprise Fund	<u>9.68</u>	<u>8.48</u>	<u>8.53</u>	<u>8.53</u>	<u>8.28</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	440.00	442.00	445.00	445.00	445.00



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

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>WAGES & SALARIES</u>				
REGULAR PAYROLL	\$33,133,959	\$32,508,643	\$33,405,500	0.8%
<p>Comment: Regular payroll totals \$33,405,500, an increase of \$271,541 or 0.8% over the fiscal year 2017 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 and contractual cost of living adjustments for unions whose contract will not have expired as of June 30, 2017. A separate contingency has been established for the Police Union, whose contract expired June 30, 2013. This budget includes one new position, an Assistant Fire Chief to manage the paramedic program. It also includes an additional 0.25 full-time equivalent, transferred to the General Fund from the Leisure Services Fund based upon duties performed, a full-year of funding for two Equipment Operators and a Social Services Manager, assumed to be hired January 1, 2017, as included in the fiscal year 2017 adopted budget. These increases are offset by a reduction to regular payroll as the fiscal year 2018 budget eliminates an Administrative Assistant position through attrition. A hiring lag in the Police Department is budgeted at \$150,000.</p>				
TEMPORARY PAYROLL	2,648,104	2,784,440	2,637,476	-0.4%
<p>Comment: The appropriation for temporary payroll is reduced \$10,628 from fiscal year 2017. Reductions in the Town Clerk (\$4,000) and Registrar of Voters (\$47,751) result from a non-presidential election year and no anticipated primary election. Financial Services (\$13,313) and Library (\$10,220) are reduced in response to budget constraints. Offsetting these reductions are contractual increases in Facilities (\$29,115), and increases in Leisure Services (\$35,541) resulting from the minimum wage increase and the move to part-time employees from contractual personnel for certain programs.</p>				
OVERTIME	3,429,321	4,518,980	3,289,329	-4.1%
<p>Comment: The overtime appropriation decreases \$139,992 townwide due primarily to the elimination of one-time grant funded overtime in the Police Department (\$68,212), one-time grant funded overtime in the Fire Department (\$21,759), the transfer of funding for hazardous materials stipends for firefighters (\$47,000) from overtime to regular payroll, and a reduction in Facilities Services (\$13,188) based upon experience and anticipated need. These reductions are offset by minor increases in other departments based upon anticipated workflow needs.</p>				
HOLIDAY	975,882	975,882	983,172	0.7%
<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 2017</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>CHANGE</u>

WAGES & SALARIES (continued)

EDUCATION PREMIUM PAY	<u>152,000</u>	<u>154,241</u>	<u>160,420</u>	5.5%
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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 2018 reflects higher payments to clerical employees, as adopted in the last contract, and additional firefighters eligible for payment.

TOTAL WAGES AND SALARIES	\$40,339,266	\$40,942,186	\$40,475,897	0.3%
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>OPERATING EXPENSES</u>				
OFFICE EXPENSE	\$655,590	\$664,405	\$624,900	-4.7%
Comment: Includes copying, postage, office supplies, paper and other miscellaneous costs associated with program operation. Total office expense costs are decreased \$30,690 in fiscal year 2018. This is primarily attributed to reductions made in the budgets of the Town Clerk (\$14,900) and Registrar of Voters (\$6,005) based upon a non-presidential election year and no anticipated primary election. In addition, these costs continue to be carefully scrutinized in all departments, resulting in minor reductions in various divisions.				
DUES AND TRAVEL	223,183	236,473	225,741	1.1%
Comment: Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense. The slight increase relates to increased dues.				
TRAINING	105,725	86,243	54,465	-48.5%
Comment: Used for customer service training programs as well as department specific training. The reduction results from a one-time grant received by the Fire department in fiscal year 2017 (\$40,760), a transfer of on-line Fire training costs to the Information Technology line item (\$12,000), and a reduction in townwide training budgeted by the Information Technology department (\$5,000), offset by additional training planned for dispatchers and record maintenance (\$6,000) in the Fire department.				
ADVERTISING	63,390	63,127	56,990	-10.1%
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 reduced \$6,400, primarily in the Human Resources department as budget constraints will limit recruitment and employee hiring.				
PROFESSIONAL SERVICES	545,400	521,663	430,482	-21.1%
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 reduction of \$114,918 for fiscal year 2018 is attributable to the elimination of transcription services for verbatim minutes of Town Council meetings (\$6,000), a non-recurring appropriation (\$35,000) for a Town Manager recruitment, and non-recurring Public Works grants (\$91,750) for refuse and recycling initiatives. These increases are offset by an increased appropriation for a full year of paramedic services bundle billing (\$16,000).				

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

	<u>ADOPTED</u> <u>FY 2017</u>	<u>ESTIMATED</u> <u>FY 2017</u>	<u>ADOPTED</u> <u>FY 2018</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

CONTRACTUAL SERVICES	4,249,011	4,258,434	4,344,444	2.2%
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Comment: Cost of services provided by contract with outside vendors throughout the Town's departments. This appropriation reflects a net increase of \$95,433 over fiscal year 2017. The refuse and recycling collection programs have contractual increases (\$48,550), the Community Development department is funding a partial year of State required water testing (\$40,000), and Facilities Services increases (\$5,000) based upon experience and expected need in the upcoming year.

SOLID WASTE DISPOSAL	1,374,500	1,354,500	1,401,500	2.0%
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Comment: The appropriation for tipping fees reflects a net increase of \$27,000 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 (\$47,000) offset by reduced solid waste refuse costs (\$20,000) based upon a trend of declining volume.

PRINTING/BINDING SERVICES	16,130	16,689	15,980	-0.9%
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Comment: Use of the Board of Education Print Shop for large departmental printing jobs such as publications, forms and communications.

OFFICE & MINOR EQUIPMENT	170,000	169,802	167,750	-1.3%
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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	12,116	12,116	
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Comment: This appropriation includes \$5,000 for the West Hartford Police Cadets and \$7,116 for the Substance Abuse Commission, which is funded through a State grant.

MEALS	24,700	23,500	14,700	-40.5%
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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 reduced to reflect limited recruitment activity and changes to union contracts.

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

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
UNIFORMS & LAUNDRY	242,291	242,215	243,211	0.4%
Comment: Pays for uniforms for public safety employees and uniforms and/or laundry for community maintenance departments, per union contracts.				
EDUCATION TUITION REIMBURSEMENT	45,000	40,000	42,000	-6.7%
Comment: This appropriation pays for certain approved educational courses for public safety employees (\$30,000) and townwide (\$12,000) through the Human Resources department. The townwide appropriation has been reduced \$3,000 due to budget constraints.				
GENERAL CONTRIBUTIONS	880,824	877,671	889,655	1.0%
Comment: This appropriation funds costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$562,057), youth services provided by The Bridge, Inc. (\$184,770), 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 (\$113,528). The \$58,525 increase to the Health District is offset by a savings of \$50,000 from a one-time contribution to Jonathan's Dream appropriated in fiscal year 2017.				
INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE	524,990	619,434	836,035	59.2%
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 2018 budget is an increase in the Information Technology department's appropriation for Microsoft licensing (\$43,000), new financial management system license and support (\$122,557), an increase in Fire department software contracts and on-line training (\$28,660), and the transfer of \$113,375 in software and platform costs in the Library budget to this line from rentals/leases, which shows a corresponding reduction. Minor increases are seen in various other software maintenance agreements.				
MISCELLANEOUS	700	877	700	
Comment: This appropriation is for incidental administrative expenditures.				

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

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
UTILITIES	1,250,173	1,250,173	1,447,130	15.8%
Comment: This appropriation, which is increasing \$196,957, 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 increased contribution for fiscal year 2018 results from the amortization of a reduced surplus in the USF and higher water consumption due to drought conditions.				
MDC	8,956,500	8,956,500	9,574,900	6.9%
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 2018 increases \$618,400 or 6.9% from fiscal year 2017.				
TELECOMMUNICATIONS	211,120	211,561	238,102	12.8%
Comment: Maintenance and operating costs for the townwide telephone system, data communications network and radio system. The increase of \$26,982 results from the Information Technology department's VoIP renewal (\$7,000), an increase in the Fire department (\$6,332) based upon internet connectivity for tablets used in the paramedic program, and the need for cellular service for the Network Fleet AVL system in use by the Fleet division of Public Works.				
BUILDING MAINTENANCE	236,750	239,816	240,750	1.7%
Comment: Building repairs, supplies and contractual services are included in this appropriation. The account is increased 4,000 for additional Facilities Services supplies, based upon experience.				
VEHICLES & EQUIPMENT EXPENSE	816,650	814,870	813,750	-0.4%
Comment: Includes vehicle maintenance and fuel costs for all Town departments, based upon estimated rates and consumption.				

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

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>OPERATING EXPENSES</u> (continued)				
OPERATING EXPENSE – MISCELLANEOUS	41,913	41,342	42,013	0.2%
Comments: Includes expenditures related to small machines or equipment repairs and maintenance.				
GROUNDS MAINTENANCE	115,181	114,242	115,181	
Comments: Includes grounds supplies such as fertilizer, seeds, plants and irrigation upgrades.				
MAINTENANCE & REPAIRS	542,943	542,792	547,488	0.8%
Comments: This appropriation pays for equipment repair and maintenance, inclusive of the townwide radio system, which increases in fiscal year 2018.				
SNOW REMOVAL SUPPLIES	350,550	350,550	359,300	2.5%
Comment: The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget for fiscal year 2018 represents funding based upon a three year historical average of events per year and an anticipated increase in the cost of the product.				
STREET MAINTENANCE SUPPLIES	110,675	110,675	111,250	0.5%
Comment: Street repair supplies such as cement, sand, bituminous materials and catch basins.				
SIDEWALK MAINTENANCE	4,540	4,540	4,540	
Comment: Minor supplies for maintenance and repair of sidewalks.				
STREET LIGHT MAINTENANCE	32,000	32,000	32,000	
Comment: Minor supplies for maintenance of street lights.				
SIGNAL & LIGHT MAINTENANCE	43,200	43,200	43,200	
Comment: Minor supplies for signal and light materials.				
MISCELLANEOUS SUPPLIES	188,900	190,176	188,900	
Comment: Public safety supplies including self-contained breathing apparatus and emergency medical supplies for the Fire department and bullet-proof vests for the Police department.				
RECREATIONAL SUPPLIES	31,823	30,363	33,654	5.8%
Comment: The cost of supplies relating to the Town's Leisure Services recreational programs.				

CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

GENERAL FUND

	<u>ADOPTED</u> <u>FY 2017</u>	<u>ESTIMATED</u> <u>FY 2017</u>	<u>ADOPTED</u> <u>FY 2018</u>	<u>PERCENT</u> <u>CHANGE</u>
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OPERATING EXPENSES (continued)

RECREATIONAL CONTRACTUAL	190,289	174,654	182,120	-4.3%
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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	2,250	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	315,549	300,962	272,150	-13.8%
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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 reflects the elimination of the supplemental Dial-A-Ride grant (\$37,199) for which the Town has not yet received notification for fiscal year 2018 and a reduction in the regular Dial-A-Ride program based upon activity levels.

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

RENTAL/LEASES	267,325	265,075	165,200	-38.2%
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Comment: Various land and operating equipment and system leases within the Information Technology, Financial Services, Public Works, and Radio Maintenance departments. In fiscal year 2018 the Library's appropriation (\$103,975) was transferred to the Information Technology line.

INFO SYSTEMS RENTAL & MAINTENANCE EXPENSE	39,625	36,500	37,000	-6.6%
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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.

LIBRARY MATERIALS	446,365	441,095	403,470	-9.6%
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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 new Electronic Materials account.

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

ADOPTED <u>FY 2017</u>	ESTIMATED <u>FY 2017</u>	ADOPTED <u>FY 2018</u>	PERCENT <u>CHANGE</u>
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OPERATING EXPENSES (continued)

ELECTRONIC MATERIALS	<u> </u>	<u>5,270</u>	<u>42,895</u>
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Comment: 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. Funds from the Library Materials line were transferred to this account.

TOTAL OPERATING EXPENSES	\$23,328,621	\$23,346,005	\$24,258,662	4.0%
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET
GENERAL FUND**

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>FRINGE BENEFITS, INSURANCE & MISCELLANEOUS</u>				

SOCIAL SECURITY	\$1,621,869	\$1,620,420	\$1,635,069	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	13,990,663	13,990,663	14,755,616	5.5%
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Comment: The fiscal year 2018 contribution to the Pension Fund reflects the actuarially determined contribution required to achieve full funding of the pension plan. The total contribution for fiscal year 2018 is \$21,615,000, an increase of \$1,064,000 over the fiscal year 2017 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. The Town General Fund portion of this contribution totals \$14,755,616, an increase of \$764,953 from fiscal year 2017.

RISK MANAGEMENT EXPENSE	17,230,079	17,230,079	17,499,644	1.6%
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Comment: The Town's General Fund risk management expense increases \$269,565, or 1.6%, in fiscal year 2018. Town Health Program expense increases \$58,303, reflecting the General Fund's portion of the \$600,000 increase in the contribution for retiree health and an anticipated reduction in active employee health care costs based upon current year trends. Other risk programs experiencing an increase include heart and hypertension (\$40,232), self-insured (\$3,787), and workers' compensation (\$208,683) primarily due to increased claim costs and amortization of accumulated surplus or deficit. Offsetting these increases is a reduction to the insured program of \$41,440 reflecting amortization of accumulated surplus.

CONTINGENCY	816,290	816,290	7,843,297	860.8%
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Comment: This appropriation is an estimate of potential wage settlements for the Police collective bargaining agreement that expired June 30, 2013 and is currently in negotiation. In addition, at the time of the Town's budget adoption, a budget had not yet been adopted by the State. In a year with so much uncertainty, a contingency was established for potential State impact to the Town budget.

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

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>FRINGE BENEFITS, INSURANCE & MISCELLANEOUS</u>				
TRANSFERS OUT	<u>1,594,189</u>	<u>1,615,307</u>	<u>1,673,049</u>	4.9%
<p>Comment: The Private School Services Fund subsidy increases \$78,860 to \$1,609,882 for fiscal year 2018. The transfer for the private school transportation program increases \$45,668 as the State grant for this program has been eliminated. The transfer for the private school health program increases \$33,192 due to salary and benefit increases. In addition, the State reimbursement percentage for health services is budgeted at 48%, versus the 80% the Town should receive under existing State statutes, based upon experience. A transfer of \$63,167 from the Public Works department to the Board of Education for grounds maintainers' health benefits remains consistent with the prior year.</p>				
TOTAL FRINGE BENEFITS, INSURANCE & MISC.	\$35,253,090	\$35,272,759	\$43,406,675	23.1%
TOTAL TOWN GENERAL FUND	\$98,920,977	\$99,560,950	\$108,141,234	9.3%

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

	<u>ADOPTED FY 2017</u>	<u>ESTIMATED FY 2017</u>	<u>ADOPTED FY 2018</u>	<u>PERCENT CHANGE</u>
<u>CAPITAL FINANCING</u>				
DEBT ADMINISTRATION	\$90,000	\$90,000	\$90,000	
Comment: The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
TRANSFER FOR DEBT SERVICE	15,988,411	15,988,411	17,284,752	8.1%
Comment: Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued total \$17,634,752 in fiscal year 2018, an increase of \$1,196,341 from the current year. Debt service includes principal payments of \$13,465,000 and interest payments of \$4,169,752, which are made out of the Debt Service Fund. Of this total, \$17,284,752 is funded via transfer from the General Fund and \$350,000 from bond premiums received on prior debt issuances.				
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 2017, these projects were funded out of year-end surplus. In fiscal year 2018, these projects are to be funded out of existing CNRE fund balance, requiring no contribution from the General Fund.				
TOTAL CAPITAL FINANCING	\$16,078,411	\$16,078,411	\$17,374,752	8.1%
<u>BOARD OF EDUCATION</u>				
DIRECT APPROPRIATION	<u>\$153,283,022</u>	<u>\$153,083,022</u>	<u>\$159,857,754</u>	4.3%
Comment: Annual direct appropriation to the Board of Education for public schools.				
TOTAL BOARD OF EDUCATION	\$153,283,022	\$153,083,022	\$159,857,754	4.3%
TOTAL GENERAL FUND BUDGET	\$268,282,410	\$268,722,383	\$285,373,740	6.4%

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 2015-2016</u>	<u>Adopted 2016-2017</u>	<u>Estimated 2016-2017</u>	<u>Adopted 2017-2018</u>	<u>Percent Change</u>
Town Council	\$ 386,349	\$ 419,517	\$ 419,517	\$ 378,525	-9.8%
Town Clerk	271,527	280,484	275,489	254,677	-9.2%
Town Manager	289,030	321,901	346,901	286,286	-11.1%
Corporation Counsel	421,781	435,553	532,207	345,913	-20.6%
Registrar of Voters	286,784	294,902	296,625	235,911	-20.0%
Assessor	<u>684,320</u>	<u>700,540</u>	<u>708,173</u>	<u>723,608</u>	3.3%
TOTAL	\$2,339,791	\$2,452,897	\$2,578,912	\$2,224,920	-9.3%

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</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 20,000	\$	\$	\$	\$	
TOTAL	\$ 20,000	\$	\$	\$	\$	
<u>Expenditures:</u>						
Wages & Salaries	\$ 114,655	\$ 113,274	\$ 53,551	\$ 113,274	\$ 118,877	4.9%
Operating Expense	262,695	297,770	285,770	297,770	250,868	-15.8%
Social Security	8,999	8,473	4,054	8,473	8,780	3.6%
TOTAL	\$386,349	\$419,517	\$343,375	\$419,517	\$378,525	-9.8%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	1.5	1.5	1.5	1.5	1.5

BUDGET & PROGRAM HIGHLIGHTS

The Town Council's budget decreases \$40,992 or 9.8% in fiscal year 2018. Wages and salaries increase \$5,603 or 4.9%, due to applicable merit adjustments, a full year impact of the increase in the salary of the Town/Council Clerk position per Town Council resolution, and the impact of benefit elections. Operating expense decreases \$46,902, primarily due to a one-time contribution of \$50,000 to Jonathan's Dream, a non-profit organization building an accessible playground. This is offset by increases in the appropriation for dues (\$1,098) and professional services (\$2,000). The change in social security is consistent with wage changes.

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Charges for Services	\$ 20,000	\$ _____	\$ _____	\$ _____	\$ _____	
Total Department	\$ 20,000	\$ _____	\$ _____	\$ _____	\$ _____	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$114,655	\$113,274	\$ 53,551	\$113,274	\$118,877	4.9%
Office Expense	1,451					
Dues	92,828	94,242	94,242	94,242	95,340	1.2%
Professional Services	38,888	40,000	40,000	40,000	42,000	5.0%
Office Equipment	20,000					
General Contributions	109,528	163,528	151,528	163,528	113,528	-30.6%
Social Security	<u>8,999</u>	<u>8,473</u>	<u>4,054</u>	<u>8,473</u>	<u>8,780</u>	3.6%
Total Department	\$386,349	\$419,517	\$343,375	\$419,517	\$378,525	-9.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 increase in this appropriation reflects estimated merit increases, a full-year's impact of Town Council adoption of a salary increase for the Town/Council Clerk position, and benefit elections.

ANNUAL BUDGET 2017-2018

Dues and Travel: The Town pays dues to several organizations as detailed in the chart below. Dues for fiscal year 2018 increase \$1,098.

Dues to Outside Agencies				
<u>Agency</u>	<u>Actual 2016</u>	<u>Adopted 2017</u>	<u>Estimated 2017</u>	<u>Adopted 2017</u>
Capital Region Council of Governments (CRCOG)	\$43,557	\$44,338	\$44,338	\$44,804
Greater Hartford Transit District (GHTD)	8,225	8,858	8,858	9,490
CT Conference of Municipalities (CCM)	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>
TOTAL	\$92,828	\$94,242	\$94,242	\$95,340

Professional Services: This appropriation, which reflects an increase of \$2,000, funds the cost of the Town Council's annual financial audit. The Town and the Board of Education split the cost of the audit equally.

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

Contributions to Outside Agencies				
<u>Agency</u>	<u>Actual 2016</u>	<u>Adopted 2017</u>	<u>Estimated 2017</u>	<u>Adopted 2018</u>
West Hartford Youth League	\$34,000	\$34,000	\$34,000	\$34,000
Noah Webster Foundation	30,000	30,000	30,000	30,000
West Hartford Community Television	20,100	20,100	20,100	20,100
West Hartford Art League	5,000	5,000	5,000	5,000
Playhouse on Park	5,000	5,000	5,000	5,000
North Central Regional Mental Health	4,428	4,428	4,428	4,428
Community Renewal Team	4,000	4,000	4,000	4,000
Interval House	3,000	3,000	3,000	3,000
West Hartford Community Theater		4,000	4,000	4,000
West Hartford Symphony	4,000	4,000	4,000	4,000
Jonathan's Dream		<u>50,000</u>	<u>50,000</u>	
TOTAL	\$109,528	\$163,528	\$163,528	\$113,528

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
(Calendar Year)					
	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>
Number of Public Hearings	22	26	34	19	26
Number of Town Council Meetings	20	19	20	19	21
Special Services District Meetings	5	5	5	5	5

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

BUDGET SUMMARY TOWN CLERK

	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Intergovernmental	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000	\$	-100.0%
Licenses and Permits	29,107	28,950	10,853	28,950	28,950	
Charges for Services	1,606,651	1,437,300	738,985	1,472,300	1,472,300	2.4%
TOTAL	\$1,639,758	\$1,471,250	\$754,838	\$1,506,250	\$1,501,250	2.0%
<u>Expenditures:</u>						
Wages & Salaries	\$162,539	\$168,272	\$ 87,762	\$168,272	\$164,863	-2.0%
Operating Expense	99,274	101,450	40,671	96,455	79,950	-21.2%
Social Security	9,714	10,762	4,698	10,762	9,864	-8.3%
TOTAL	\$271,527	\$280,484	\$133,131	\$275,489	\$254,677	-9.2%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	1.9	1.9	1.9	1.9	1.9

BUDGET & PROGRAM HIGHLIGHTS

The Town Clerk's budget decreases \$25,807 or 9.2% in fiscal year 2018. A slight payroll decrease of \$3,409 reflects estimated merit increases, offset by a reduction in temporary payroll from the prior year when there were voluminous absentee ballots for the presidential election. Operating expense decreases \$21,500 or 21.2% due to a reduction (\$14,900) in office expense in a non-presidential election year and the elimination of \$6,000 in professional services as the office discontinues the production of verbatim minutes.

Revenues in the Town Clerk's office reflect a net increase of \$30,000. An increase of \$10,000 is included in the electronic recording (MERS) fees and \$25,000 in conveyance tax offset by the historical document preservation grant (\$5,000) which has not been awarded yet for fiscal year 2018.

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Intergovernmental						
Revenue	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000	\$	-100.0%
Licenses and Permits	29,107	28,950	10,853	28,950	28,950	
Conveyance Taxes	1,074,213	975,000	500,748	1,000,000	1,000,000	2.6%
Land Records Fee	238,797	250,000	124,151	250,000	250,000	
Charges for Services	<u>293,641</u>	<u>212,300</u>	<u>114,086</u>	<u>222,300</u>	<u>222,300</u>	4.7%
Total Department	\$1,639,758	\$1,471,250	\$754,838	\$1,506,250	\$1,501,250	2.0%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$117,152	\$119,960	\$ 58,112	\$119,960	\$120,311	0.3%
Temporary Payroll	44,929	48,000	29,459	48,000	44,000	-8.3%
Education Premium Pay	459	312	190	312	552	76.9%
Office Expense	32,966	40,500	13,329	36,305	25,600	-36.8%
Dues and Travel	530	550	500	550	550	
Advertising	12,601	8,000	4,603	8,000	8,000	
Professional Services	16,741	15,000	6,445	15,000	9,000	-40.0%
Printing/Binding Services	491	400	433	600	800	100.0%
Office Equipment	499	2,000	499	2,000	2,000	
Information Technology	33,520	33,000	14,472	33,000	33,000	
Telecommunications	1,927	2,000	390	1,000	1,000	-50.0%
Social Security	<u>9,712</u>	<u>10,762</u>	<u>4,699</u>	<u>10,762</u>	<u>9,864</u>	-8.3%
Total Department	\$271,527	\$280,484	\$133,131	\$275,489	\$254,677	-9.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 2018 includes estimated merit adjustments.

Temporary Payroll: The temporary payroll appropriation reflects a decrease of \$4,000 due to fewer staff hours than were needed for the presidential election in fiscal year 2017. In addition to daily responsibilities, the temporary staff also covers lunch hours, vacations, high volume periods and special projects (i.e. elections, dog licensing month).

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

Office Expense: The office expense appropriation is reduced \$14,900 or 36.8%. The appropriations for supplies, printing and postage have been decreased as it is not a presidential election year. The Town has not yet been notified if it will receive a Historic Document Preservation grant for fiscal year 2018, resulting in a decrease to both revenue and expenditure appropriations of \$5,000.

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.

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. A reduction of \$6,000 reflects the move away from verbatim minutes at Town Council meetings.

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.

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Absentee Ballots Processed	5,431	812	2,032	1,036	6,306
Annual Births	580	612	596	569	587
Annual Deaths	713	662	698	786	736
Burial/Cremation permits	541	417	584	772	645
Certified Copies Vital Statistics	3,981	3,751	4,041	4,183	4,529
Copies of Land Records	49,360	48,790	37,798	44,415	41,841
Dog Licenses	2,965	2,900	3,100	2,840	2,927
E Search Subscriptions	19	13	26	31	28
Land Records Processed	12,666	12,158	8,856	9,295	9,031
Liquor permits	126	136	122	129	137
Maps	204	184	450	289	216
Marriage Certificates	431	438	550	486	491
Military Discharges Filed	48	136	141	396	27
Notary Commission	121	158	144	137	118
Notary Fees	455	446	385	412	402
Trade Names	167	144	150	153	168

TOWN MANAGER

MISSION

Under the direction of the Town Council, the Town Manager's primary mission is to provide the leadership, vision and oversight to ensure the effective delivery of public services. The Town Manager is appointed by the Town Council and is the organization's chief executive officer overseeing the administrative operations of the Town government. Responsibilities include the execution of all laws and ordinances; development and execution of the annual operating and capital budgets; and communication with the Town Council. The Town Manager implements and monitors policies adopted by the Town Council.

**BUDGET SUMMARY
TOWN MANAGER**

<u>Expenditures:</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Wages & Salaries	\$269,105	\$267,201	\$136,493	\$327,201	\$265,792	-0.5%
Operating Expense	3,009	39,150	779	4,150	4,150	-89.4%
Social Security	<u>16,916</u>	<u>15,550</u>	<u>5,456</u>	<u>15,550</u>	<u>16,344</u>	5.1%
TOTAL	\$289,030	\$321,901	\$142,728	\$346,901	\$286,286	-11.1%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	2	2	2	2	2

BUDGET & PROGRAM HIGHLIGHTS

The budget for the Town Manager's office for fiscal year 2018 reflects a reduction of \$35,615 or 11.1%. The current Town Manager has notified the Town Council of his intent to retire effective June 30, 2017. The appropriation for wages and salaries is consistent with the prior year. Operating expenses are level funded, exclusive of a non-recurring appropriation of \$35,000 made in fiscal year 2017 to fund the Town Manager recruitment search. Social security reflects the adjustments in wages and the IRS regulations regarding base wages subject to tax.

Fund: General Fund
Department: Town Manager

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$268,345	\$266,401	\$136,119	\$326,401	\$264,992	-0.5%
Education Premium Pay	760	800	373	800	800	
Office Expense	2,052	3,100	629	3,100	3,100	
Dues and Travel	406	500		500	500	
Professional Services		35,000				-100.0%
Printing/Binding Services	11	50		50	50	
Telecommunications	540	500	150	500	500	
Social Security	<u>16,916</u>	<u>15,550</u>	<u>5,457</u>	<u>15,550</u>	<u>16,344</u>	5.1%
Total Department	\$289,030	\$321,901	\$142,728	\$346,901	\$286,286	-11.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Town Manager	1	1	1	1	1
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The department is staffed with two full-time employees, including an Executive Assistant, a non-union position. The Town Council has hired a new Town Manager for fiscal year 2018 due to the incumbent's retirement.

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.

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

Professional Services: This is a one-time appropriation to fund the recruitment search for the Town Manager position.

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

CORPORATION COUNSEL

MISSION

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

**BUDGET SUMMARY
CORPORATION COUNSEL**

	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Charges for Services	\$ 31	\$	\$ 91	\$ 91	\$	
TOTAL	\$ 31	\$	\$ 91	\$ 91	\$	
<u>Expenditures:</u>						
Wages & Salaries	\$338,252	\$340,240	\$233,018	\$433,240	\$257,459	-24.3%
Operating Expense	59,647	71,360	27,111	71,425	70,260	-1.5%
Social Security	23,882	23,953	12,610	27,542	18,194	-24.0%
TOTAL	\$421,781	\$435,553	\$272,739	\$532,207	\$345,913	-20.6%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	3	3	3	3	2

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Corporation Counsel's budget is reduced \$89,640 or 20.6% in fiscal year 2018. Wages and salaries reflect applicable salary ranges and anticipated merit increases, offset by the elimination of the Legal Administrative Assistant position through attrition. The duties of this position will be consolidated with the Executive Assistant in the Town Manager's office. Operating expense is consistent on an overall basis 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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Copies	\$ 31	\$	\$ 91	\$ 91	\$	
Total Department	\$ 31	\$	\$ 91	\$ 91	\$	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$338,252	\$340,240	\$233,018	\$433,240	\$257,459	-24.3%
Office Expense	14,738	19,100	5,369	19,100	18,100	-5.2%
Dues and Travel	440	700	207	750	1,600	128.6
Advertising	1,390					
Professional Services		8,000		8,000	7,000	-12.5%
Contractual Services	42,173	42,500	21,250	42,500	42,500	
Printing/Binding Services	40	60	75	75	60	
Telecommunications	866	1,000	210	1,000	1,000	
Social Security	23,882	23,953	12,610	27,542	18,194	-24.0%
Total Department	\$421,781	\$435,553	\$272,739	\$532,207	\$345,913	-20.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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>1</u>	<u>1</u>	<u>-</u>
TOTAL	3	3	3	3	2

CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The department is currently staffed with three full-time positions. The budget reflects the elimination of the Legal Administrative Assistant position through attrition. Offsetting this reduction are estimated merit increases for applicable personnel.

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 and is reduced based upon experience.

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

Professional Services: This appropriation is for outside legal services and is reduced based upon experience and 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 reduced based upon the regular payroll reduction.

REGISTRAR OF VOTERS

MISSION

Together with the Town Clerk, the Registrar of Voters Office is charged with carrying out responsibilities in regard to the holding of elections. Specifically, the Registrar of Voters Office is responsible for all work related to the registration of voters and the administration of elections, primaries and referenda. Additionally, the Registrar is responsible for conducting an annual voter canvass to maintain an up-to-date list of eligible voters and their permanent addresses. These responsibilities are fulfilled under the guidance of the Secretary of the State. The mission of the Registrar of Voters is to fulfill these responsibilities as mandated by State statute.

**BUDGET SUMMARY
REGISTRAR OF VOTERS**

<u>Expenditures:</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Wages & Salaries	\$230,213	\$234,970	\$155,606	\$236,070	\$187,339	-20.3%
Operating Expense	46,001	47,243	39,372	47,866	37,088	-21.5%
Social Security	<u>10,570</u>	<u>12,689</u>	<u>5,622</u>	<u>12,689</u>	<u>11,484</u>	-9.5%
TOTAL	\$286,784	\$294,902	\$200,600	\$296,625	\$235,911	-20.0%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	0.6	0.6	0.6	0.6	0.6

BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' fiscal year 2018 budget decreases \$58,991 or 20%, primarily due to the elimination of costs that occur in presidential election years. Wages and salaries reflect a reduction of \$47,631 resulting from reductions in temporary payroll of \$7,000 and election workers of \$40,751 in the absence of a primary. Operating expense decreases \$10,155 as only one election is anticipated in fiscal year 2018. The decrease to social security reflects wage modifications.

Fund: General Fund
Department: Registrar of Voters

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$55,345	\$55,951	\$27,273	\$55,951	\$56,071	0.2%
Temporary Payroll	174,180	178,551	127,980	179,583	130,800	-26.7%
Overtime			68	68		
Education Premium Pay	688	468	286	468	468	
Office Expense	25,750	23,505	22,334	26,869	17,500	-25.5%
Dues and Travel	3,773	5,175	3,103	5,190	4,275	-17.4%
Advertising		250			100	-60.0%
Professional Services	650	1,400	565	1,045	1,400	
Printing/Binding						
Services	585	1,000	247	500	400	-60.0%
Telecommunications	3,439	4,000	1,523	2,663	1,500	-62.5%
Operating Expense –						
Miscellaneous	11,803	11,913	11,599	11,599	11,913	
Social Security	<u>10,571</u>	<u>12,689</u>	<u>5,622</u>	<u>12,689</u>	<u>11,484</u>	-9.5%
Total Department	\$286,784	\$294,902	\$200,600	\$296,625	\$235,911	-20.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Calendar Year)				
	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>
Percent Voting:					
Gubernatorial			61%		
Municipal		27%		29%	
Presidential	81%				78%
Number of Eligible Voters	39,733	38,826	39,517	38,266	43,248

REGISTRAR OF VOTERS – BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: Beginning in fiscal year 2015, a full-time supervisory position with administrative oversight is shared with the Town Clerk department.

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

	Actual <u>2016</u>	Adopted <u>2017</u>	Estimated <u>2017</u>	Adopted <u>2018</u>
Registrars/Deputy Registrars	\$91,000	\$91,000	\$91,000	\$91,000
Office Staff	15,611	15,000	12,000	8,000
Election Workers	<u>67,569</u>	<u>72,551</u>	<u>76,583</u>	<u>31,800</u>
Total Temporary Payroll	\$174,180	\$178,551	\$179,583	\$130,800

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 reduction of \$6,005 is reflected based upon reduced needs in a non-presidential year.

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.

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

Professional Services: This appropriation will fund training for all of the moderators, as well as other training for staff and poll workers, as deemed necessary.

Printing/Binding Services: The department utilizes the Board of Education print shop for large printing jobs. The reduction results from only one election anticipated in fiscal year 2018.

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

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.

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

ASSESSOR'S OFFICE

MISSION

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

BUDGET SUMMARY ASSESSOR'S OFFICE						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Charges for Services	\$2,067	\$2,000	\$ 545	\$2,000	\$2,000	
TOTAL	\$2,067	\$2,000	\$ 545	\$2,000	\$2,000	
<u>Expenditures:</u>						
Wages & Salaries	\$581,329	\$597,872	\$278,593	\$604,954	\$617,460	3.3%
Operating Expense	57,573	58,320	27,900	58,320	58,898	1.0%
Social Security	45,418	44,348	20,339	44,899	47,250	6.5%
TOTAL	\$684,320	\$700,540	\$326,832	\$708,173	\$723,608	3.3%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	7	7	7	7	7

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2018 budget for the Assessor's Office increases \$23,068, or 3.3%, from the prior year budget. Wages and salaries reflect anticipated merit increases and deferred compensation matching. Operating expense increases slightly (\$578) due to software maintenance licenses and printing costs. Social security increases reflect changes to wages and salaries.

ANNUAL BUDGET 2017-2018

SUMMARY OF REVENUES

<u>Revenues</u>	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Copies	\$2,067	\$2,000	\$ 545	\$2,000	\$2,000	
TOTAL	\$2,067	\$2,000	\$ 545	\$2,000	\$2,000	

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$576,090	\$594,187	\$274,124	\$590,187	\$614,315	3.4%
Temporary Payroll			656	10,350		
Overtime	3,173	2,125	2,946	3,212	2,125	
Education Premium Pay	2,067	1,560	867	1,205	1,020	-34.6%
Office Expense	20,448	19,955	7,556	19,955	19,955	
Dues and Travel	2,795	3,100	500	3,100	3,100	
Training	3,335	4,515	220	4,515	4,515	
Advertising		200		200	200	
Printing/Binding Services	1,892	1,920		1,920	2,170	13.0%
Information Technology	25,845	25,680	18,550	25,680	25,908	0.9%
Telecommunications	2,149	2,000	639	2,000	2,000	
Vehicles & Equipment Expense	1,110	950	435	950	1,050	10.5%
Social Security	45,416	44,348	20,339	44,899	47,250	6.5%
Total Department	\$684,320	\$700,540	\$326,832	\$708,173	\$723,608	3.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	2	1	1	1	1
Staff Assistant	—	1	1	1	1
TOTAL	7	7	7	7	7

ASSESSMENT 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.

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

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

Office Expense: The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications. The budget is consistent with the prior year.

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

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

Advertising: This appropriation funds all State mandated notice requirements.

Printing & Binding Services: This appropriation, which funds the cost associated with printing and binding of the Grand List, the use of the Board of Education's print shop, and various forms, is increased \$250 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 \$228.

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(calendar year)				
	2012	2013	2014	2015	2016
	<u>(GL 2010)</u>	<u>(GL 2011)</u>	<u>(GL 2012)</u>	<u>(GL 2013)</u>	<u>(GL 2014)</u>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,668	2,629	2,650	2,740	2,737
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,038	2,119	2,492	2,916	2,351
Real property transfers	1,946	2,014	2,238	2,148	2,295
Elderly, veterans, blind and disability applications	1,072	982	1,022	1,172	1,391

DEPARTMENT: GENERAL GOVERNMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>-</u>
TOTAL	3	3	3	3	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	2	1	1	1	1
Staff Assistant	<u>-</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	16	16	16	16	15

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.

BUDGET SUMMARY						
DEPARTMENT OF INFORMATION TECHNOLOGY						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Expenditures:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Wages & Salaries	\$457,291	\$463,666	\$231,041	\$464,132	\$472,059	1.8%
Operating Expense	283,083	385,500	97,555	425,102	430,500	11.7%
Social Security	34,495	33,094	15,718	33,850	33,993	2.7%
TOTAL	\$774,869	\$882,260	\$344,314	\$923,084	\$936,552	6.2%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	4	4	4	4	4

BUDGET & PROGRAM HIGHLIGHTS

In total, the fiscal year 2018 budget for the Department of Information Technology increases \$54,292 or 6.2%. Wages and salaries increase \$8,393, or 1.8%, based upon anticipated merit increases and the promotion of an Information Technology Specialist to a Network Engineer. Operating expense increases \$45,000 or 11.7%. This is predominantly attributed to the increased cost of the Town's Microsoft licenses (\$43,000) and VoIP license renewal (\$7,000), offset by a reduction in Training (\$5,000). The social security adjustment reflects estimated cost based upon wages and withholdings.

COST CENTER: INFORMATION TECHNOLOGY

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$449,658	\$455,799	\$226,215	\$455,211	\$464,192	1.8%
Temporary Payroll	7,594	7,867	4,758	8,853	7,867	
Overtime	39		68	68		
Office Expense	1,230	500	323	602	500	
Dues and Travel	792	1,000	534	1,000	1,000	
Training	6,595	10,000	105	10,000	5,000	-50.0%
Professional Services	23,168	25,000	23,859	25,000	25,000	
Information Technology	143,158	245,000	43,562	283,000	288,000	17.6%
Telecommunications	39,659	38,000	7,809	39,500	45,000	18.4%
Rental & Leases	30,943	31,000	13,214	31,000	31,000	
Information Systems	37,537	35,000	8,148	35,000	35,000	
Social Security	<u>34,496</u>	<u>33,094</u>	<u>15,719</u>	<u>33,850</u>	<u>33,993</u>	2.7%
TOTAL	\$774,869	\$882,260	\$344,314	\$923,084	\$936,552	6.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3	3	3	2	2
Network Engineer*	<u>0.5</u>	<u>0.5</u>	<u>0.5</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, as well as the promotion of one Information Technology Specialist to a Network Engineer.

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.

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. The appropriation for Microsoft licensing increases \$43,000 for fiscal year 2018.

Telecommunications: The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. This appropriation increases \$7,000 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 is for internet bandwidth services.

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 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Estimated FY 2017</u>
Number of Municipal/School Sites on Town Owned Fiber	26	28	27	42	42
Number of Physical Servers Consolidated to Virtual Servers	80	84	86	112	112
Number of Sites with Building-wide Wireless	19	19	23	23	23
Percentage of PCs still with Windows XP	3%	2%	1%	0.15%	0.13%
Number of Municipal/School Sites on Voice over IP (VoIP)	16	32	35	38 (100%)	38 (100%)

IT Helpdesk:

Number of Town Work Orders Received	224**	1,099	1,837	2,264	2,177
Number of BOE Work Orders Received	6,341	7,097	7,177	7,736	8,338
Percentage Completed	100%	100%	100%	100%	98%
Average Number of Days to Complete	4.1	5.7	4.1	3.98	3.41

Website Statistics:

Unique Visitors to www.westhartfordct.gov	121,944	217,908	336,000	513,857	631,213
Unique Visitors to West Hartford's GIS Site	10,272	16,260	19,692	11,256	22,512

** Reflects 3 months of history.

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

TECHNOLOGY INVESTMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Charges for Services	\$ 16,494	\$ 18,150	\$ 8,450	\$ 11,750
Interest on Investments	<u>32</u>	<u>200</u>	<u>50</u>	<u> </u>
Total Revenues & Other Resources	\$ 16,526	\$ 18,350	\$ 8,500	\$ 11,750
EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Technology Investments	<u>\$ 34,759</u>	<u>\$ 21,700</u>	<u>\$ 21,700</u>	<u>\$ </u>
Total Expenditures & Other Uses	\$ 34,759	\$ 21,700	\$ 21,700	\$
CHANGE IN FUND BALANCE	(\$ 18,233)	(\$ 3,350)	(\$13,200)	\$ 11,750
BEGINNING BALANCE	\$ 19,684	\$ 1,451	\$ 1,451	(\$11,749)
ENDING BALANCE	\$ 1,451	(\$ 1,899)	(\$11,749)	\$ 1

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Charges for Services	\$33,000	\$27,000	\$25,000	\$20,000	\$16,000
TOTAL REVENUES	\$33,000	\$27,000	\$25,000	\$20,000	\$16,000
<u>Expenditures:</u>					
Operational	\$44,000	\$31,000	\$20,000	\$47,000	\$35,000
TOTAL EXPENDITURES	\$44,000	\$31,000	\$20,000	\$47,000	\$35,000
OPERATING RESULTS	(\$11,000)	(\$4,000)	\$5,000	(\$27,000)	(\$19,000)
FUND BALANCE	\$ 46,000	\$ 42,000	\$ 47,000	\$ 20,000	\$ 1,000

FISCAL YEAR 2017 OPERATING RESULTS

The Fund is projected to earn revenue in the amount of \$8,500. This is lower than anticipated as there has been a decrease in the number of parking violations. Expenditures are expected to total \$21,700 and are comprised of costs to maintain the fiber optic network. A fund deficit of \$11,749 is anticipated at June 30, 2017.

FISCAL YEAR 2018 BUDGET

The budget for fiscal year 2018 assumes revenues derived from charges for services of \$11,750 and no expenditures. This will eliminate the fund balance deficit by June 30, 2018.

DEPARTMENT: INFORMATION TECHNOLOGY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3.0	3.0	3.0	2.0	2.0
Network Engineer*	<u>0.5</u>	<u>0.5</u>	<u>0.5</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.**

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DEPARTMENT OF FINANCIAL SERVICES

MISSION

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

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

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

BUDGET SUMMARY DEPARTMENT OF FINANCIAL SERVICES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Charges for Services	\$ 631	\$ 400	\$ 146	\$ 400	\$ 400	
Fines & Forfeitures	900	750	300	750	750	
Transfers from Other Funds	<u>67,000</u>	<u>67,000</u>		<u>67,000</u>	<u>67,000</u>	
TOTAL	\$68,531	\$68,150	\$ 446	\$68,150	\$68,150	
<u>Expenditures:</u>						
Wages & Salaries	\$1,736,093	\$1,710,672	\$791,773	\$1,710,220	\$1,665,841	-2.6%
Operating Expense	407,889	430,188	172,889	486,394	556,185	29.3%
Social Security	<u>127,157</u>	<u>124,846</u>	<u>53,649</u>	<u>123,109</u>	<u>124,505</u>	-0.3%
TOTAL	\$2,271,139	\$2,265,706	\$1,018,311	\$2,319,723	\$2,346,531	3.6%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	17	17	17	17	17

BUDGET & PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects an increase of \$80,825 or 3.6% from the current fiscal year. Wages and salaries decrease \$44,831, or 2.6%, and reflect anticipated merit increases offset by a hiring lag of \$25,000 and a reduction in temporary payroll. Operating expense increases \$125,997, primarily attributable to software maintenance contracts (\$123,000) relating to the new financial management system and bank services (\$4,000). Social Security reflects wage and salary changes.

ANNUAL BUDGET 2017-2018

COST CENTER: FINANCIAL OPERATIONS

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
NSF Check Fees	\$ 900	\$ 750	\$ 300	\$ 750	\$ 750	
Transfer In	<u>67,000</u>	<u>67,000</u>	<u> </u>	<u>67,000</u>	<u>67,000</u>	
TOTAL	\$67,900	\$67,750	\$ 300	\$67,750	\$67,750	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$693,191	\$703,323	\$341,953	\$712,876	\$713,933	1.5%
Temporary Payroll	29,546	27,659	11,716	27,659	28,750	3.9%
Overtime	3,338	2,128	1,760	3,505	2,128	
Education Premium Pay	1,724	960	672	960	1,440	50.0%
Office Expense	14,175	16,585	3,489	15,960	16,000	-3.5%
Dues and Travel	1,034	2,650	674	2,650	2,700	1.9%
Professional Services	767	775	741	775	775	
Contractual Services	30,481	21,000	12	25,000	25,000	19.0%
Printing/Binding Services	725	1,200	145	1,200	1,500	25.0%
Office Equipment	796		375	375		
Telecommunications	1,783	1,750	460	1,000	1,000	-42.9%
Social Security	<u>54,496</u>	<u>52,963</u>	<u>23,614</u>	<u>52,963</u>	<u>54,581</u>	3.1%
TOTAL	\$832,056	\$830,993	\$385,611	\$844,923	\$847,807	2.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 primarily for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies (toner cartridges, printer maintenance) associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB pronouncements, GAAP updates and legal changes to payroll requirements.

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 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 Financial Operations division. The Town's fee structure is activity based. However, an earnings interest credit on available balances held at the bank offsets these fees. The increase for fiscal year 2018 reflects actual experience.

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</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	98%	97%	97%	99%	98%
% of FT Electronic Direct Deposit Stmtts	94%	90%	93%	99%	99%
% of Electronic Payments	24%	25%	26%	27%	30%
Fund Balance as a % of General Fund Expenditures	7.5%	8.0%	8.1%	8.2%	8.1%
Investment Strategy:					
Short-Term Investment Fund Return	0.16%	0.16%	0.14%	0.15%	0.37%
Other Investment Vehicle Return*	0.46%	0.49%	0.38%	0.39%	0.39%
Capital Financing:					
Debt Service as a % of General Fund Expenditures (excluding BBS)	6.7%	5.9%	5.5%	5.5%	6.1%
Debt per Capita	\$2,433	\$2,145	\$2,303	\$2,435	\$2,445
Long Term Bonded Debt to Net Assessed Value	2.9%	2.3%	2.4%	2.5%	2.5%
WH General Obligation Bond Rate	1.92%	n/a	2.49%	2.03%	2.62%
Benchmark GO Bond Rate	2.37%	n/a	3.04%	2.08%	2.66%

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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Copies	\$ 171	\$	\$	\$	\$	
Notary Service Fee	5					
TOTAL	\$ 176	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$362,225	\$365,441	\$175,401	\$365,441	\$368,039	0.7%
Temporary Payroll	22,216	23,404	10,966	23,404	24,000	2.5%
Office Expense	2,996	3,800	1,366	3,839	3,500	-7.9%
Dues and Travel	1,425	1,370	700	1,331	1,990	45.3%
Training		300		300	300	
Advertising	2,512	3,500	1,581	3,500	4,000	14.3%
Printing/Binding Services	307	200	187	200	200	
Telecommunications	535	540	120	540	540	
Vehicles & Equipment Expense	107	150		150	150	
Social Security	30,203	29,363	13,820	29,363	29,581	0.7%
TOTAL	\$422,526	\$428,068	\$204,141	\$428,068	\$432,300	1.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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	1	1	1	1	1
TOTAL	4	4	4	4	4

PURCHASING - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The purchasing activity is staffed with four (4) full-time positions. The budget reflects anticipated merit increases.

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

Office Expense: The office expense appropriation reflects the costs associated with copying and mailing procurement notices and specifications and is reduced based upon experience.

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

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 our current procurement opportunities.

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

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

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

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

COST CENTER: REVENUE COLLECTION

SUMMARY OF REVENUES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Copies	\$ 455	\$ 400	\$ 146	\$ 400	\$ 400	
TOTAL	\$ 455	\$ 400	\$ 146	\$ 400	\$ 400	

SUMMARY OF EXPENDITURES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$307,374	\$309,850	\$147,837	\$309,850	\$308,847	-0.3%
Temporary Payroll	31,280	38,542	14,290	38,542	38,542	
Overtime	2,262	2,500	1,629	2,500	2,500	
Education Premium Pay	862	480	336	480	720	50.0%
Office Expense	73,107	88,750	15,989	88,750	88,750	
Dues and Travel	708	1,700	38	1,700	1,700	
Training		350		350	350	
Advertising	915	800		800	800	
Professional Services	18,067	25,000	8,843	25,000	25,000	
Contractual Services	27,230	27,400	12,220	27,400	27,570	0.6%
Printing/Binding Services	650	2,200	198	2,200	2,200	
Information Technology	15,155	16,000	15,450	15,450	16,000	
Telecommunications	889	1,500	210	1,500	1,500	
Maintenance & Repairs	424	1,100	1,280	1,280	1,100	
Social Security	<u>25,152</u>	<u>25,866</u>	<u>11,448</u>	<u>25,866</u>	<u>25,549</u>	-1.2%
TOTAL	\$504,075	\$542,038	\$229,768	\$541,668	\$541,128	-0.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 (1900 hours). 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 (\$3,750).

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

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

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

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

Contractual Services: This appropriation finances the portion of the contract for banking services (\$20,000) used by the Revenue Collection Office and the contract for the hearing officer (\$7,570) 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.

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 (\$1,500) for maintenance, long distance calls and circuits.

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>2012</u>	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>
Revenue Collection:					
Current Year Tax Collection Rate	99.1%	99.1%	99.2%	99.2%	99.3%
% of Parking Tickets Collected	76.4%	81.8%	76.7%	75.7%	78.2%
% Ordinance Violations Collected	63.9%	71.0%	66.1%	56.8%	62.8%

Using Technology to Improve the Customer Experience

Consistent with the habits of individuals, the tax department continues to shift to electronic forms of communication. Usage of both the on-line bill payment and presentment system and the on-line tax information lookup system is strong.

There were close to 600 registered accounts to the online bill payment system at the end of calendar year 2016, a 20% increase over the previous year. While a one-time payment is always an option, registered users have the benefit of using the system's advanced features, such as storing credit card or bank account information for future use, and choosing to receive tax bills in a paperless form via email. Those choosing to use the site's Autopay feature has once again doubled over the previous year. Close to 300 accounts are now paid through the Autopay system, which deducts the tax amount due on a specific date, and reminds the taxpayer via email three business days prior to the withdrawal of funds.

The tax office continues to seek ways to enhance and add value to the customer experience. In December 2016 the "Pay by Text" feature was launched and is quickly attracting the smartphone generation. Close to 200 email notifications will be sent via text, giving customers nearly instant access to view and pay their bills.

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$262,826	\$221,385	\$56,035	\$185,000	\$176,942	-20.1%
Temporary Payroll	19,250	15,000	29,177	40,000		-100.0%
Office Expense	10,131	9,000	1,786	8,607	8,560	-4.9%
Dues and Travel	1,628	1,000	800	3,000	1,000	
Professional Services	3,850	3,000			3,000	
Office Equipment	395					
Information Technology	99,189	97,443	56,136	155,537	220,000	125.8%
Information Systems	445	4,625	658	1,500	2,000	-56.8%
Social Security	<u>17,306</u>	<u>16,654</u>	<u>4,769</u>	<u>14,917</u>	<u>14,794</u>	-11.2%
TOTAL	\$415,020	\$368,107	\$149,361	\$408,561	\$426,296	15.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst II		1	1		
Financial Systems Analyst I	<u>1</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The division is staffed with two (2) full-time positions. Due to a retirement, the former Financial Systems Analyst II was promoted to Financial Systems Manager. The Financial Systems Analyst I position is vacant and the budget assumes a hiring lag of 3.5 months. The appropriation includes estimated merit increases.

Temporary Payroll: This appropriation funded part-time assistance related to the implementation of the Town's new financial management system.

Office Expense: This appropriation covers office supplies, paper products, printing and copying.

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 new software contracts for the new financial management system. For fiscal year 2018, these contracts include: SunGard (\$37,000), OnPay Solutions (\$5,000), GHG Corporations (\$5,000), Dynamics license (\$78,000), and Dynamics and Tyler support (\$95,000).

Information Systems: This appropriation reflects the costs associated with printer maintenance and operations and is reduced based upon experience.

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,332	\$ 1,500	\$1,280	\$ 1,500	\$ 1,500	
Professional Services	<u>96,129</u>	<u>95,000</u>	<u>48,151</u>	<u>95,000</u>	<u>97,500</u>	2.6%
TOTAL	\$97,461	\$96,500	\$49,431	\$96,500	\$99,000	2.6%

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 (\$2,500) reflects actual experience with special mailing and courier requirements.

DEPARTMENT: FINANCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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	1		
Financial Systems Analyst I	<u>1</u>	—	—	<u>1</u>	<u>1</u>
TOTAL FINANCIAL SERVICES	17	17	17	17	17

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DEPARTMENT OF HUMAN RESOURCES

MISSION

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

BUDGET SUMMARY DEPARTMENT OF HUMAN RESOURCES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</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	\$347,198	\$349,589	\$161,498	\$349,589	\$348,068	-0.4%
Operating Expense	67,505	76,355	26,985	65,125	63,440	-16.9%
Social Security	26,522	26,745	11,022	26,745	25,120	-6.1%
TOTAL	\$441,225	\$452,689	\$199,505	\$441,459	\$436,628	-3.5%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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	1.6	1.6	1.6	1.6	1.6
TOTAL	9.5	9.5	9.5	9.5	9.5

BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects a reduction of \$16,061 or 3.5%, from the prior year. Wages and salaries are consistent with prior year. Operating expense decreases \$12,915. In an effort to reduce costs in response to budget pressures, reductions have been made in numerous accounts including advertising (\$7,000), meals (\$2,500), and education tuition reimbursements (\$3,000). Social security is estimated based upon employee withholdings and the social security base wage rate.

ANNUAL BUDGET 2017-2018

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$346,438	\$348,789	\$161,125	\$348,789	\$347,268	-0.4%
Education Premium Pay	760	800	373	800	800	
Office Expense	4,400	8,850	1,870	8,700	8,150	-7.9%
Dues and Travel	1,639	1,650	359	1,650	1,400	-15.2%
Training	1,190	10,000	795	5,200	10,000	
Advertising	9,314	12,000	4,384	12,000	5,000	-58.3%
Professional Services	31,107	10,500	7,835	11,200	11,200	6.7%
Contractual Services	2,890	3,780	3,025	3,500	3,890	2.9%
Printing/Binding Services	519	1,500	28	1,500	1,000	-33.3%
Meals	2,156	3,500	329	3,000	1,000	-71.4%
Education Tuition Reimbursement	6,420	15,000	1,500	10,000	12,000	-20.0%
Information Technology	6,171	7,775	6,510	6,675	8,000	2.9%
Telecommunications	1,699	1,800	350	1,700	1,800	
Social Security	<u>26,522</u>	<u>26,745</u>	<u>11,022</u>	<u>26,745</u>	<u>25,120</u>	-6.1%
Total Department	\$441,225	\$452,689	\$199,505	\$441,459	\$436,628	-3.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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: The Human Resources operation 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. The budget reflects the allocation for the Office Operations Specialist position.

Office Expense: This budget funds office supplies, postage and printing, as well as subscriptions to the CCM Municipal Labor Relations Data Service, Lexis Nexus Updates on Labor Agreements, CT Employee Law Updates and the CT Human Relations Report Newsletter. A reduction of \$700 reflects actual experience.

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, which reflects a slight reduction (\$250).

Training: The appropriation maintains the existing allocation of funds for town-wide staff training.

Advertising: This appropriation is reduced \$7,000 in response to budget constraints, which will limit employee hiring.

Professional Services: This appropriation is for legal counsel on complex employment or labor issues and other professional consultants as required. The increase (\$700) anticipates additional spending on labor contracts.

Contractual Services: This appropriation, which is increased \$110, 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 reduced 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 reduced \$2,500 to reflect limited 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 and reflects a slight increase.

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Fiscal Year				
	<u>Actual</u> <u>2012</u>	<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>Applications Processed</u>					
Police Officer	336	260	146	54	152
Open Competitive	269	379	626	805	1,019
Promotional	<u>314</u>	<u>68</u>	<u>85</u>	<u>53</u>	<u>137</u>
Total Applications Processed	919	707	857	912	1,308
<u>New Hires</u>					
Public Safety	9	20	8	21	18
Non-Public Safety	<u>4</u>	<u>11</u>	<u>15</u>	<u>10</u>	<u>17</u>
Total New Hires	13	31	23	31	35
<u>Terminations</u>					
Public Safety	26	22	10	10	13
Non-Public Safety	<u>5</u>	<u>14</u>	<u>11</u>	<u>13</u>	<u>19</u>
Total Terminations	31	36	21	23	32
<u>Reason for Separation (All Personnel)</u>					
Retirement	26	31	17	16	19
Resignation	4	4	3	7	11
Dismissal	0	1	1	0	2
Layoff	1	0	0	0	0

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
<u>TOWN PROGRAM</u>				
Employee Benefit Contributions	\$ 813,968	\$ 900,000	\$ 900,000	\$ 900,000
Interest on Investment	154,840	140,000	70,000	120,000
Amortization		640,000		767,500
Subrogation/Recoveries	82,462	75,000	75,000	75,000
Transfer In	<u>19,597,701</u>	<u>20,635,443</u>	<u>20,605,443</u>	<u>20,872,484</u>
Total Revenues & Other Resources	\$ 20,648,971	\$22,390,443	\$21,650,443	\$22,734,984
<u>SCHOOL PROGRAM</u>				
Employee Benefit Contributions	\$ 4,580,067	\$ 4,313,586	\$ 4,230,481	\$ 4,413,404
Amortization		709,039		(228,606)
Interest on Investment	27,824			
Transfer In	<u>21,963,976</u>	<u>22,893,326</u>	<u>22,454,804</u>	<u>26,144,477</u>
Total Revenues & Other Resources	\$ 26,571,867	\$27,915,951	\$26,685,285	\$30,329,275
Total Revenues & Other Resources	\$ 47,220,838	\$50,306,394	\$48,335,728	\$53,064,258
EXPENSES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Administration-Human Resources	\$ 226,122	\$ 290,006	\$ 290,006	\$ 288,577
Town Program Expense	20,833,361	22,100,437	21,035,517	22,446,407
School Program Expense	<u>28,618,671</u>	<u>27,915,951</u>	<u>30,028,577</u>	<u>30,329,275</u>
Total Expenses & Other Uses	\$ 49,678,154	\$50,306,394	\$51,354,100	\$53,064,259

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 397,107	\$ 394,748	\$ 394,709	\$ 395,812	0.3%
Operating Expense	20,583,220	21,915,458	20,850,577	22,260,166	1.6%
Fringe Benefits	<u>79,156</u>	<u>80,237</u>	<u>80,237</u>	<u>79,006</u>	-1.5%
TOTAL	\$21,059,483	\$22,390,443	\$21,325,523	\$22,734,984	1.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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
Claims Administrator	1				
Safety Analyst	1	1	1	1	1
Senior Staff Assistant		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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Risk Management					
Administration	\$ 226,122	\$ 290,006	\$ 290,006	\$ 288,577	-0.5%
Workers' Compensation	2,726,677	2,615,630	2,615,630	2,726,891	4.3%
Health Program	15,648,133	16,906,293	15,947,556	17,215,325	1.8%
Heart and Hypertension	165,043	167,736	167,736	154,904	-7.7%
Self-Insured Program	1,157,707	1,106,128	1,121,128	1,087,637	-1.7%
Insured Program	<u>1,135,801</u>	<u>1,304,650</u>	<u>1,183,467</u>	<u>1,261,650</u>	-3.3%
TOTAL	\$21,059,483	\$22,390,443	\$21,325,523	\$22,734,984	1.5%

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 beginning in fiscal year 2017 a Senior Staff Assistant, a position which was transferred from the self-insured program. 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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$194,577	\$253,476	\$253,476	\$252,866	-0.2%
Office Expense	3,560	3,800	3,800	3,800	
Dues and Travel	2,096	2,500	2,500	2,500	
Printing/Binding Services	60	300	300	300	
Telecommunications	424	500	500	500	
Social Security	15,366	19,391	19,391	18,572	-4.2%
Transfers Out	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
TOTAL	\$226,122	\$290,006	\$290,006	\$288,577	-0.5%

Fund: Risk Management
Department: Human Resources

Workers' Compensation Program

The contribution required from other funds to support this program totals \$2,920,149 in fiscal year 2018, an increase of \$308,517. This increase in expenses results primarily from an increase in estimated claims payments (\$103,261) and amortization (\$175,000) of the accumulated program deficit.

WORKERS' COMPENSATION PROGRAM					
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Revenues</u>					
Interest on Investments	\$ 49,636	\$ 70,000	\$ 50,000	\$ 50,000	-28.6%
Subrogation	<u>82,462</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	
Total Revenues	\$132,098	\$120,000	\$100,000	\$100,000	-16.7%
<u>Expenses</u>					
Dues and Travel	\$8	\$200	\$200	\$200	
Professional Services	27,995	9,000	9,000	9,000	
Claims Administration	115,941	119,500	119,500	119,500	
Insurance Services	23,433	16,500	16,500	16,500	
Bank Fee	1,689				
Excess Insurance	199,946	210,000	210,000	215,000	2.4%
WC Assessments-State	74,622	117,000	117,000	120,000	2.6%
Workers' Compensation Claims	<u>2,283,043</u>	<u>2,143,430</u>	<u>2,143,430</u>	<u>2,246,691</u>	4.8%
Total Expenses	\$2,726,677	\$2,615,630	\$2,615,630	\$2,726,891	4.3%
<u>Other</u>					
Allocation of Administration Expense	\$90,449	\$116,002	\$116,002	\$118,258	1.9%
Program Amortization				175,000	
Operating Income/(Loss)	<u>11,747</u>	<u> </u>	<u>(20,000)</u>	<u> </u>	
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$2,696,775	\$2,611,632	\$2,611,632	\$2,920,149	11.8%

Fund: Risk Management
Department: Human Resources

Health Benefits Program

Health Claims Cost

The net contribution from other funds for this program totals \$15,740,325, an increase of \$44,032 or 0.3%. The contribution to the retiree health care reserve for FY 2018 is \$11,380,000 split between the Town and Board of Education. The Town's contribution for FY 2018 is \$8,472,000, an increase of \$600,000 from the current fiscal year. The cost to provide long-term disability insurance to active employees and life insurance to active and retired employees (\$236,088) was transferred to this program from the Insured program in fiscal year 2016. The appropriation for claims expense in FY 2018 decreases \$377,668 or 5.2% based upon experience.

HEALTH BENEFITS PROGRAM					
	Actual	Adopted	Estimated	Adopted	Percent
<u>Revenues</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Interest on Investments	\$ 32,249	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	813,968	900,000	900,000	900,000	
Total Revenues	\$846,217	\$925,000	\$925,000	\$925,000	
<u>Expenses</u>					
Regular Payroll	\$135,321	\$140,772	\$140,733	\$142,446	3.6%
Education Premium	475	500	500	500	
Office Expenses	1,905	2,400	2,060	1,950	-18.8%
Active Employee Claims	6,751,252	7,259,314	6,308,508	6,881,646	-5.2%
Normal Retirement Cost	7,272,000	7,872,000	7,872,000	8,472,000	7.6%
Life/Long-term Disability	202,172	204,500	233,948	236,088	15.4%
Program Expense	1,049,430	1,157,000	1,113,900	1,182,700	2.2%
Stop Loss Insurance	185,433	219,000	225,100	247,600	13.1%
Social Security	10,145	10,807	10,807	10,395	3.6%
Transfer Out	40,000	40,000	40,000	40,000	
Total Expenses	\$15,648,133	\$16,906,293	\$15,947,556	\$17,215,325	1.8%
<u>Other</u>					
Program Amortization		(\$285,000)		(\$550,000)	93.0%
Operating Income/(Loss)	<u>(\$103,573)</u>		<u>(\$643,737)</u>		
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$14,698,343	\$15,696,293	\$15,666,293	\$15,740,325	0.3%

Fund: Risk Management
Department: Human Resources

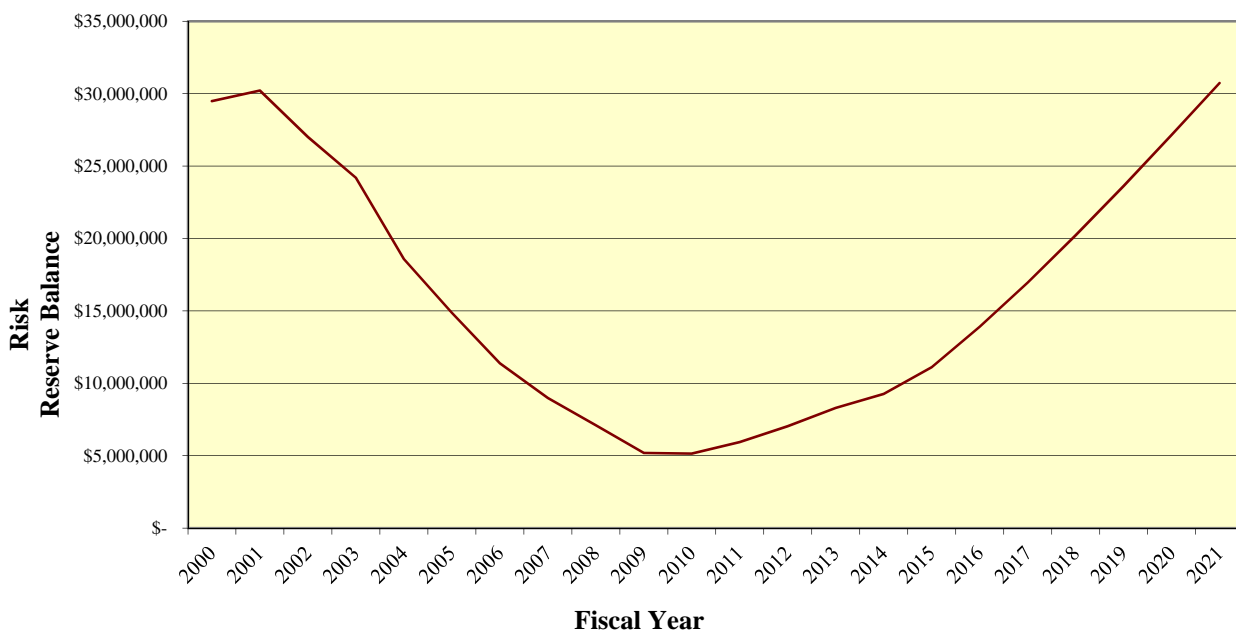
Risk Management Health Reserve

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 \$600,000 and will total \$11,380,000 in fiscal year 2018 split between the Town (\$8,472,000) and Board of Education (\$2,908,000).

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

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

Retiree Health Reserve



Fund: Risk Management
Department: 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 \$116,969 from other funds is required to support this program in FY 2018, an increase of \$40,232. The heart and hypertension claims expense decreases to reflect projected claims, offset by reduced amortization of accumulated surplus.

HEART AND HYPERTENSION PROGRAM					
	<u>Actual</u>	<u>Adopted</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Interest on Investments	\$13,968	\$20,000	\$20,000	\$20,000	
Total Revenues	\$13,968	\$20,000	\$20,000	\$20,000	
<u>Expenses</u>					
Medical Exams	\$1,807	\$3,900	\$3,900	\$5,000	28.2%
Insurance Services	4,000	4,500	4,500	4,500	
Claims Administration	1,000	1,000	1,000	1,000	
Claims Expense	158,236	158,336	158,336	144,404	-8.8%
Total Expenses	\$165,043	\$167,736	\$167,736	\$154,904	-7.7%
<u>Other</u>					
Allocation of Administration Expense	\$22,612	\$29,001	\$29,001	\$29,565	1.9%
Program Amortization		(100,000)		(47,500)	-52.5%
Operating Income/(Loss)	(137,634)		(\$100,000)		
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$36,053	\$76,737	\$76,737	\$116,969	52.4%

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. Beginning in fiscal year 2016, 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 FY 2018 is \$948,826, a decrease of \$53,304 from the FY 2017 contribution. This reduction of 5.3% results from an expected decline in claims expense and additional amortization of accumulated surplus offset by increased program expense in fiscal year 2018. 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>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Interest on Investments	\$ 58,988	\$ 25,000	\$ 25,000	\$ 25,000	
Subrogation		<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	
Total Revenues	\$58,988	\$50,000	\$50,000	\$50,000	
<u>Expenses</u>					
Payroll	\$66,732	\$	\$	\$	
Professional Services	21,566	50,900	50,900	52,900	3.9%
Claims Administration Expense	184,940	159,500	159,500	167,500	5.0%
SIR Retention Claims (GL/AL/LEL)	736,453	608,728	608,728	565,237	-7.1%
Other SIR Program Expense	144,410	287,000	302,000	302,000	5.2%
Social Security	<u>3,606</u>				
Total Expenses	\$1,157,707	\$1,106,128	\$1,121,128	\$1,087,637	-1.7%
<u>Other</u>					
Allocation of Administration Expense	\$90,449	\$116,002	\$116,002	\$111,189	-4.1%
Program Amortization		(170,000)		(200,000)	17.6%
Operating Income/(Loss)	<u>(142,503)</u>		<u>(185,000)</u>		
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$1,046,665	\$1,002,130	\$1,002,130	\$948,826	-5.3%

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 \$1,146,215 will be required in FY 2018 to meet the costs of the insured program, a reduction of \$102,436. This variance results from the estimated cost of property insurance as well as an increase of \$60,000 in amortization of accumulated surplus for this program.

INSURED PROGRAM					
<u>Expenses</u>	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Purchased Insurance	\$1,135,801	\$1,304,650	\$1,183,467	\$1,261,650	-3.3%
Total Expenses	\$1,135,801	\$1,304,650	\$1,183,467	\$1,261,650	-3.3%
<u>Other</u>					
Allocation of Administration Expense	\$22,612	\$29,001	\$29,001	\$29,565	1.9%
Program Amortization		(85,000)		(145,000)	70.6%
Operating Income/(Loss)	(38,548)		36,183		
NET CONTRIBUTION					
(INTERFUND TRANSFER)	\$1,119,865	\$1,248,651	\$1,248,651	\$1,146,215	-8.2%

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Employee Contributions	\$ 3,045,995	\$ 2,800,000	\$ 3,000,000	\$ 3,000,000
Interest Income	1,146		555	
Pension Buyback	559		112	
Class Action Proceeds	10,969			
Trust Fund Contribution	6,153,000	4,621,886	4,751,473	4,367,744
Transfer In	<u>17,917,000</u>	<u>20,551,457</u>	<u>20,551,457</u>	<u>21,615,393</u>
Total Revenues & Other Resources	\$27,128,669	\$27,973,343	\$28,303,597	\$28,983,137

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Human Resources –				
Administration	\$ 619,263	\$ 598,343	\$ 587,840	\$ 608,137
Regular Payments	25,294,710	26,200,000	26,542,000	27,200,000
Survivor Payments	1,127,949	1,150,000	1,140,000	1,150,000
Pension Refunds	<u>91,087</u>	<u>25,000</u>	<u>33,757</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$27,133,009	\$27,973,343	\$28,303,597	\$28,983,137

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Wages & Salaries	\$ 124,099	\$ 148,989	\$ 64,968	\$ 140,993	\$ 155,427	4.3%
Operating Expense	351,188	332,300	106,902	330,405	332,300	
Fringe Benefits	<u>26,657,722</u>	<u>27,492,054</u>	<u>14,094,733</u>	<u>27,832,199</u>	<u>28,495,410</u>	3.6%
TOTAL	\$27,133,009	\$27,973,343	\$14,266,603	\$28,303,597	\$28,983,137	3.6%

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 2018 Pension Fund budget increases \$1,009,794, or 3.6%, over the prior year. This increase results primarily (\$1,000,000) from anticipated payments to retired employees under the terms of the Town's Pension Plan and related social security increases. The budget reflects estimated merit and cost-of-living adjustments for full-time employees.

Fund: Pension Operating Fund
Department: Human Resources

SUMMARY OF REVENUES

<u>Revenues:</u>	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Employee Contributions	\$3,045,995	\$2,800,000	\$ 1,383,488	\$3,000,000	\$3,000,000	7.1%
Interest Income	1,146		555	555		
Pension Buyback	559		112	112		
Class Action Proceeds	10,969					
Trust Fund Contribution	6,153,000	4,621,886		4,751,473	4,367,744	-5.5%
Transfer In	<u>17,917,000</u>	<u>20,551,457</u>	<u>12,600,457</u>	<u>20,551,457</u>	<u>21,615,393</u>	5.2%
Total Department	\$27,128,669	\$27,973,343	\$13,984,613	\$28,303,597	\$28,983,137	3.6%

SUMMARY OF EXPENDITURES

<u>Expenditures:</u>	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 100,075	\$ 123,189	\$ 56,595	\$ 123,193	\$ 129,627	5.2%
Temporary Payroll	23,397	25,000	8,000	17,000	25,000	
Education Premium Pay	627	800	373	800	800	
Office Expense	2,896	3,450	714	2,800	3,450	
Dues and Travel	256	850	246	450	850	
Professional Services	346,654	325,500	105,911	325,500	325,500	
Printing Services	7	300		125	300	
Meals		50			50	
Information Technology	1,250	2,000		1,400	2,000	
Telecommunications	125	150	30	130	150	
Social Security	9,658	11,398	4,755	10,786	11,890	4.3%
Pension Payments	26,513,746	27,375,000	14,033,535	27,715,757	28,375,000	3.7%
Pension Expense	37,323	44,260	44,260	44,260	47,106	6.4%
Risk Management						
Expense	59,964	24,365	12,183	24,365	24,383	0.1%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	\$27,133,009	\$27,973,343	\$14,266,603	\$28,303,597	\$28,983,137	3.6%

Fund: Pension Operating Fund
Department: Human ResourcesPension Trust Fund

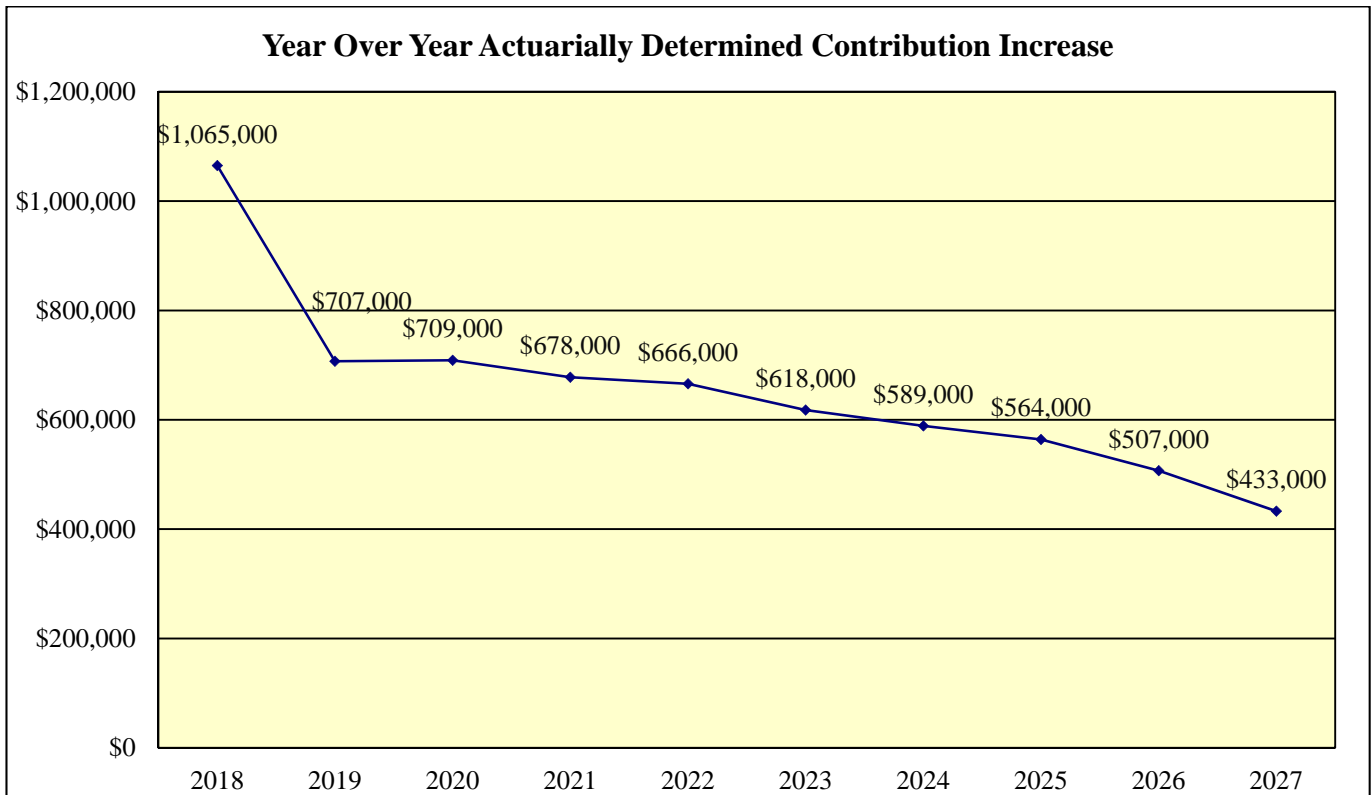
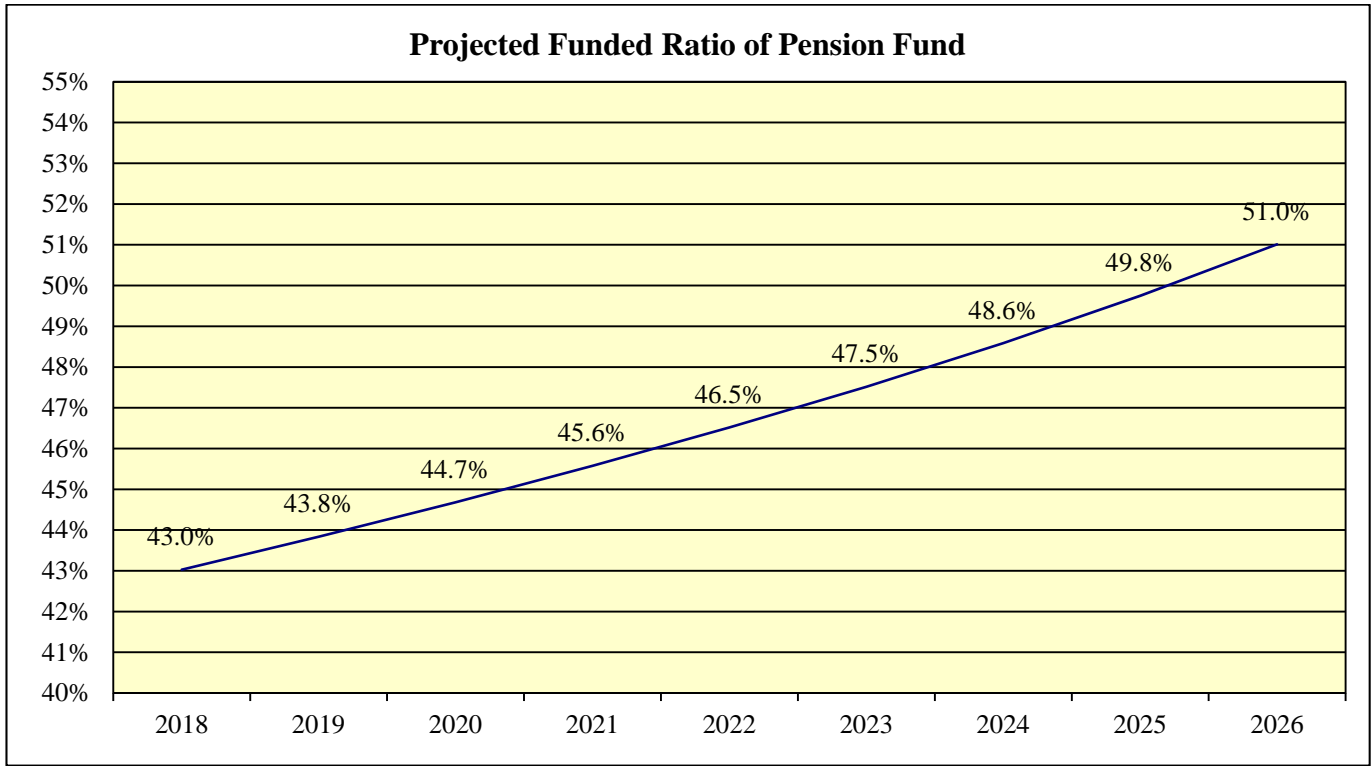
The ultimate cost, or liability, of a pension plan is directly correlated with the level of benefits promised by the plan. The benefits and expenses paid by the plan are offset by employee contributions and investment earnings to determine the net cost to the Town. The actuarial valuation measures this 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 Contribution (ADC), which is the amount the Town must contribute to the plan in a particular fiscal year.

The ADC for fiscal year 2018 is \$21,615,393, a year over year increase of \$1,063,936. As indicated in the July 1, 2016 valuation, the unfunded accrued liability increased by \$4,285,120 from July 1, 2015 to July 1, 2016. The Plan's market value decreased \$6,839,643 from July 1, 2015 to July 1, 2016, while the actuarial value increased by \$6,501,549. 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 funded status of the plan increased slightly from 42.9% to 43.3%.

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 ADC 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 ADC levels.

Fund: Pension Operating Fund
Department: Human Resources



DEPARTMENT: HUMAN RESOURCES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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
Claims Administrator	1				
Safety Analyst	1	1	1	1	1
Senior Staff Assistant		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).

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FIRE DEPARTMENT

MISSION

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

The Fire Department's primary goals are to:

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

BUDGET SUMMARY FIRE DEPARTMENT						
	Actual 2015-16	Adopted 2016-17	Actual 6 Months	Estimated 2016-17	Adopted 2017-18	Percent Change
<u>Revenues:</u>						
Intergovernmental	\$ 66,169	\$ 73,805	\$ 62,519	\$ 70,481	\$ 8,000	-89.2%
Licenses & Permits	608,631	550,000	113,838	450,000	450,000	-18.2%
Charges for Services	4,375	376,000	107,600	381,536	440,000	17.0%
Miscellaneous Revenue	267		357	357		
TOTAL	\$679,442	\$999,805	\$284,314	\$902,374	\$898,000	-10.2%
<u>Expenditures:</u>						
Wages & Salaries	\$9,903,373	\$10,128,324	\$4,858,268	\$10,537,065	\$10,434,888	3.0%
Operating Expense	813,225	1,008,818	432,410	1,004,958	1,004,795	-0.4%
Equipment	34,490					
Social Security	147,255	156,724	72,797	160,240	163,854	4.5%
TOTAL	\$10,898,343	\$11,293,866	\$5,363,475	\$11,702,263	\$11,603,537	2.7%

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	2014-15	2015-16	2016-17	2016-17	2017-18
General Fund	92	92	92	92	93
TOTAL	92	92	92	92	93

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$309,671 or 2.7% in fiscal year 2018. Wages and salaries increase \$306,564 and reflect estimated contractual cost-of living and merit increases, when applicable, and the addition of an Assistant Fire Chief in the Emergency Medical Services division, partially offset by a reduction in grant funded overtime (\$21,759). Operating expense reflects a slight net reduction of \$4,023. A reduction in grant funded training (\$40,760) is offset by an increase in professional services (\$16,000) for the paramedic division and software maintenance contracts (\$22,660). Social security is reflective of budgeted wages and employee withholdings.

COST CENTER: MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Contributions	\$ 267	\$ _____	\$ 357	\$ 357	\$ _____	
TOTAL	\$ 267	\$ _____	\$ 357	\$ 357	\$ _____	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$326,245	\$331,212	\$159,800	\$331,212	\$337,000	1.7%
Overtime	372		462	463		
Office Expense	12,044	9,500	5,853	9,754	9,500	
Dues and Travel	1,617	1,900	560	1,900	1,900	
Professional Services	10,989	24,500	4,832	24,500	24,500	
Printing/Binding Services	1,056		25	25		
Office Equipment	885					
Uniforms & Laundry	604	1,000	268	1,000	1,000	
Information Technology					8,396	
Telecommunications	29,266	20,000	10,218	24,000	26,000	30.0%
Vehicles	34,490					
Social Security	<u>7,292</u>	<u>8,937</u>	<u>3,467</u>	<u>8,937</u>	<u>9,024</u>	1.0%
TOTAL	\$424,860	\$397,049	\$185,485	\$401,791	\$417,320	5.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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, one Assistant Fire Chief and one Executive Assistant. The increase reflects estimated wages and benefit elections.

Overtime: This account funds 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 appropriation covers professional membership requirements for the Fire Chief and Assistant Chiefs. This budget item maintains access to professional knowledge and certifications. Also included is the cost of required certification and professional training.

Professional Services: This cost involves 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 appropriation funds the software contract costs for Firehouse and NexResponder software. These programs have been in use by the Fire Department, but their costs are now consolidated in this line item.

Telecommunications: This appropriation funds the costs associated with the desktop telephone services for maintenance and circuits, cell phone costs, and call back notification systems. The increase reflects actual experience for these costs.

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$ 23,514	\$ 11,286	\$ _____	\$ 7,962	\$ 8,000	-29.1%
TOTAL	\$ 23,514	\$ 11,286	\$ _____	\$ 7,962	\$ 8,000	-29.1%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$30,088	\$30,672	\$14,362	\$30,720	\$31,340	2.2%
Office Expense	360	700	30	700	700	
Professional Services		2,000		2,000	2,000	
Printing/Binding Services		300		300	300	
Office Equipment	2,958	500		500	500	
Information Technology	15,940	18,000	15,940	18,000	18,000	
Miscellaneous						
Administrative Expense	2,082	500	677	677	500	
Telecommunications	577	800	253	800	800	
Social Security	436	414	216	414	422	1.9%
TOTAL	\$52,441	\$53,886	\$31,478	\$54,111	\$54,562	1.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Fire Chief	0.2	0.2	0.2	0.2	0.2
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 and related social security is billed through the State Emergency Management Performance Grant and reimbursed to the Town at a rate of 50%. The Town has not yet received notification of its award amount for October 1, 2017 – September 30, 2018.

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

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

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

Office Equipment: Maintains funding at \$500 for minor office equipment requirements for the CERT team and the emergency operations center.

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

Miscellaneous Administrative Expense: This appropriation covers unanticipated costs in emergency management and is level funded at \$500.

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

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

ANNUAL BUDGET 2017-2018

COST CENTER: FIREFIGHTING

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
FEMA Grant	\$ 40,155	\$ 62,519	\$ 62,519	\$ 62,519	\$	-100.0%
Charges for Services	<u>4,375</u>	<u> </u>	<u>5,536</u>	<u>5,536</u>	<u> </u>	
TOTAL	\$ 44,530	\$ 62,519	\$ 68,055	\$ 68,055	\$	-100.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,907,191	\$7,116,561	\$3,383,476	\$7,223,032	\$7,370,593	3.6%
Overtime	1,675,333	1,508,165	1,001,557	1,858,165	1,439,406	-4.6%
Holiday	437,314	464,060	2,186	464,060	477,662	2.9%
Education Premium Pay	34,184	35,000	17,720	35,000	38,000	8.6%
Office Expense	2,789	2,000	1,244	2,082	2,000	
Dues and Travel			200	200		
Training		40,760	25,900	25,900		-100.0%
Printing/Binding Services	100		100	100		
Minor Equipment	19,032	31,500	5,648	31,500	31,500	
Uniforms & Laundry	69,817	89,863	20,145	89,863	89,863	
Education Tuition						
Reimbursement	10,339	10,000	1,544	10,000	10,000	
Utilities	153,467	152,733	76,367	152,733	144,816	-5.2%
Operating Expense-Misc.	2,370	3,000	1,410	3,000	3,000	
Maintenance & Repairs	12,081	16,500	15,263	16,500	14,500	-12.1%
Miscellaneous Supplies	61,025	39,200	10,009	39,200	25,200	-35.7%
Social Security	<u>124,937</u>	<u>130,738</u>	<u>62,478</u>	<u>134,882</u>	<u>132,043</u>	1.0%
TOTAL	\$9,509,979	\$9,640,080	\$4,625,247	\$10,086,217	\$9,778,583	1.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 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 manpower (staffing) provision of the collective bargaining agreement of 21 personnel per shift. Funding assumes on average 8.5 personnel a day are on overtime status. The reduction reflects a one-time grant in fiscal year 2017 and transfer of the budget for hazmat stipends to regular payroll.

Holiday Pay: Reflects the cost of twelve (12) days of holiday pay per employee in lieu of actual days off. Holiday pay is adjusted in tandem with regular payroll.

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree. This is subject to change as new firefighters are hired to fill vacancies.

Office Expense: Reflects level funding for office supplies at \$2,000 in this budget year.

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 (\$48,863), 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 \$7,917 in fiscal year 2018 based upon actual cost and amortization of deficit in the Utilities Services Fund.

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

Maintenance & Repairs: Covers small equipment repair on items such as meters, monitors, and various electrical devices and annual maintenance and service fees on the department's mobile data terminals, including the Capitol Region of Council Governments' CAPTAIN Fire Mobile Data Terminal. The budget is reduced consistent with expectations for fiscal year 2018.

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 for medical services supplies (\$14,000), previously funded in this line, has been transferred to the Emergency Medical Services division.

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>2012</u>	<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>Fire Call Volume</u>					
Number of Fire Related Calls	180	168	184	228	205
Number of Emergency Medical/ Rescue Calls	1,445	1,602	1,742	5,646*	5,820*
Number of False Alarms	661	714	650	720	791
Mutual Aid	18	15	13	27	28
Number of Hazardous Material Calls	170	189	157	157	162
Number of Other Hazardous Calls	371	303	236	280	299
Number of Other Calls for Service	<u>818</u>	<u>800</u>	<u>915</u>	<u>1,175</u>	<u>1,096</u>
Total Calls	3,663	3,791	3,897	8,233	8,401
<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</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$	\$376,000	\$102,064	\$376,000	\$440,000	17.0%
TOTAL	\$	\$376,000	\$102,064	\$376,000	\$440,000	17.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$	\$33,184	\$7,615	\$25,445	\$124,480	275.1%
Overtime		40,900	35,640	41,039	40,900	
Office Expense		8,100	1,775	9,724	8,100	
Dues and Travel	155	7,000	465	7,000	7,000	
Training			53	53		
Professional Services		30,000	8,237	30,000	46,000	53.3%
Printing/Binding Services			378	378		
Uniforms & Laundry			325	325		
Information Technology		9,992	1,500	9,992	18,256	82.7%
Telecommunications	4,529	280	877	877	6,612	2,261.4%
Maintenance & Repairs		16,000	1,286	16,000	16,000	
Miscellaneous Supplies	23,730	107,000	45,052	107,112	121,000	13.1%
Social Security		181	49	181	7,179	3,866.3%
TOTAL	\$28,414	\$252,637	\$103,252	\$248,126	\$395,527	56.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Assistant Fire Chief	—	—	—	—	<u>1</u>
TOTAL					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 2018 budget includes funding for a new Assistant Fire Chief and this account is increased accordingly.

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.

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

Professional Services: This line funds the costs (\$26,000) of billing services based on anticipated revenue. In addition, maintenance contracts for equipment specific to the paramedic program (\$20,000) are included in this line item.

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 a full year of medical supplies and medications, oxygens and gases, and medical waste costs. In fiscal year 2018, all such costs are consolidated in this division.

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

COST CENTER: PREVENTION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Grants	\$ 2,500	\$	\$	\$	\$	
Fire Occupancy/Use Permits	142,037	100,000	33,841	100,000	100,000	
Fire Plan Review Fees	466,593	450,000	79,996	350,000	350,000	-22.2%
TOTAL	\$611,130	\$550,000	\$113,837	\$450,000	\$450,000	-18.2%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$304,437	\$324,154	\$150,682	\$324,388	\$323,627	-0.2%
Temporary Payroll	22,482	23,929	13,086	23,929	23,929	
Overtime	8,392	5,213	6,348	7,600	7,600	45.8%
Education Premium Pay	2,375	2,500	1,167	2,500	2,500	
Office Expense	5,657	3,700	2,206	4,108	3,700	
Training			375	375		
Printing/Binding Services	944	200		200	200	
Office Equipment	2,545	1,000		1,000	1,000	
Uniforms & Laundry	408	800	630	800	800	
Miscellaneous Supplies	3,239	13,000	3,746	13,000	13,000	
Social Security	12,662	13,388	5,660	13,388	12,377	-7.6%
TOTAL	\$363,141	\$387,884	\$183,900	\$391,288	\$388,733	0.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 two Fire Inspectors and an Assistant Chief position.

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 and is increased based upon experience and anticipated need.

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.

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Percent of Applicable Properties with Completed or Updated Pre-Plans	91%	94%	95%	96%	97%
Percent of Inspections Completed	27%	39%	29%	19%	18%
Percent of Annual Residential Inspections Completed	8%	17%	12%	11%	5%
Percent of Tri-annual Inspections Completed	1%	19%	14%	12%	9%
Percent of Licensing Inspections Completed	72%	62%	100%	100%	100%
Percent of Violations Corrected	100%	100%	100%	100%	100%

COST CENTER: STATION OPERATIONS & MAINTENANCE

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Office Equipment	\$ 2,160	\$	\$	\$	\$	
Utilities	98,215	94,440	47,221	94,440	90,102	-4.6%
Telecommunications		800		800	800	
Building Maintenance	39,931	47,000	13,637	47,000	47,000	
Grounds Maintenance	<u>12,379</u>	<u>2,200</u>	<u>3,435</u>	<u>3,233</u>	<u>2,200</u>	
TOTAL	\$152,685	\$144,440	\$64,293	\$145,473	\$140,102	-3.0%

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 (\$59,061), is increased based upon consumption.

Natural Gas – This appropriation (\$25,666) covers the cost of natural gas at all stations, and is reduced based upon consumption and rates.

Water – Covers the cost of water service to each of the five fire stations (\$5,375).

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.

COST CENTER: EQUIPMENT OPERATIONS & MAINTENANCE

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$32,706	\$91,111	\$	\$44,553	\$90,173	-1.0%
Overtime	9,460	12,742	5,701	12,742	14,522	14.0%
Vehicles & Equipment Expense	179,060	170,000	89,141	170,000	170,000	
Social Security	<u>289</u>	<u>1,505</u>	<u>82</u>	<u>831</u>	<u>1,308</u>	-13.1%
TOTAL	\$221,515	\$275,358	\$94,924	\$228,126	\$276,003	0.2%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Fire Lieutenant 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 and applicable benefits for the Fire Lieutenant Mechanic position, which is currently vacant, at the beginning of the pay range.

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

Vehicle & Equipment Maintenance: This appropriation covers the costs for fuel (\$60,000) and vehicle maintenance (\$110,000) for all department vehicles.

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

COST CENTER: TRAINING
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$102,675	\$104,797	\$50,140	\$104,825	\$107,032	2.1%
Overtime	8,220	4,124	7,392	7,392	4,124	
Education Premium Pay	1,900		933		2,000	
Office Expense	4,113	1,350	2,003	2,607	1,350	
Training	19,174	24,000	13,385	24,000	18,000	-25.0%
Professional Services	4,961	5,000		5,000	5,000	
Printing/Binding Services	475	200	198	200	200	
Office Equipment	630	1,500		1,500	1,500	
Information Technology					12,000	
Vehicles & Equipment						
Expense	1,259					
Social Security	<u>1,636</u>	<u>1,561</u>	<u>846</u>	<u>1,607</u>	<u>1,501</u>	-3.8%
TOTAL	\$145,043	\$142,532	\$74,897	\$147,131	\$152,707	7.1%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 including a contractual cost-of-living increase.

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

Education Premium Pay: Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree. The budget reflects officers assigned to this division who are eligible for this payment.

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

Training: This appropriation reflects 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. In fiscal year 2018, the division will provide additional training programs for fire dispatchers and record maintenance. A portion of the training cost has been moved to the Information Technology line as courses are offered online.

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 and is moved from the training line.

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

DEPARTMENT: FIRE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	2	2	2	3
Executive Assistant	1	1	1	1	1
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	40	40	40	40	40
Fire Inspector	2	2	2	2	2
Fire Captain-Training	1	1	1	1	1
Fire Lieutenant Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	92	92	92	92	93

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POLICE DEPARTMENT

MISSION

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

The Police Department's primary goals are:

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

BUDGET SUMMARY POLICE DEPARTMENT						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
<u>Revenues:</u>						
Intergovernmental Revenues	\$322,009	\$209,212	\$154,674	\$215,307	\$141,000	-32.6%
Licenses & Permits	14,315	12,300	37,457	44,965	12,300	
Charges for Services	55,823	42,700	28,151	46,320	53,500	25.3%
Fines & Forfeitures	290,576	305,200	116,157	221,200	241,200	-21.0%
Miscellaneous Revenue	<u>125,317</u>	<u>125,000</u>	<u>357</u>	<u>125,357</u>	<u>125,000</u>	
TOTAL	\$808,040	\$694,412	\$336,796	\$653,149	\$573,000	-17.5%
<u>Expenditures:</u>						
Wages & Salaries	\$14,036,102	\$13,825,738	\$6,688,610	\$13,961,358	\$13,619,326	-1.5%
Operating Expense	944,601	920,353	414,409	945,770	921,135	0.1%
Social Security	<u>301,194</u>	<u>303,977</u>	<u>140,157</u>	<u>306,321</u>	<u>307,225</u>	1.1%
TOTAL	\$15,281,897	\$15,050,068	\$7,243,176	\$15,213,449	\$14,847,686	-1.3%

	Authorized Positions			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>		
General Fund	153*	152*	152*	152*	152*
Parking Lot Fund	—	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	153	154	154	154	154

* One Police Officer position is unfunded.

BUDGET & PROGRAM HIGHLIGHTS

The Police Department's fiscal year 2018 budget is reduced \$202,382, or 1.3%. A \$206,412 reduction to wages and salaries reflects anticipated step and merit increases, a \$150,000 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 \$68,212 reduction to overtime attributed to non-recurring DUI, Underage Drinking and Distracted Driving grants received in fiscal year 2017. Operating expenditures increase \$782 due to a refinement of expenditures between categories. The social security appropriation reflects budgeted wages.

COST CENTER: POLICE MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$14,115	\$12,200	\$ 8,792	\$16,200	\$12,200	
Alarm Fees	22,789	22,000	12,400	22,198	22,000	
Contributions	<u>266</u>	<u> </u>	<u>357</u>	<u>357</u>	<u> </u>	
TOTAL	\$37,170	\$34,200	\$21,549	\$38,755	\$34,200	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$625,739	\$656,021	\$317,576	\$656,021	\$666,473	1.6%
Temporary Payroll	171					
Education Premium Pay	204		476	1,020	1,020	
Office Expense	14,378	12,500	5,223	11,200	11,200	-10.4%
Dues and Training	12,308	38,509	9,878	38,459	38,509	
Boards & Commissions	2,980	5,000	1,176	5,000	5,000	
Education Tuition						
Reimbursement	24,972	20,000	12,018	20,000	20,000	
Maintenance & Repairs	453	6,700		6,700	6,700	
Social Security	<u>20,102</u>	<u>21,662</u>	<u>10,053</u>	<u>21,662</u>	<u>22,799</u>	5.2%
TOTAL	\$701,307	\$760,392	\$356,400	\$760,062	\$771,701	1.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	6	6	6	6

POLICE MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

Mission: To manage the Police Department, which handles over 66,000 requests for service each year, makes over 7,200 arrests, investigates over 2,200 accidents, and consists of 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, one full-time Administrative Assistant to the Chief, two Assistant Chiefs, one full-time Senior Staff Assistant to the Assistant Chiefs, and one Information Technology Specialist. Estimated merit increases are included in the fiscal year 2018 budget.

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 regular office expenses such as paper, toner, envelopes and various office supplies and is reduced slightly from the prior year based upon anticipated need.

Dues and Training: This account provides executive training and dues for management within the department. Beginning in fiscal year 2017 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. The Town will host a career fair, and contract with an outside vendor for examination materials.

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 that they take. This is capped at \$20,000 by contract. There is no change to the amount requested.

Maintenance & Repairs: There is \$6,700 allocated for the maintenance of the Police Department's Simplex camera security system.

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

PROGRAM PERFORMANCE MEASURES AND INDICATORS					
	(Fiscal Year)				
	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>
Reported Crimes or Town Ordinance Violations	11,405	11,279	11,673	11,601	11,709
Service and Medical Calls	33,181	31,807	32,532	33,625	31,955
Motor Vehicle Accidents	3,103	2,848	2,286	2,422	2,460
Number of Motor Vehicle Stops	7,897	7,028	7,187	8,533	9,255
Total Calls for Service	58,429	60,773	66,835	66,888	65,483
Number of Criminal Arrests	1,918	1,839	1,848	1,881	1,719
Number of Motor Vehicle Arrests	6,997	6,034	5,423	6,203	5,313
Number of DUI	177	226	215	199	157

COST CENTER: SPECIAL INVESTIGATIONS

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$463,712	\$451,441	\$203,097	\$451,441	\$454,651	0.7%
Overtime	8,266	39,051	23,014	39,051	39,051	
Holiday	19,054	20,526	11,398	20,526	20,674	0.7%
Education Premium Pay	9,167	10,000	4,667	10,000	10,000	
Office Expense	9,263	4,500	4,676	9,500	4,500	
Dues and Travel	175		750	750		
Professional Services	5,999	4,000	3,150	6,000	4,000	
Uniforms	5,693	5,050	5,050	5,050	5,150	2.0%
Social Security	<u>9,354</u>	<u>8,500</u>	<u>4,301</u>	<u>8,500</u>	<u>9,000</u>	5.9%
TOTAL	\$530,683	\$543,068	\$260,103	\$550,818	\$547,026	0.7%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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: To investigate crimes related to vice and narcotics in West Hartford. In addition, this unit is responsible for the investigations of allegations of misconduct made against an employee of the West Hartford Police Department, and is responsible for interviewing and conducting background investigations on applicants for the position of police officer.

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

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

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

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

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

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

Uniforms: Due to the nature of the work, the detectives and supervisor of this unit work in plain clothes, which are purchased by the officer. Per union contract they are paid a "uniform allowance" budgeted at \$1,030 per officer for fiscal year 2018—a \$20 increase per officer compared to fiscal year 2017.

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$ 335	\$1,200	\$ 995	\$1,200	\$1,200	
TOTAL	\$ 335	\$1,200	\$ 995	\$1,200	\$1,200	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$145,821	\$153,410	\$66,652	\$153,410	\$153,410	
Temporary Payroll	26,795	32,090	15,696	32,090	32,090	
Overtime	14,269	15,186	5,371	15,186	15,186	
Holiday	7,063	6,938	5,311	6,938	6,938	
Education Premium Pay	3,800	4,000	1,867	4,000	4,000	
Office Expense	7,802	10,000	5,998	10,000	10,000	
Advertising	480	650	180	650	650	
Printing/Binding Services		200	23	200	200	
Office Equipment		2,000		2,000	2,000	
Social Security	<u>3,473</u>	<u>3,690</u>	<u>1,398</u>	<u>3,690</u>	<u>3,690</u>	
TOTAL	\$209,503	\$228,164	\$102,496	\$228,164	\$228,164	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 one Animal Control Officer and one Assistant Animal Control Officer.

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

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

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

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

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

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

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

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

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

COST CENTER: RECORDS CONTROL
SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$ 200	\$ 100	\$ 28,665	\$28,765	\$ 100	
Charges for Services	26,105	16,900	12,771	20,822	31,000	83.4%
Fines & Forfeitures	<u>1,255</u>	<u>1,000</u>	<u>400</u>	<u>1,000</u>	<u>1,000</u>	
TOTAL	\$27,560	\$18,000	\$41,836	\$50,587	\$32,100	78.3%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$327,515	\$315,422	\$153,981	\$315,422	\$317,898	0.8%
Temporary Payroll	29,635	30,000	16,028	30,000	30,000	
Overtime	801	1,000	363	1,000	1,000	
Office Expense	47,395	37,000	11,925	38,000	37,000	
Printing/Binding Services	537	1,000	75	500	500	-50.0%
Maintenance & Repairs	101,568	103,510	35,041	103,679	103,660	0.1%
Social Security	<u>28,039</u>	<u>25,658</u>	<u>12,241</u>	<u>25,658</u>	<u>26,260</u>	2.3%
TOTAL	\$535,490	\$513,590	\$229,654	\$514,259	\$516,318	0.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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. Funds have been reduced \$500 consistent with experience.

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

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

COST CENTER: EQUIPMENT OPERATIONS

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Vehicles & Equipment Expense	\$199,216	\$225,000	\$90,546	\$225,000	\$225,000	
TOTAL	\$199,216	\$225,000	\$90,546	\$225,000	\$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 safety equipment (such as lights, sirens and flashlights) that are damaged or fail. 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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$11,849	\$	\$ 5,012	\$ 5,012	\$	
Miscellaneous Revenue	<u>5,811</u>	<u>2,800</u>	<u>2,800</u>	<u>2,800</u>	_____	-100.0%
TOTAL	\$17,660	\$2,800	\$7,812	\$7,812	\$	-100.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,027,298	\$6,717,890	\$2,929,474	\$6,107,819	\$6,568,017	-2.2%
Overtime	1,431,759	762,400	693,676	1,350,400	765,400	0.4%
Holiday	296,424	313,639	154,685	313,639	307,150	-2.1%
Education Premium Pay	48,384	52,000	22,700	52,000	48,000	-7.7%
Office Expense	43,555	29,900	14,343	29,900	29,900	
Office Equipment	36,460	12,800	1,965	12,800	12,800	
Uniforms	81,580	80,123	32,279	80,123	80,123	
General Contributions	500	500	500	500	500	
Vehicles & Equipment Expense	3,164		1,860	1,860		
Maintenance & Repairs	10,444	4,000	3,730	4,000	4,000	
Miscellaneous Supplies	22,967	23,200	20,426	23,200	23,200	
Social Security	<u>123,940</u>	<u>128,508</u>	<u>58,848</u>	<u>128,508</u>	<u>128,008</u>	-0.4%
TOTAL	\$8,126,475	\$8,124,960	\$3,934,486	\$8,104,749	\$7,967,098	-1.9%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 the 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. The department receives more than 65,000 calls for service a year.

Regular Payroll: This budget accounts for the salaries (and any applicable merits) 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 two Police Bicycle Patrols and the department has two K-9 Officers. The fiscal year 2018 budget assumes a hiring lag of \$150,000 based upon anticipated vacant positions.

Overtime: This appropriation pays for officers that work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on other authorized leave. This account is increased \$3,000, consistent with FLSA overtime experienced but not previously budgeted.

Holiday: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. The Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.” The budget for fiscal year 2018 is consistent with regular payroll.

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

Office Expense: This appropriation encompasses numerous 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. The appropriation is consistent with the prior year.

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

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

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$140,810	\$141,000	\$105,529	\$141,000	\$141,000	
TOTAL	\$140,810	\$141,000	\$105,529	\$141,000	\$141,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$703,710	\$739,069	\$324,847	\$739,069	\$737,845	-0.2%
Overtime	48,488	38,400	39,077	53,400	38,400	
Holiday	32,714	36,400	19,474	36,400	36,346	-0.1%
Office Expense	1,468	1,000	55	1,055	1,000	
Professional Services	50,326	52,446	52,446	52,446	54,258	3.5%
Office Equipment	2,798	2,500		2,500	2,500	
Telecommunications	54,105	55,000	22,557	55,000	55,000	
Social Security	<u>60,632</u>	<u>61,617</u>	<u>28,384</u>	<u>63,020</u>	<u>63,078</u>	2.4%
TOTAL	\$954,241	\$986,432	\$486,840	\$1,002,890	\$988,427	0.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 the more than 65,000 telephone calls received each year from citizens reporting emergencies, requesting aid or needing information. These calls are either handled directly by the ERC staff or entered into the West Hartford Police Department Computer Aided Dispatch (CAD) system so that a police officer can be dispatched. ERC also provides dispatching service for the West Hartford Fire Department and makes notification to a variety of agencies 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.

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 for fiscal year 2018 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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$1,127	\$1,000	\$ 180	\$ 500	\$ 500	-50.0%
TOTAL	\$1,127	\$1,000	\$ 180	\$ 500	\$ 500	-50.0%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,268,113	\$1,180,783	\$539,410	\$1,180,783	\$1,180,783	
Overtime	206,782	120,800	89,992	185,800	120,800	
Holiday	46,644	53,599	24,451	53,599	53,599	
Education Premium Pay	15,300	15,000	7,158	15,000	15,500	3.3%
Office Expense	36,547	23,500	8,779	23,000	23,000	-2.1%
Dues & Travel	737	835	514	1,049	835	
Office Equipment		500		500	500	
Uniforms	15,345	13,130	13,046	13,046	13,390	2.0%
Maintenance & Repairs	3,099	10,570	3,730	10,570	10,570	
Miscellaneous Supplies	6,211	5,000	687	5,000	5,000	
Social Security	22,577	20,124	10,001	21,065	20,124	
TOTAL	\$1,621,355	\$1,443,841	\$697,768	\$1,509,412	\$1,444,101	

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Police Captain	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Detective	10	10	10	10	10
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 and also works closely with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations.

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

Overtime: This appropriation is used to pay for detectives that are working over their shift or have been recalled on an investigation. A small percentage of this budget is used for overtime to pay detectives for coverage for staffing shortages due to vacation, illness, training or some other leave. One detective receives a 4 hour stipend to be on call each Sunday.

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

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 \$1,030 per officer for fiscal year 2018—a \$20 increase per officer compared to fiscal year 2017.

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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$722,679	\$670,936	\$305,686	\$670,936	\$671,487	0.1%
Overtime	49,149	33,580	33,159	58,580	33,580	
Holiday	30,130	30,503	16,245	30,503	30,586	0.3%
Education Premium Pay	9,992	9,500	5,675	9,500	12,000	26.3%
Office Expense	7,665	3,000	2,140	9,000	3,000	
Office Equipment		500		500	500	
Uniforms	2,723	3,030	3,351	3,351	3,090	2.0%
Maintenance & Repairs	1,499	1,500		1,500	1,500	
Social Security	<u>11,898</u>	<u>11,202</u>	<u>5,428</u>	<u>11,202</u>	<u>11,250</u>	0.4%
TOTAL	\$835,735	\$763,751	\$371,684	\$795,072	\$766,993	0.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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: The Police Community Relations area 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 high schools in town.

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

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

Holiday Pay: Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as "holiday days." The variance for fiscal year 2018 is consistent with regular payroll.

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

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

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 (\$1,030) which is budgeted here. The Community Relations Officers and School Resource Officers are uniformed positions and their uniforms are included in the Uniformed Patrol division.

Maintenance & Repairs: The amount of \$1,500 under equipment maintenance is for the upkeep of the Police Department's exercise room equipment.

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

COST CENTER: POLICE TRAINING
SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ 232	\$	\$	\$	\$	
TOTAL	\$ 232	\$	\$	\$	\$	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$249,895	\$260,264	\$115,307	\$260,264	\$260,264	
Overtime	6,303	10,200	4,521	10,200	10,200	
Holiday	11,709	11,851	10,126	11,851	11,851	
Education Premium Pay	1,900	2,000	933	2,000	2,000	
Office Expense	67,521	75,000	17,696	75,000	75,000	
Dues and Training	49,279	33,800	27,774	43,782	34,000	0.6%
Printing/Binding Services	779		326	500	500	
Office Equipment	7,058	8,000		8,000	8,000	
Social Security	<u>3,873</u>	<u>4,360</u>	<u>1,864</u>	<u>4,360</u>	<u>4,360</u>	
TOTAL	\$398,317	\$405,475	\$178,547	\$415,957	\$406,175	0.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 provides yearly regional in-service training for members of our and other departments, involving over 400 officers from 14 local and state agencies by pooling resources, facilities and instructors from the participating agencies and securing the services of outside instructors. This division also researches and tests new equipment for the Police Department.

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

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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Miscellaneous Federal Revenue	\$ 46,711	\$ 17,393	\$ 18,475	\$ 18,476	\$	-100.0%
DUI Enforcement Grant	122,448	50,819	25,656	50,819		-100.0%
Moving Vehicle Violations	53,462	45,000	36,108	45,000	45,000	
Ordinance Violations	14,685	8,000	8,394	14,000	14,000	75.0%
Parking Violations	220,839	250,000	70,261	160,000	180,000	-28.0%
Transfer In	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
TOTAL	\$583,145	\$496,212	\$158,894	\$413,295	\$364,000	-26.6%

SUMMARY OF EXPENDITURES

	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$809,639	\$840,719	\$375,514	\$840,719	\$840,719	
Temporary Payroll			1,671	1,671		
Overtime	167,664	91,435	101,492	141,435	74,042	-19.0%
Overtime – DUI Enforcement	120,546	50,819	25,656	50,819		-100.0%
Holiday	39,291	38,366	17,550	38,366	38,366	
Education Premium Pay	9,575	10,500	4,633	10,500	10,000	-4.8%
Office Expense	1,666	2,200	496	2,200	2,200	
Contractual Services	1,290	1,700		1,700	1,700	
Office Equipment	2,598	1,000		1,000	1,000	
Social Security	<u>17,305</u>	<u>18,656</u>	<u>7,640</u>	<u>18,656</u>	<u>18,656</u>	
TOTAL	\$1,169,574	\$1,055,395	\$534,652	\$1,107,066	\$986,683	-6.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 (2,460 in 2016) 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 \$17,393 due to a non-recurring Distracted Driving grant received in fiscal year 2017.

Overtime – DUI Enforcement: Overtime incurred under eligible State traffic grants are accounted for in this line item. The appropriation is eliminated in the proposed budget, in tandem with the DUI and Underage Drinking grants received in fiscal year 2017. If additional grants are received in fiscal 2018, they will be appropriated when notice of award is provided.

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

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

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

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

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

Social Security: This appropriation is for required federal payments based upon actual wages paid and potential grants that may be received in fiscal year 2018.

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Charges for Services	\$1,693,554	\$2,100,000	\$1,750,000	\$2,100,000
Interest Income	<u>189</u>	<u></u>	<u></u>	<u></u>
Total Revenues & Other Resources	\$1,693,743	\$2,100,000	\$1,750,000	\$2,100,000

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Private Duty Pay	\$1,290,851	\$1,400,000	\$1,300,000	\$1,400,000
Operating Expense	12,445	17,500	72,918	17,500
Pension Expense	483,645	522,746	522,746	528,635
Transfer Out	<u>225,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$2,011,941	\$2,065,246	\$2,020,664	\$2,071,135

CHANGE IN FUND BALANCE	(\$318,198)	\$ 34,754	(\$ 270,664)	\$ 28,865
BEGINNING BALANCE	\$ 571,951	\$ 253,753	\$ 253,753	(\$ 16,911)
ENDING BALANCE	\$ 253,753	\$ 288,507	(\$ 16,911)	\$ 11,954

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Charges for Services	\$1,756,000	\$2,244,000	\$2,048,000	\$1,793,000	\$1,693,000
TOTAL REVENUES	\$1,756,000	\$2,244,000	\$2,048,000	\$1,793,000	\$1,693,000
<u>Expenditures:</u>					
Operational	\$1,324,000	\$1,995,000	\$1,955,000	\$1,848,000	\$1,786,000
TOTAL EXPENDITURES	\$1,324,000	\$1,995,000	\$1,955,000	\$1,848,000	\$1,786,000
TRANSFERS TO OTHER FUNDS	(\$225,000)	(\$75,000)	(\$75,000)	(\$125,000)	(\$225,000)
OPERATING RESULTS	\$207,000	\$174,000	\$18,000	(\$180,000)	(\$318,000)
FUND BALANCE	\$560,000	\$734,000	\$752,000	\$572,000	\$254,000

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 2016, the Fund had operating expenses of \$1,303,296, reimbursed the General Fund (\$125,000) for administrative services, transferred funds (\$100,000) to the CNRE Fund for the purchase of police vehicles, and contributed to the Pension Fund (\$483,645), resulting in a loss of \$318,198 for the year. The Fund had an accumulated fund balance of \$253,753 as of June 30, 2016.

FISCAL YEAR 2017 OPERATING RESULTS

Operating revenues are projected to total \$1,750,000 with anticipated expenditures for the current fiscal year of \$2,020,664, inclusive of a \$522,746 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs. In addition to private duty pay and gasoline, bad debt expense of \$58,918 was recognized, primarily due to one customer that filed bankruptcy.

FISCAL YEAR 2018 BUDGET

The fiscal year 2018 budget reflects a continued demand for private duty officers. Operating expenses consist of private duty pay to officers and gasoline expense, with \$528,635 transferred to the Pension Fund and \$125,000 transferred to the General Fund.

DEPARTMENT: POLICE

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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 *	91	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
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	153	152	152	152	152
 <u>PARKING LOT FUND</u>					
Police Officer	–	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL PARKING LOT FUND		2	2	2	2
 TOTAL POLICE – ALL FUNDS	153	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, as well as to maintain relationships with citizens and businesses through public communication and engagement.

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

BUDGET SUMMARY						
DEPARTMENT OF COMMUNITY DEVELOPMENT						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Licenses & Permits	\$1,971,495	\$1,625,500	\$639,210	\$1,620,500	\$1,720,500	5.8%
Charges for Services	27,511	47,750	16,398	26,350	26,100	-45.3%
Miscellaneous Revenue	<u>131,026</u>	<u>80,000</u>	<u>69,628</u>	<u>130,000</u>	<u>50,000</u>	-37.5%
TOTAL	\$2,130,032	\$1,753,250	\$725,236	\$1,776,850	\$1,796,600	2.5%
<u>Expenditures:</u>						
Wages & Salaries	\$2,066,804	\$2,187,175	\$1,031,984	\$2,171,211	\$2,195,652	0.4%
Operating Expense	454,919	397,216	196,950	391,622	170,540	-57.1%
Social Security	<u>158,908</u>	<u>161,896</u>	<u>73,621</u>	<u>160,771</u>	<u>164,336</u>	1.5%
TOTAL	\$2,680,631	\$2,746,287	\$1,302,555	\$2,723,604	\$2,530,528	-7.9%

	Authorized Positions			Revised	Adopted
Full-Time Positions:	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2016-2017</u>	<u>2017-2018</u>
General Fund	24.25*	24.25	25.25	25.25	25
CDBG Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25.25	25.25	26.25	26.25	26

*One position was unfunded in fiscal year 2015.

BUDGET & PROGRAM HIGHLIGHTS

The Community Development Department budget reflects a decrease of \$215,759 or 7.9% from the prior fiscal year. A net payroll increase of \$8,477 or 0.4% includes estimated merit adjustments for eligible employees. These increases are offset by the transfer of 0.25 of an Administrative Assistant position to the Facilities Services department. Operating expenditures have decreased \$226,676 or 57.1%. The contribution to the Utilities Services Fund to fund electricity for streetlights and traffic signals has been transferred to the Facilities Services department (\$259,991 in fiscal year 2017). In addition, contractual services in the Planning & Zoning division have been reduced (\$5,000). Offsetting these reductions is an appropriation (\$40,000) for water testing to comply with MS4 regulations. The increase in social security is consistent with wages and withholdings.

COST CENTER: MANAGEMENT DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$253,805	\$321,824	\$137,392	\$306,824	\$312,631	-2.9%
Education Premium Pay	287	195	119	195		-100.0%
Office Expense	3,364	5,900	1,298	4,400	5,400	-8.5%
Dues and Travel	294	500	117	500	600	20.0%
Professional Services		1,000		1,000		-100.0%
Printing/Binding Services	65	500		500	500	
Telecommunications	1,769	2,500	835	2,350	2,500	
Vehicles & Equipment Expense	12,005	16,500	4,657	13,500	14,500	-12.1%
Social Security	<u>18,842</u>	<u>22,761</u>	<u>8,990</u>	<u>21,636</u>	<u>22,230</u>	-2.3%
TOTAL	\$290,431	\$371,680	\$153,408	\$350,905	\$358,361	-3.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Director of Community Development	1	1	1	1	1
Public Relations Specialist	1	1	1	1	1
Economic Development Specialist			1	1	1
Administrative Assistant*	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>—</u>
TOTAL	2.25	2.25	3.25	3.25	3

* Position shared with Facilities Services through fiscal year 2017.

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.

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

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

Regular Payroll: The Management Division budget reflects three full-time employees for fiscal year 2018. The Administrative Assistant position is now fully funded in the Facilities Services department. Estimated merit increases are included.

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

Dues & Travel: This budget reflects the maintenance of one professional affiliation for the Public Relations Specialist.

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

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

Vehicle & Equipment Expense: This expense is for gasoline and maintenance of vehicles assigned to the department.

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

Management Division: Public Communication Office

- The Public Relations Division is often the Town of West Hartford's first point of contact with residents, community organizations, outside agencies and the media. This office connects residents and visitors with appropriate town departments, coordinating town services to support special events and projects, and maintaining relationships with news agencies that have resulted in 100 news stories a year. During times of emergencies, the Public Relations Specialist serves as the Public Information Officer.
- The Public Relations Division is responsible for providing immediate access to local government information 7 days a week, 24 hours a day, through a variety of ways. As the Town's webmaster, the Public Relations Specialist oversees the content of the website and assists web editors organization-wide. The Center for Digital Government recognized West Hartford's new web site as a finalist in the "city portal" category in its Best of the Web competition. In addition, a weekly electronic newsletter of timely information is sent to over 6,700 subscribers. The Town's Twitter account has more than 2,400 followers.
- The Public Relations Specialist serves as a news writer, editor, graphic designer and TV producer for West Hartford Community TV. A bi-weekly newsletter, *Council Briefs*, is written on behalf of the Town Manager as well as *Council Notes*, a report for the Town Manager and Mayor to be read at the televised Town Council meetings.
- The Public Relations Division creates public awareness campaigns regarding complex issues such as the Complete Streets Policy, New Park Avenue Transit Area, Park Road/I-84 improvements, LED street light project, How2Recycle labels, new paramedic services, Election Day information, notice of new values, and the trash crisis in Connecticut and its impact on West Hartford.
- The Public Relations Specialist also offers seasonal reminders on leaf collection, spring yard collection, drug take back day, snow removal, flu immunizations and assessment appeals.
- The Public Relations Division works to obtain regional and national recognition for the Town of West Hartford. In addition, the Town of West Hartford received regional designations including the American Heart Association's HeartSAFE Community, the Gold Fit-Friendly Company and the Bicycle Friendly Community.
- The Public Relations Division helps organize special events, road races and charity walks by serving as the liaison between town departments and community organizations. Some notable events include the inaugural One Book, One Town initiative, the Global War on Terror moving wall, West Hartford Streets: Cycle & Stroll, Dr. Martin Luther King Jr. celebration, Mayor's Charity Ball, the Japan Summer Festival, the Ferrari & Friends Concorso Show, Om Street Yoga, the Pink Party, Halloween Stroll, the Holiday Stroll, Chanukah Celebration, and 13 charity walks and road races including Hartford Marathon's Half Marathon and the Mitten Run, Johnny's Jog for Charity and West Hartford Freedom Run.
- The Public Relations Division assisted in creating policies and procedures for Webster Walk at Blue Back Square and is solely responsible for the coordination of activities in that space. In 2016, the Public Relations Specialist booked 200 events that brought vitality to the business district and to all of West Hartford. The events included concerts, theatrical performances, comedy acts, yoga classes, talent shows, holiday sing-a-longs, bake sales, community survey polling, fashion shows, road races, and charity fundraisers.

COST CENTER: ENGINEERING DIVISION
SUMMARY OF REVENUES

	Actual <u>2015-16</u>	Adopted <u>2016-17</u>	Actual <u>6 Months</u>	Estimated <u>2016-17</u>	Adopted <u>2017-18</u>	Percent <u>Change</u>
Licenses & Permits	\$ 93,679	\$ 85,500	\$44,052	\$ 85,500	\$ 85,500	
Copies	69	50	26	50	50	
Transfer In	<u>81,026</u>	<u>30,000</u>	<u>69,628</u>	<u>80,000</u>		-100.0%
TOTAL	\$174,774	\$115,550	\$113,706	\$165,550	\$85,550	-26.0%

SUMMARY OF EXPENDITURES

	Actual <u>2015-16</u>	Adopted <u>2016-17</u>	Actual <u>6 Months</u>	Estimated <u>2016-17</u>	Adopted <u>2017-18</u>	Percent <u>Change</u>
Regular Payroll	\$874,120	\$902,268	\$426,028	\$892,332	\$895,121	-0.8%
Temporary Payroll	2,994		8,472	8,472		
Office Expense	4,713	5,300	1,730	5,306	5,300	
Dues and Travel	1,898	1,875	1,968	2,283	2,000	6.7%
Training	879	500		500	500	
Contractual Services					40,000	
Uniforms & Laundry	400	500	472	700	500	
Utilities	344,124	259,991	129,996	259,991		-100.0%
Telecommunications	7,728	9,700	3,508	8,000	8,000	-17.5%
Vehicles & Equipment Expense	39		39	39		
Field Operations	2,286	2,000	510	2,000	2,500	25.0%
Social Security	<u>67,998</u>	<u>67,204</u>	<u>31,166</u>	<u>67,204</u>	<u>67,101</u>	-0.2%
TOTAL	\$1,307,179	\$1,249,338	\$603,889	\$1,246,827	\$1,021,022	-18.3%

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised	Adopted
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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	2	2	1
Engineering Technician I	1	1	1	1	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 safe functioning of the Town's streets, sidewalks, and traffic control systems (signs, signals, pavement markings). These systems are monitored, records kept, and actions taken in accordance with Federal, State and Town regulations and practices. Staff investigates and documents circumstances of traffic accidents and looks for ways to make roads safer.

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

Regular Payroll: The Engineering Division is 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 2018 budget. The budget includes estimated merit increases.

Temporary Payroll: Expenditures reflect the cost of part-time interns during the summer construction season.

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

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 added to fund water testing in compliance with new Municipal Separate Storm Sewer Systems (MS4) requirements.

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

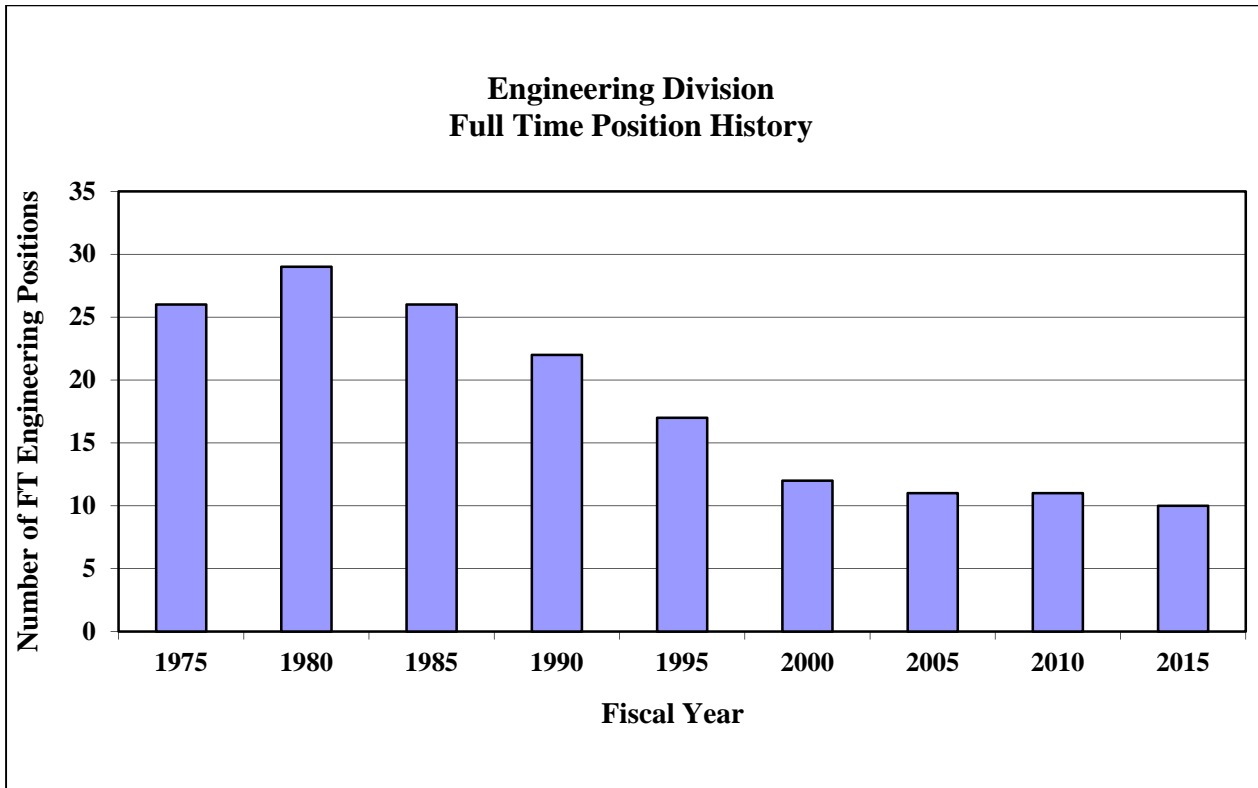
Utilities: This budget, which represents the contribution to the Utilities Services Fund for streetlight and traffic signal electricity cost, has been transferred to the Facilities Services department.

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.

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, which is increased based upon need and experience.

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>Estimated 2017</u>
Street Excavation and Driveway Permits Issued	1,316	1,654	1,731	1,700	1,570
Linear Miles of Street Resurfaced	6.23 miles	6.04 miles	9.65 miles	6.80 miles	6.66 miles
Lane Miles of Street Resurfaced	13.02 miles	13.12 miles	21.52 miles	14.46 miles	8.26 miles
Number of Properties Impacted	679	608	1,015	680	690
Linear Miles of Street Reconstructed	1.80 miles	1.23 miles	0.98 miles	2.24 miles	0.71 miles
Lane Miles of Street Reconstructed	3.83 miles	2.63 miles	2.41 miles	4.48 miles	1.42 miles
Number of Properties Impacted	135	152	102	262	75
Sidewalk Repairs – Number of Properties Impacted	500	254	330	400	400
Private Development Plan Reviews	47	80	55	55	33

COST CENTER: BUILDING INSPECTION DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Building Permits	\$1,840,093	\$1,500,000	\$578,754	\$1,500,000	\$1,600,000	6.7%
Copies	617	500	349	500	500	
Transfers from Other Funds	50,000	50,000		50,000	50,000	
TOTAL	\$1,890,710	\$1,550,500	\$579,103	\$1,550,500	\$1,650,500	6.4%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$516,021	\$530,819	\$249,746	\$530,819	\$541,605	2.0%
Temporary Payroll	51,675	30,000	16,455	30,000	30,000	
Overtime	1,360	500	578	1,000	1,000	100.0%
Office Expense	3,969	9,000	4,511	9,000	9,500	5.6%
Dues and Travel	1,456	1,000	840	1,490	1,490	49.0%
Training		2,000	79	2,000	2,000	
Printing/Binding Services	304	500	50	500	500	
Uniforms & Laundry	460	500	523	523	1,000	100.0%
Information Technology	30,746	32,000	31,976	32,000	34,000	6.3%
Telecommunications	5,275	7,000	2,270	6,500	6,500	-7.1%
Social Security	44,360	41,744	19,608	41,744	43,864	5.1%
TOTAL	\$655,626	\$655,063	\$326,636	\$655,576	\$671,459	2.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 and state building codes. The goal is to improve public safety by ensuring that new construction and alterations adhere to State building codes.

Regular Payroll: The Building Inspection Division is 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.

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. The increase reflects the need to purchase new code books and reference standards.

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. The appropriation is increased based upon actual experience.

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.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS

(fiscal year)

	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Actual <u>2016</u>	6 Months Actual <u>2017</u>
<u>Building Permits & Inspections</u>						
Number of total permits	4,268	5,265	6,091	5,574	6,223	3,078
Value of Permits (in 000's)	\$56,560	\$67,298	\$71,572	\$151,336*	\$104,751	\$32,429
Inspections made	8,475	9,802	8,812	10,474	10,486	5,925
Average turnaround time on inspection requests	2-4 days	5-7 days	6-9 days	6-9 days	6-9 days	6-9 days
Frequency of re-inspections to total inspections	29%	25%	26%	27%	16%	12.5%
Inspections made per Inspector	1,951	2,003	2,074	2,094	2,621	1,481
Average value per permit	\$25,101	\$25,531	\$23,841	\$27,150	\$16,832	\$10,536
Average value of construction per Inspector (in 000's)	\$15,562	\$14,955	\$15,905	\$27,515	\$26,187	\$8,107

* 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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Zoning Permits	\$37,721	\$40,000	\$16,405	\$35,000	\$35,000	-12.5%
TPZ Applications	24,221	25,000	9,065	15,000	15,000	-40.0%
Zoning Petitions		20,000	6,606	10,000	10,000	-50.0%
Other Charges for Services	<u>2,605</u>	<u>2,200</u>	<u>352</u>	<u>800</u>	<u>550</u>	-75.0%
TOTAL	\$64,547	\$87,200	\$32,428	\$60,800	\$60,550	-30.6%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$366,541	\$401,569	\$193,194	\$401,569	\$415,295	3.4%
Office Expense	9,417	12,000	3,619	12,000	12,000	
Dues and Travel	465	2,000	100	1,500	1,500	-25.0%
Training	590		690	1,000	1,000	
Advertising	11,242	10,000	3,754	10,000	10,000	
Contractual Services	9,930	13,000	2,950	13,000	8,000	-38.5%
Printing/Binding Services	240		40	40		
Telecommunications	1,262	1,450	420	1,000	750	-48.3%
Social Security	<u>27,708</u>	<u>30,187</u>	<u>13,856</u>	<u>30,187</u>	<u>31,141</u>	3.2%
TOTAL	\$427,395	\$470,206	\$218,623	\$470,296	\$479,686	2.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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

* This position was unfunded in fiscal year 2015.

PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

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

Office Expense: Office expenses are comprised of office supplies, postage, printing and copying costs for the division.

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, as needed.

Advertising: This division is required to publish legal and public notices associated with land use applications for the TPZ/IWWA and ZBA.

Contractual Services: Reflects the cost for transcription of hearings (\$8,000). The appropriation for third party, consultant reviews for the Town Plan and Zoning Commission (\$5,000) has been eliminated.

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)					
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Planning & Zoning</u>					
<u>Applications</u>					
Site Plan	13	10	8	12	8
Special Use Permit	17	14	21	16	19
IWW	21	44	55	38	36
Lot Line Revision	7	9	5	7	8
Lot Split	2	3	6	4	2
SDD	13	11	24	22	10
SUB		5	5	1	1
ZBA	41	36	36	30	38
Zoning Permits	<u>199</u>	<u>172</u>	<u>231</u>	<u>260</u>	<u>247</u>
TOTAL	313	304	391	390	369

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Community Development Block

Grant

\$ 665,769

\$ 1,197,565

\$ 1,197,565

\$ 699,003

Total Revenues & Other Resources

\$ 665,769

\$1,197,565

\$1,197,565

\$ 699,003

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Housing Services

\$ 303,090

\$ 311,439

\$ 311,439

\$ 318,510

Public Service & CDBG

Administration

\$ 362,679

\$ 886,126

\$ 886,126

\$ 380,493

Total Expenditures & Other Uses

\$ 665,769

\$1,197,565

\$1,197,565

\$ 699,003

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Intergovernmental	\$904,000	\$599,000	\$539,000	\$1,015,000	\$666,000
TOTAL REVENUES	\$904,000	\$599,000	\$539,000	\$1,015,000	\$666,000
<u>Expenditures:</u>					
Grant Activities	904,000	599,000	539,000	1,015,000	666,000
TOTAL EXPENDITURES	\$904,000	\$599,000	\$539,000	\$1,015,000	\$666,000
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	(\$35,000)	\$54,000	\$54,000	\$21,000	\$21,000

COMBINED FUND	(\$35,000)	\$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 2017 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 2018 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, \$318,510 is budgeted in the CDBG Fund for: Housing Rehabilitation Administration (\$168,510) and Code Enforcement (\$150,000), while \$175,000 is budgeted in the CDBG-Housing Rehabilitation Fund for housing rehabilitation work. 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			FY 2018
<u>Fund</u>	<u>Department</u>	<u>Program</u>	<u>Adopted</u>
CDBG (Fund 13)	Community Development	Housing Rehab Administration	\$168,510
CDBG (Fund 13)	Community Development	Code Enforcement	150,000
CDBG – Housing Rehab (Fund 14)	Community Development	Housing Rehabilitation	175,000
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	98,930
CDBG (Fund 13)	Leisure & Social	CDBG Administration	<u>149,894</u>
		TOTAL	\$874,003

Fund: Community Development Block Grant Fund
Department: Community Development

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Housing Rehabilitation Services	\$153,090	\$161,439	\$ 92,102	\$161,439	\$168,510	4.4%
Code Enforcement	150,000	150,000	50,000	150,000	150,000	
Total Housing Services	\$303,090	\$311,439	\$142,102	\$311,439	\$318,510	2.3%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$80,308	\$81,389	\$ 38,594	\$81,389	\$85,990	5.7%
Office Expense	1,084	1,350	351	1,350	1,350	
Dues and Travel	400	550	215	550	550	
Training	233	270		270	270	
Advertising	574	1,000		1,000	1,000	
Contractual Services	193	300	99	300	300	
General Contributions	100,000	100,000	50,000	100,000	100,000	
Telecommunications	739	810	336	810	810	
Social Security	6,077	6,102	2,733	6,102	6,457	5.8%
Pension	24,896	29,880	29,880	29,880	31,954	6.9%
Risk Management Expense	38,586	39,788	19,894	39,788	39,829	0.1%
Transfers Out	50,000	50,000		50,000	50,000	
Total Housing Services	\$303,090	\$311,439	\$142,102	\$311,439	\$318,510	2.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Construction Coordinator	1	1	1	1	1
TOTAL	1	1	1	1	1

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Community Development Block Grant	\$	\$ 425,000	\$ 365,224	\$ 175,000
Loan/Grant Repayments	162,284		50,991	
Interest Income	47,482		8,085	
Miscellaneous	<u>1,550</u>		<u>700</u>	
Total Revenues & Other Resources	\$ 211,316	\$ 425,000	\$ 425,000	\$ 175,000

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Housing Rehabilitation Activities	<u>\$ 211,316</u>	<u>\$ 425,000</u>	<u>\$ 425,000</u>	<u>\$ 175,000</u>
Total Expenditures & Other Uses	\$ 211,316	\$ 425,000	\$ 425,000	\$ 175,000

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

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Intergovernmental	\$175,000	\$ 20,000	\$ 29,000	\$	\$
Loan/Grant Repayments	189,000	137,000	163,000	160,000	162,000
Interest	12,000	14,000	15,000	27,000	47,000
Miscellaneous	2,000	2,000	1,000	1,000	2,000
TOTAL REVENUES	\$378,000	\$173,000	\$208,000	\$188,000	\$211,000
<u>Expenditures:</u>					
Grant Activities	374,000	84,000	208,000	221,000	211,000
TOTAL EXPENDITURES	\$374,000	\$84,000	\$208,000	\$221,000	\$211,000
OPERATING RESULTS	\$4,000	\$89,000	--	(\$33,000)	--
FUND BALANCE	(\$35,000)	\$54,000	\$54,000	\$21,000	\$21,000

FISCAL YEAR 2017 OPERATING RESULTS

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2017. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

FISCAL YEAR 2018 BUDGET

The total expected grant amount to be used for housing rehabilitation for fiscal year 2018 is \$175,000. 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)**

	Actual 2012	ERA* Actual 2013	ERA* Actual 2014	Actual 2015	Actual 2016	Actual 6 Month 2017
Housing Rehabilitation Projects	22	1	2	13	8	10
Elderly Assistance Projects	6	n/a	4	9	2	2
Essential Renovation Projects	n/a	7	10	n/a	n/a	n/a
Number of Applications Approved	28	8	16	22	10	12
Number of Applications Denied/ Withdrawn	7	4	2	6	2	1
Number of Inquiries	35	25	28	32	14	9
Number of Projects Completed	28	8	16	22	10	11
Housing Rehabilitation Dollars Spent	\$332,565	\$19,050	\$22,940	\$180,097	\$176,535	\$118,690
Elderly Assistance Dollars Spent	\$41,440	n/a	\$30,615	\$100,018	\$21,955	\$13,790
Essential Renovation Assistance Dollars Spent	<u>n/a</u>	<u>\$55,290</u>	<u>\$84,245</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Total Dollars Spent	\$374,005	\$74,340	\$137,800	\$280,115	\$198,490	\$132,480
Number of Full Time Positions	2.5	1.5	1.5	1	1	1
Average Cost Per Housing Rehabilitation Project	\$15,117	\$19,050	\$11,470	\$13,854	\$22,067	\$11,869
Average Cost Per Elderly Assistance Program Project	\$6,907	n/a	\$7,654	\$11,113	\$10,978	\$6,895
Average Cost Per Essential Renovation Assistance Project	n/a	\$9,293	\$8,425	n/a	n/a	n/a

* 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.

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Interest Income	\$ 53	\$	\$	\$
Loan/Grant Repayments			<u>8,935</u>	
Total Revenues & Other Resources	\$ 53	\$	\$ 8,935	\$

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Transfer Out	<u>\$ 19,300</u>	<u>\$</u>	<u>\$</u>	<u>\$ 8,935</u>
Total Expenditures & Other Uses	\$ 19,300	\$	\$	\$ 8,935

CHANGE IN FUND BALANCE	(\$ 19,247)	\$	\$ 8,935	(\$ 8,935)
BEGINNING BALANCE	\$ 19,427	\$ 180	\$ 180	\$ 9,115
ENDING BALANCE	\$ 180	\$ 180	\$ 9,115	\$ 180

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Interest on Investment	\$ 500	\$	\$ 5,000	\$	\$
Loan/Grant Repayments	500		14,000		
TOTAL REVENUES	\$ 1,000	\$	\$19,000	\$	\$
TRANSFERS TO OTHER FUNDS	(\$48,000)	(\$ 6,000)	\$	\$	(\$19,000)
OPERATING RESULTS	(\$47,000)	\$	\$19,000	\$	(\$19,000)
FUND BALANCE	\$ 6,000	\$	\$19,000	\$19,000	\$

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, 2016 fund balance was nearly fully expended.

FISCAL YEAR 2017 OPERATING RESULTS

Estimated revenue is comprised of repayments of \$8,935 received year-to-date. With no budgeted expenditures fund balance is expected to total approximately \$9,000.

FISCAL YEAR 2018 BUDGET

The budget for fiscal year 2018 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans. A transfer of \$8,935 to the General Fund will almost fully expend fund balance, leaving a balance of approximately \$180 at June 30, 2018.

DEPARTMENT: COMMUNITY DEVELOPMENT

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<u>GENERAL FUND</u>					
Director of Community Development	1	1	1	1	1
Economic Development Specialist			1	1	1
Public Relations Specialist	1	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	2	2	1
Engineering Technician I	1	1	1	1	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	1.25	1.25	1
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL GENERAL FUND	24.25	24.25	25.25	25.25	25
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Construction Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CDBG FUND	1	1	1	1	1
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	25.25	25.25	26.25	26.25	26

* Position unfunded in fiscal year 2015.

** Position is 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 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.

BUDGET SUMMARY						
DEPARTMENT OF PUBLIC WORKS						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Intergovernmental	\$687,363	\$764,113	\$343,453	\$763,658	\$686,908	-10.1%
Licenses & Permits	99,865	80,000	49,291	80,050	80,000	
Charges for Services	145,505	179,320	95,065	142,320	283,320	58.0%
Miscellaneous Revenue	448,320	475,145	34,634	43,000	28,000	-94.1%
TOTAL	\$1,381,053	\$1,498,578	\$522,443	\$1,029,028	\$1,078,228	-28.0%
<u>Expenditures:</u>						
Wages & Salaries	\$3,841,726	\$4,141,680	\$1,852,875	\$4,078,040	\$4,200,233	1.4%
Operating Expense	6,505,649	7,128,797	2,683,744	7,108,797	7,186,817	0.8%
Social Security	341,478	375,501	127,000	373,783	378,584	0.8%
TOTAL	\$10,688,853	\$11,645,978	\$4,663,619	\$11,560,620	\$11,765,634	1.0%

	<u>Authorized Positions</u>			Revised	Adopted
Full-Time Positions:	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
General Fund	47	47	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	58	60	60	60

BUDGET & PROGRAM HIGHLIGHTS

Overall, the Department of Public Works' budget is increased \$119,656 or 1.0% for fiscal year 2018. Wages and salaries increase \$58,553, or 1.4%, due to merit/step adjustments and cost-of-living adjustments for AFSCME Union employees, as well as the full year funding of two Equipment Operator positions which were funded for only a portion of fiscal year 2017. In addition the fiscal year 2018 budget assumes a \$100,000 hiring lag. Operating expense increases \$58,020, or 0.8%, for fiscal year 2018 due primarily to increases in contractual services (\$51,300), solid waste disposal (\$27,000), utilities (\$58,795) and telecommunications expense (\$15,000), offset by savings in professional services (\$91,750) attributed to one-time grants in fiscal year 2017. The social security increase is consistent with the variance in wages and salaries.

COST CENTER: PUBLIC WORKS MANAGEMENT DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$ 687,363	\$ 687,363	\$343,454	\$ 686,908	\$ 686,908	-0.1%
Miscellaneous Revenue			50	50		
Transfer In – LoCIP	<u>432,145</u>	<u>432,145</u>				-100.0%
TOTAL	\$1,119,508	\$1,119,508	\$343,504	\$686,958	\$686,908	-38.6%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$312,421	\$313,845	\$160,013	\$313,845	\$321,554	2.5%
Temporary Payroll	37,264	43,000	13,254	43,000	43,000	
Overtime	6,819	8,160	1,542	8,160	8,160	
Education Premium Pay	1,147	780	476	1,020	1,020	30.8%
Office Expense	9,275	10,700	3,467	10,700	10,700	
Dues and Travel	5,127	3,540	3,254	3,540	3,540	
Training	17,325	9,000	3,989	9,000	9,000	
Professional Services	6,062	7,500	2,468	7,500	7,500	
Contractual Services		525		525	525	
Printing/Binding	669	1,000	55	1,000	1,000	
Meals	13,800	15,000	6,600	15,000	7,500	-50.0%
Uniforms & Laundry	37,626	36,800	18,949	36,800	36,800	
Information Technology	25,627	25,000	22,956	25,000	26,000	4.0%
Telecommunications	26,081	26,000	9,041	26,000	26,000	
Land Lease	21,000	32,200		32,200	32,200	
Social Security	<u>25,530</u>	<u>25,880</u>	<u>11,276</u>	<u>25,880</u>	<u>26,517</u>	2.5%
TOTAL	\$545,773	\$558,930	\$257,340	\$559,170	\$561,016	0.4%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 staffing the department's small metal, household hazardous waste and electronics collections held on Saturdays, telephone coverage during snow-fighting operations, and additional hours required for processing time cards.

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

Office Expense: This appropriation funds paper, postage, copying and office supplies for the department.

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

Training: This appropriation funds 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.

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, which is increasing by \$1,000, funds the cost of the department's work order system (Cartegraph), Weatherworks and Easy Clocking Time Clock.

Telecommunications: Reflects the operating costs for both desk and cellular telephone services, as well as wireless costs for tablets and other devices used by the department.

Land Lease: The department is leasing land 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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Bulky Waste/Recycling Permits	\$99,865	\$80,000	\$49,241	\$80,000	\$80,000	
Metal Recycling	2,589	8,000	259	5,000	5,000	-37.5%
Recycling Rebate	54,234	70,000	19,330	36,000	35,000	-50.0%
Miscellaneous Revenue		30,000	30,000	30,000	15,000	-50.0%
Miscellaneous State Revenue		76,750		76,750		-100.0%
Revenue Cost Sharing	1,596					
Additional Refuse Barrel	<u>52,142</u>	<u>60,000</u>	<u>50,415</u>	<u>60,000</u>	<u>202,000</u>	236.7%
TOTAL	\$210,426	\$324,750	\$149,245	\$287,750	\$337,000	3.8%

SUMMARY OF EXPENDITURES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$49,454	\$47,568	\$23,373	\$47,568	\$49,001	3.0%
Temporary Payroll	15,151	13,000	8,300	13,000	13,000	
Overtime	12,026	12,240	4,738	12,240	12,240	
Office Expense	797	2,700		2,700	2,700	
Dues and Travel	1,438	3,000		3,000	3,000	
Advertising	3,340	3,940	1,056	3,940	3,940	
Professional Services	26,280	122,750	17,687	122,750	24,000	-80.4%
Contractual Services	3,444,622	3,606,950	1,476,734	3,606,950	3,655,500	1.3%
Solid Waste Disposal	1,295,027	1,374,000	557,611	1,354,000	1,354,000	-1.5%
Printing/Binding		300		300	300	
Office Equipment	14,908	4,000	375	4,000	4,000	
Vehicles & Equipment Expense	469	2,500		2,500	2,500	
Rental/Leases	26,125	30,000	21,298	30,000	30,000	
Social Security	<u>5,258</u>	<u>6,279</u>	<u>2,183</u>	<u>4,931</u>	<u>5,399</u>	-14.0%
TOTAL	\$4,894,895	\$5,229,227	\$2,113,355	\$5,207,879	\$5,159,580	-1.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Public Works Manager	<u>1</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1	0.5	0.5	0.5	0.5

CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Environmental Services program is staffed with half of one full-time position. The increase reflects applicable merit adjustments.

Temporary Payroll: The appropriation funds part-time hours working on the Town's bagged leaf and refuse collection programs.

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, which are completely offset by revenue from the recycling center permit program.

Dues and Travel: This account funds the annual license renewal with the State Department of Energy and Environmental Protection for the operation of the Recycling Center located at 25 Brixton Street.

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

Solid Waste Disposal: This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is decreased based upon a trend of declining solid waste tonnage.

Printing/Binding: The budget reflects the costs of die cutting services for printed leaf collection skip tags so that they may be hung on the door knob of residences as needed.

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

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>
Volume of leaves collected (cubic yards)	17,674	24,106	23,865	6,637*	28,861
Tons of leaves collected	3,535	6,026	5,966	1,659*	7,215

*The method to calculate the volume of leaves collected changed in fiscal year 2015. The previous method used a scale to weigh leaves. The new method is 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.

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>
Tons of Waste Recycled	7,246	7,180	7,152	6,942	7,014
Percent of Total Waste Recycled	25.7%	26.7%	26.8%	26.8%	26.4%
Tons of Refuse Collected	20,988	19,525	19,551	18,938	19,533

COST CENTER: STREET MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Special Events	\$6,592	\$10,000	\$ 882	\$10,000	\$10,000	
TOTAL	\$6,592	\$10,000	\$ 882	\$10,000	\$10,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$894,876	\$964,054	\$424,412	\$932,657	\$1,031,131	7.0%
Temporary Payroll	15,641	22,400		22,400	22,400	
Overtime	217,515	320,515	93,531	320,640	320,515	
Contractual Services	63,770	124,750	15,839	124,750	127,500	2.2%
Solid Waste Disposal					47,000	
Minor Equipment	13,675	12,000	4,699	12,000	12,000	
Uniforms & Laundry	7,150	3,000	270	3,000	3,000	
Building Maintenance	1,820	2,300	807	2,300	2,300	
Vehicles & Equipment Expense		500		500	500	
Maintenance & Repairs	6,662	11,500		11,500	11,500	
Snow Removal Supplies	290,217	350,550	38,366	350,550	359,300	2.5%
Street Maintenance	90,180	110,675	58,773	110,675	111,250	0.5%
Sidewalk Maintenance	5,180	4,540	2,593	4,540	4,540	
Rental/Leases	1,819	5,650	2,140	5,650	7,500	32.7%
Social Security	82,805	98,414	37,579	98,414	103,449	5.1%
TOTAL	\$1,691,310	\$2,030,848	\$679,009	\$1,999,576	\$2,163,885	6.6%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>		
Public Works Manager	1	1.5	1.5	1.5	1.5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	8	8	6	6
Equipment Operator II				4	4
Mason	<u>2</u>	<u>1</u>	<u>2</u>	<u>—</u>	<u>—</u>
TOTAL	13	14.5	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 cost-of-living adjustments and step/merit increases. In addition, a full year of funding is included for two Equipment Operator positions hired to assist with the Municipal Separate Storm Sewer System (MS4) requirements mandated by the State. These positions were funded for only a portion of fiscal year 2017. In addition, this budget reflects the promotion of four Equipment Operator positions to Equipment Operator II positions in fiscal year 2017. Non-manager payroll is allocated among four Street Maintenance programs as follows: Street Maintenance and Repair (50%); Snow and Ice Control (25%); Street Sweeping (15%) and Storm Sewer Repair and Maintenance (10%).

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

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

Solid Waste Disposal: This appropriation reflects the estimated disposal cost of materials vacuumed from catch basins and swept from Town streets under the MS4 program.

Minor Equipment: This appropriation represents minor equipment purchases for the street maintenance program, such as mark out paint, cones, caution tape, work zone safety equipment, pumps, compaction equipment, and small engine equipment.

Uniforms & Laundry: This appropriation represents the costs for safety equipment including ear plugs, safety glasses, goggles, hard hats, safety vests and gloves used by staff in the field.

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

Vehicles & Equipment Expense: This line item funds parts and repairs to divisional equipment.

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

Snow Removal Supplies: The appropriation reflects the estimated cost of Clearlane for 15 street treatment operations (snow events) annually. Clearlane is a superior pre-treatment product and saves the department significant labor and equipment costs in time spent sweeping streets, cleaning catch basins and in the 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.

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 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>
Number of sanding & plowing operations	6	16	25	18	14
Percent of snowstorms cleared within 8 hours	83%	69%	75%	89%	100%

COST CENTER: FLEET MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$496,650	\$508,943	\$262,346	\$508,943	\$531,425	4.4%
Temporary Payroll	19,254	17,500	7,863	17,500	17,500	
Overtime	11,801	20,400	18,113	20,743	20,400	
Office Expense	1,500	2,000		2,000	2,000	
Dues and Travel	8					
Contractual Services	758	1,500	652	1,500	1,500	
Information Technology	10,326	4,100	2,123	4,100	4,100	
Telecommunications					15,000	
Vehicles & Equipment Expense	361,121	387,000	146,335	387,000	387,000	
Maintenance & Repairs	59,633	55,985	20,289	55,985	55,985	
Social Security	<u>40,790</u>	<u>43,801</u>	<u>20,825</u>	<u>43,801</u>	<u>45,642</u>	4.2%
TOTAL	\$1,001,841	\$1,041,229	\$478,546	\$1,041,572	\$1,080,552	3.8%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>

FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The Fleet Maintenance activity is staffed with seven full-time positions, one Manager and six Mechanics. The budget reflects contractual cost-of-living and 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: This appropriation funds subscriptions and publications required for diagnostic and repair inquiries.

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

Information Technology: This appropriation reflects the annual software maintenance support cost for the division's fleet maintenance software program (DPSI). In fiscal year 2016, funding was included for the purchase of diagnostic system software.

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 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.

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

COST CENTER: TRAFFIC SAFETY CONTROL DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$36,917	\$34,320	\$27,976	\$34,320	\$34,320	
TOTAL	\$36,917	\$34,320	\$27,976	\$34,320	\$34,320	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$455,393	\$479,687	\$231,256	\$479,687	\$453,497	-5.5%
Temporary Payroll	13,751	16,000		16,000	16,000	
Overtime	31,894	41,118	17,032	41,182	41,118	
Dues and Travel	470	1,130		1,130	1,130	
Professional Services	2,143	12,500	130	12,500	12,500	
Contractual Services	34,126	35,000	14,665	35,000	35,000	
Solid Waste Disposal	77	500		500	500	
Office Equipment	4,503	8,500	1,581	8,500	8,500	
Uniforms & Laundry	3,717	5,300	124	5,300	5,300	
Information Technology	5,487	6,000	476	6,000	6,000	
Telecommunications	857	1,700	366	1,700	1,700	
Building Maintenance	29,059	35,750	15,717	35,750	35,750	
Operating Expense - Misc.	62	500		500	500	
Maintenance & Repairs	65					
Street Light Maintenance	30,380	32,000	413	32,000	32,000	
Signal & Light Maintenance	35,429	43,200	15,717	43,200	43,200	
Rental/Leases	3,217	7,500	203	7,500	7,500	
Social Security	<u>38,108</u>	<u>41,259</u>	<u>17,850</u>	<u>40,829</u>	<u>38,238</u>	-7.3%
TOTAL	\$688,738	\$767,644	\$315,530	\$767,278	\$738,433	-3.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>		
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maintenance Worker	2	1	1	1	1
Sign & Mechanical Maintenance Lead			1	1	1
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	6	5	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 merit increases for eligible staff offset by a \$100,000 hiring lag.

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

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.

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

Professional Services: This appropriation reflects private police duty costs for traffic control services that require it, such as annual maintenance on traffic signals, fiber optic trenching in the street, and road cuts under the Call Before You Dig program.

Contractual Services: This appropriation funds charges for reconnecting power on streetlights and other electrical services. In addition, this appropriation covers contracts for motor vehicle accidents and pole removals.

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

Office Equipment: This budget is for minor equipment costs for such items as tools, parts and equipment for installing and maintaining signals, streetlights, signs and work on the fiber optic network.

Uniforms & Laundry: This appropriation funds safety equipment used in the performance of electrical and sign maintenance operations.

Information Technology: This appropriation includes fiber optic supplies and data processing supplies for cabling installations and repairs.

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

Building Maintenance: This appropriation reflects specialized maintenance repairs and services on the signal maintenance equipment, speed monitoring devices and streetlights, including contractual services for setting or re-setting poles, building foundations for traffic signal controllers and re-setting and re-stringing fiber optic cable. This appropriation is also used by the Sign Shop as the primary supply account for sign materials, cones and barricades.

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

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

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

Rental/Leases: This appropriation funds the renting of portable lifts and contractor assistance to inspect and repair traffic signals.

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

ANNUAL BUDGET 2017-2018

COST CENTER: GROUNDS MAINTENANCE DIVISION

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$7,609	\$10,000	\$ 837	\$10,000	\$10,000	
TOTAL	\$7,609	\$10,000	\$ 837	\$10,000	\$10,000	

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,093,394	\$1,096,211	\$492,244	\$1,061,209	\$1,082,013	-1.3%
Temporary Payroll	74,158	98,377	43,749	98,377	98,377	
Overtime	83,117	117,882	50,633	119,869	117,882	
Meals	450					
Professional Services		1,115		1,115	1,115	
Contractual Services	75,060	98,500	22,599	98,500	98,500	
Printing/Binding	25					
Office Equipment	26,174	31,450	20,639	31,450	31,450	
Utilities	146,290	178,466	89,233	178,466	237,261	32.9%
Building Maintenance	4,345	6,500		6,500	6,500	
Grounds Maintenance	99,199	108,981	30,450	108,981	108,981	
Maintenance & Repairs	110,896	120,750	33,006	120,750	120,750	
Rental/Leases	4,200					
Social Security	85,819	96,701	37,286	96,761	96,172	-0.5%
Transfer Out	<u>63,167</u>	<u>63,167</u>	<u> </u>	<u>63,167</u>	<u>63,167</u>	
TOTAL	\$1,866,294	\$2,018,100	\$819,839	\$1,985,145	\$2,062,168	2.2%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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. Consistent with prior years, 50% of the total Grounds payroll is allocated to the Grounds Maintenance program, 35% to the Park and Athletic Field Maintenance Program and 15% to the Tree Maintenance Program.

Temporary Payroll: The appropriation funds permanent and seasonal part-time help. Temporary payroll is 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 cost reflects contractually required annual cholinesterase testing administered to SEIU employees to test for pesticide exposure levels.

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.

Printing/Binding: Funds were expended in fiscal year 2016 for print shop services.

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 the cost for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, 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. The increased cost for fiscal year 2018 reflects utility rates, consumption levels, the clean water project surcharge imposed by the MDC, and the amortization of surplus/deficits in the Utility Services Fund. A significant increase in water consumption has been experienced due to drought conditions.

Building Maintenance: This appropriation reflects costs for minor interior and exterior repairs at Town park facilities such as garage door repairs, electrical and plumbing repairs and general carpentry repairs.

Grounds Maintenance: This budget funds the purchase of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings.

Maintenance & Repairs: This cost reflects the repair and preventive maintenance of power equipment that is not registered and plated. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This appropriation also funds the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both Hall and Conard High Schools.

Rental/Leases: In fiscal year 2016, this line item funded the BOE lease costs for storage of equipment during off season periods. This space is no longer required.

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

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

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Charges for Services	\$1,876,559	\$1,910,000	\$1,895,000	\$2,075,000
Management Fee – BBS	842,378	1,308,004	1,451,453	1,325,502
Fines & Forfeitures	110,419	125,000	80,000	100,000
Interest Income	<u>5,823</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
Total Revenues & Other Resources	\$2,835,179	\$3,348,004	\$3,431,453	\$3,505,502

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Municipal Parking Operations	\$1,806,853	\$2,014,502	\$2,025,691	\$1,713,211
BBS Parking Operations	<u>833,662</u>	<u>1,308,004</u>	<u>1,451,453</u>	<u>1,325,502</u>
Total Expenditures & Other Uses	\$2,640,515	\$3,322,506	\$3,477,144	\$3,038,713

CHANGE IN FUND BALANCE	\$ 194,664	\$ 25,498	(\$ 45,691)	\$ 466,789
BEGINNING BALANCE	\$2,015,688	\$2,210,352	\$2,210,352	\$2,164,661
ENDING BALANCE	\$2,210,352	\$2,235,850	\$2,164,661	\$2,631,450

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Charges for Services	\$1,396,000	\$1,617,000	\$1,656,000	\$1,975,000	\$1,987,000
Management Fee	938,000	1,002,000	838,000	936,000	842,000
Interest Income	2,000	3,000	3,000	4,000	6,000
Transfer In	<u>22,000</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL REVENUES	\$2,358,000	\$2,622,000	\$2,497,000	\$2,915,000	\$2,835,000
<u>Expenditures:</u>					
Operational	<u>\$2,255,000</u>	<u>\$2,168,000</u>	<u>\$2,484,000</u>	<u>\$2,432,000</u>	<u>\$2,640,000</u>
TOTAL EXPENDITURES	\$2,255,000	\$2,168,000	\$2,484,000	\$2,432,000	\$2,640,000
OPERATING RESULTS	\$ 103,000	\$ 454,000	\$ 13,000	\$ 483,000	\$ 195,000
FUND BALANCE	\$1,065,000	\$1,519,000	\$1,532,000	\$2,015,000	\$2,210,000

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 \$2,210,352 as of June 30, 2016.

FISCAL YEAR 2017 OPERATING RESULTS

Total estimated expenditures for fiscal year 2017 for the Blue Back Square (BBS) parking operations are \$1,451,453, inclusive of \$374,500 for the purchase of parking kiosks for the garages. The estimate for the municipal lots is \$2,025,691. Based upon total estimated revenues of \$3,431,453, the fund is expected to use \$45,691 of fund balance, resulting in fund balance of \$2,164,661 as of June 30, 2017.

FISCAL YEAR 2018 BUDGET

The fiscal year 2018 budget reflects expenditures relating to the BBS parking operations of \$1,325,502 with a corresponding management fee equal to these costs. Revenues from municipal lots are expected to reach \$2,180,000, inclusive of \$100,000 in parking violation revenue for tickets issued by the fund's parking monitors and interest income of \$5,000. Municipal parking expenditures are budgeted at \$1,713,211. The fund expects to increase fund balance by \$466,789 in fiscal year 2018.

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
Revenues:	2015-16	2016-17	6 Months	2016-17	2017-18	Change
Charges for Services	\$1,876,559	\$1,910,000	\$959,037	\$1,895,000	\$2,075,000	8.6%
Management Fee – BBS	842,378	1,308,004		1,451,453	1,325,502	1.3%
Fines & Forfeitures	110,419	125,000		80,000	100,000	-20.0%
Interest Income	5,823	5,000	2,215	5,000	5,000	
TOTAL	\$2,835,179	\$3,348,004	\$961,252	\$3,431,453	\$3,505,502	4.7%
Expenditures:						
Wages & Salaries	\$1,010,646	\$917,042	\$491,317	\$1,065,688	\$ 908,294	-1.0%
Operating Expense	906,113	1,150,226	566,624	1,156,218	1,140,572	-0.8%
Equipment	48,766	449,500	695	449,500	246,000	-45.3%
Fringe Benefits	674,990	805,738	521,641	805,738	743,847	-7.7%
TOTAL	\$2,640,515	\$3,322,506	\$1,580,277	\$3,477,144	\$3,038,713	-8.5%

	Authorized Positions			Revised	Adopted
Full-Time Positions:	2014-15	2015-16	2016-17	2016-17	2017-18
Public Works Manager	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0	1.0	1.0	1.0	1.0
Accounting Specialist	1.0	1.0	1.0	1.0	1.0
Parking Monitors	4.0	4.0	4.0	4.0	4.0
Parking Lot Gate Attendants	3.0*	3.0*	3.0*	3.0*	3.0*
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 decreases \$283,793 or 8.5% for fiscal year 2018. Wages and salaries reflect estimated contractual cost-of-living and merit increases, offset entirely by savings in temporary payroll achieved through the installation of parking kiosks in fiscal year 2017. Overall operating expenses are consistent with the prior year with a net reduction of 0.8%. The appropriation for equipment is reduced significantly as the fiscal year 2017 budget included the purchase of kiosks for the parking garages. Fringe benefits are reduced based upon social security reduction, consistent with wage and salary savings, and the risk allocation.

Fund: Parking Lot Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$543,723	\$582,850	\$254,470	\$584,040	\$584,132	0.2%
Temporary Payroll	390,970	256,000	193,309	390,000	244,000	-4.7%
Overtime	66,392	70,000	39,722	81,456	70,000	
Holiday	7,878	7,192	2,417	7,192	7,162	-0.4%
Education Premium Pay	1,683	1,000	1,400	3,000	3,000	200.0%
Office Expense	32,380	38,000	9,817	33,000	30,000	-21.1%
Dues and Travel	970	2,600	595	2,600	2,600	
Training	900	2,000		2,000	2,000	
Advertising	953	2,600		2,600	2,600	
Professional Services	2,099	8,000	1,440	8,000	8,000	
Contractual Services	475,565	662,120	283,934	662,120	659,040	-0.5%
Printing/Binding	43	500		500	500	
Office Equipment	5,729	10,000	1,285	10,000	10,000	
Meals	779	1,000	308	1,200	1,000	
Uniforms and Laundry	3,809	3,000	2,353	3,283	3,000	
Utilities	125,728	138,706	69,353	138,706	128,132	-7.6%
Telecommunications	3,355	4,700	1,345	4,700	4,700	
Building Maintenance	13,748	8,000	6,266	10,723	8,000	
Vehicles & Equipment Exp	4,913	17,000	2,187	17,000	17,000	
Grounds Maintenance	44,748	20,000	20,683	23,810	20,000	
Maintenance & Repairs	1,674	19,000	110	19,000	19,000	
Snow Removal Supplies	2,254	15,000	2,254	15,000	15,000	
Parking Lot Maintenance	25,698	30,000	26	30,000	30,000	
Rental/Leases	160,768	168,000	164,668	171,976	180,000	7.1%
Operating Equipment	48,766	449,500	695	449,500	246,000	-45.3%
Social Security	61,584	65,719	29,472	65,719	53,283	-18.9%
Pension	214,871	244,317	244,317	244,317	246,621	0.9%
Risk Management Expense	398,535	495,702	247,851	495,702	443,943	-10.4%
Total Department	\$2,640,515	\$3,322,506	\$1,580,277	\$3,477,144	\$3,038,713	-8.5%

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Charges for Services	\$ 251,324	\$ 230,000	\$ 232,384	\$ 230,000
Sale of Lots	91,383	110,000	110,000	110,000
Interest Income	<u>6,475</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Total Revenues & Other Resources	\$ 349,182	\$347,000	\$ 349,384	\$ 347,000

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Cemetery Operations	\$ <u>347,344</u>	\$ <u>609,058</u>	\$ <u>611,327</u>	\$ <u>404,931</u>
Total Expenditures & Other Uses	\$ 347,344	\$ 609,058	\$ 611,327	\$ 404,931

CHANGE IN FUND BALANCE	\$ 1,838	(\$262,058)	(\$ 261,943)	(\$ 57,931)
BEGINNING BALANCE	\$1,822,748	\$1,824,586	\$1,824,586	\$1,562,643
ENDING BALANCE	\$1,824,586	\$1,562,528	\$1,562,643	\$1,504,712

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Charges for Service	\$333,000	\$376,000	\$296,000	\$386,000	\$343,000
Interest Income	3,000	9,000	6,000	8,000	6,000
TOTAL REVENUES	\$336,000	\$385,000	\$302,000	\$394,000	\$349,000
<u>Expenditures:</u>					
Operational	\$362,000	\$329,000	\$321,000	\$346,000	\$344,000
TOTAL EXPENDITURES	\$362,000	\$329,000	\$321,000	\$346,000	\$344,000
TRANSFERS TO/FROM OTHER FUNDS	(\$3,000)	(\$3,000)	(\$3,000)	(\$313,000)	(\$3,000)
OPERATING RESULTS	(\$29,000)	\$53,000	(\$22,000)	(\$265,000)	\$2,000
FUND BALANCE	\$2,057,000	\$2,110,000	\$2,088,000	\$1,823,000	\$1,825,000

Fund: Cemetery Operating Fund**Department: Public Works****REVIEW OF PERFORMANCE**

The Cemetery Operations program was restructured in fiscal year 2007 and responsibility was transferred to the Department of Public Works. The Town began using a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. In fiscal year 2011 a new area of the cemetery was opened, resulting in a significant increase in revenue from sale of lots. As of June 30, 2016 fund balance totaled \$448,526, while the Permanent Reserve account totaled \$1,376,060.

FISCAL YEAR 2017 OPERATING RESULTS

It is estimated that revenues of \$349,384 will be achieved in fiscal year 2017 with corresponding expenditures of \$611,327. Included in this expenditure total is \$210,000 that was appropriated for capital improvements to the cemetery fund. This will result in use of fund balance of \$261,943. As of June 30, 2017, total fund balance is estimated to be \$1,562,643.

FISCAL YEAR 2018 BUDGET

The budget for fiscal year 2018 estimates revenue of \$347,000 with corresponding expenditures of \$404,931, resulting in a \$57,931 shortfall. It is anticipated that fund balance will decline to \$1,504,712 by June 30, 2018.

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>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Cemetery Service Charges	\$251,324	\$230,000	\$109,815	\$232,384	\$230,000	
Sale of Lots	91,383	110,000	35,915	110,000	110,000	
Interest on Investment	6,475	7,000	2,070	7,000	7,000	
TOTAL	\$349,182	\$347,000	\$147,800	\$349,384	\$347,000	
<u>Expenditures:</u>						
Wages & Salaries	\$130,641	\$128,885	\$63,140	\$128,885	\$131,875	2.3%
Operating Expense	129,317	173,158	58,836	174,693	178,906	3.3%
Fringe Benefits	87,386	307,015	273,453	307,749	94,150	-69.3%
TOTAL	\$347,344	\$609,058	\$395,429	\$611,327	\$404,931	-33.5%

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 decreases \$204,127 or 33.5% for fiscal year 2018. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expense increase \$5,748 due to increased utility costs. Fringe benefit costs decrease based upon required contributions to the Town's Risk Management and Pension Funds, as well as the non-recurring \$210,000 transfer to the Capital Projects Fund for capital improvements to the cemetery made in fiscal year 2017. Based upon revenues of \$347,000, the Fund is expected to generate a shortfall of \$57,931.

Fund: Cemetery Operating Fund
Department: Public Works

SUMMARY OF EXPENDITURES						
<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$69,100	\$67,309	\$30,936	\$67,309	\$70,299	4.4%
Temporary Payroll	36,551	37,285	17,965	37,285	37,285	
Overtime	24,990	24,291	14,239	24,291	24,291	
Office Expense	315	2,395	283	2,395	2,395	
Professional Services		4,000		4,000	4,000	
Contractual Services	97,166	124,291	49,015	124,291	124,291	
Printing/Binding Services	29	400	38	400	400	
Office Equipment	963	3,000		3,000	3,000	
Meals		300		300		-100.0%
Uniforms and Laundry		275		275	275	
Utilities	6,429	5,997	2,999	5,997	12,045	100.9%
Telecommunications	1,065	1,800	595	1,800	1,800	
Building Maintenance	1,683	3,800	762	3,800	3,800	
Vehicles and Equipment	4,280	7,600	279	7,600	7,600	
Operating Expense – Misc.			1,356	1,356		
Grounds Maintenance	15,529	16,800	3,331	16,800	16,800	
Maintenance & Repairs	1,565	2,500		2,500	2,500	
Miscellaneous Supplies	292		179	179		
Social Security	8,682	8,137	3,734	8,871	9,162	12.6%
Pension	30,463	33,782	33,782	33,782	35,105	3.9%
Risk Management Expense	45,018	51,872	25,936	51,872	46,659	-10.0%
Transfer Out	<u>3,224</u>	<u>213,224</u>	<u>210,000</u>	<u>213,224</u>	<u>3,224</u>	-98.5%
TOTAL	\$347,344	\$609,058	\$395,429	\$611,327	\$404,931	-33.5%

DEPARTMENT: PUBLIC WORKS

FULL-TIME POSITION SCHEDULE

	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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 Division	4	4	4	4	4
Equipment Operator	8	8	8	6	6
Mason	1	1	2		
Equipment Operator II				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
Streetlight Technician	2	2	2	2	2
Mechanic	6	6	6	6	6
Crew Leader-Grounds	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	47	47	49	49	49
<u>PARKING LOT FUND</u>					
Parking Operations Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Parking Monitor	4	4	4	4	4
Parking Gate Attendant*	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PARKING LOT FUND	10	10	10	10	10
<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	58	60	60	60

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

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.

BUDGET SUMMARY						
DEPARTMENT OF PLANT & FACILITIES SERVICES						
	<u>Actual</u> 2015-16	<u>Adopted</u> 2016-17	<u>Actual</u> 6 Months	<u>Estimated</u> 2016-17	<u>Adopted</u> 2017-18	<u>Percent</u> Change
<u>Revenues:</u>						
Miscellaneous	\$ 675	\$	\$ 500	\$ 500	\$	
Transfers from Other Funds	<u>150,728</u>	<u>166,643</u>	<u></u>	<u>186,643</u>	<u>194,068</u>	16.5%
TOTAL	\$151,403	\$166,643	\$ 500	\$187,143	\$194,068	16.5%
<u>Expenditures:</u>						
Wages & Salaries	\$1,174,688	\$1,170,060	\$506,288	\$1,142,983	\$1,184,358	1.2%
Operating Expense	1,185,279	885,573	422,006	885,223	1,294,831	46.2%
Social Security	<u>86,121</u>	<u>88,309</u>	<u>35,462</u>	<u>82,586</u>	<u>84,141</u>	-4.7%
TOTAL	\$2,446,088	\$2,143,942	\$963,756	\$2,110,792	\$2,563,330	19.6%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
Full-Time Positions:	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
General Fund*	9.25	9.25	9.25	9.25	9.50

* One position is unfunded.

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2018 budget for the Department of Plant & Facilities Services increases \$419,388 or 19.6% from the prior year. Wages and salaries increase \$14,298 or 1.2% due to estimated merit increases, transfer of 0.25 of an Administrative Assistant position from the Community Development department to Facilities, and an increase in temporary payroll, offset by a reduction in overtime and the underfilling of one full-time position. Operating expense increases \$409,258, due primarily to an increase in the contribution to the Utilities Services Fund. The contribution for electricity for streetlights and traffic signals (\$358,026) has been transferred from the Community Development department. Electric costs are increased (\$49,802) consistent with usage and a reduction in amortized surplus. The social security appropriation reflects budgeted wages.

ANNUAL BUDGET 2017-2018

COST CENTER: FACILITIES SERVICES DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Misc. Reimbursement	\$ 675	\$ _____	\$ 500	\$ 500	\$ _____	
TOTAL	\$ 675	\$ _____	\$ 500	\$ 500	\$ _____	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$576,489	\$537,091	\$182,993	\$460,822	\$515,367	-4.0%
Temporary Payroll	306,403	320,885	163,288	367,574	330,000	2.8%
Overtime	130,377	154,890	67,774	136,702	141,702	-8.5%
Office Expense	416	325	80	325	325	
Dues and Travel		100		100	100	
Contractual Services	220,954	180,000	72,723	180,000	175,000	-2.8%
Meals	5,400	6,200	2,502	5,500	6,200	
Uniforms & Laundry	882	2,250	225	1,250	2,250	
Utilities	817,637	560,448	280,224	560,448	970,856	73.2%
Telecommunications	5,822	4,950	2,628	5,800	5,800	17.2%
Building Maintenance	130,214	122,500	62,839	125,500	126,500	3.3%
Vehicles & Equipment Expense	1,635	4,500	605	3,000	3,500	-22.2%
Maintenance & Repairs		750		250	750	
Miscellaneous Supplies	149	1,500		1,500	1,500	
Social Security	<u>73,874</u>	<u>76,468</u>	<u>29,645</u>	<u>70,745</u>	<u>70,802</u>	-7.4%
TOTAL	\$2,270,252	\$1,972,857	\$865,526	\$1,919,516	\$2,350,652	19.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
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. Estimated merit increases are included in this appropriation.

Temporary Payroll: Temporary payroll includes the wages for part-time employees. Part-time employees work no more than 20 hours per week and have limited benefits. One position is a Staff Assistant in the Plant and Facilities Services office and the remaining positions are custodians. The appropriation reflects contractual step increases and wage adjustments based on minimum wage increases.

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.

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

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

Contractual Services: This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, electrical work, water treatment for boilers and air conditioning systems, 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 2018 budget reflects an increase of \$410,408.

Electricity – The electricity budget (\$457,379) assumes consistent usage with a slightly reduced rate. However, the contribution to the Utility Services Fund increases due to a reduction in the surplus being amortized in fiscal year 2018 as compared to fiscal year 2017.

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 2018 (\$105,249) is based upon average consumption over the past two years, anticipated rates, and 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. In addition, consumption has increased due to drought conditions resulting in a higher contribution (\$50,202).

Streetlights and Traffic Signals – This contribution to the Utilities Services Fund (\$358,026) was transferred from the Community Development department. The contribution has increased from the prior year due to an accumulated deficit resulting from a delay in planned energy conservation projects.

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. This appropriation is increasing based upon experience.

Building Maintenance: Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of Town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems. Building maintenance costs are expected to increase in fiscal year 2018, as reflected in the appropriation.

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 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>
Contractor (Carpentry, Electrical, Painting, etc.)	516	551	444	439	416
HVAC	372	420	418	429	453
Plumbing	<u>218</u>	<u>219</u>	<u>203</u>	<u>226</u>	<u>208</u>
Total Work Orders	1,106	1,190	1,065	1,094	1,077

COST CENTER: CAPITAL PROJECTS MANAGEMENT DIVISION

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$150,728	\$166,643	\$	\$186,643	\$194,068	16.5%
TOTAL	\$150,728	\$166,643	\$	\$186,643	\$194,068	16.5%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$154,327	\$156,609	\$75,169	\$156,609	\$176,269	12.6%
Temporary Payroll	6,231		16,017	20,000	20,000	
Overtime			691	691		
Education Premium Pay	860	585	357	585	1,020	74.4%
Office Expense	1,780	100	90	250	250	150.0%
Dues and Travel		50		50	50	
Training		500			500	
Telecommunications	389	1,400	90	1,250	1,250	-10.7%
Social Security	<u>12,249</u>	<u>11,841</u>	<u>5,816</u>	<u>11,841</u>	<u>13,339</u>	12.7%
TOTAL	\$175,836	\$171,085	\$98,230	\$191,276	\$212,678	24.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	<u>0.75*</u>	<u>0.75*</u>	<u>0.75*</u>	<u>0.75*</u>	<u>1</u>
TOTAL	1.75	1.75	1.75	1.75	2

* Position shared with Community Development department.

CAPITAL PROJECTS MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Capital Projects Manager and beginning in fiscal year 2018 the full cost of an Administrative Assistant position. This position had been shared with the Community Development department, but will be transferred based upon responsibilities. 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.

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 is for mileage reimbursement for employees.

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

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 2017-2018

BUDGET IN BRIEF

UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Miscellaneous Revenue	\$	\$	\$ 111	\$
Interest Income	4,447		2,500	
Contributions from Other Funds	<u>4,670,120</u>	<u>4,377,997</u>	<u>4,377,997</u>	<u>4,619,868</u>
Total Revenues & Other Resources	\$4,674,567	\$4,377,997	\$ 4,380,608	\$4,619,868

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Energy Management Services	\$ 112,619	\$ 100,000	\$ 100,000	\$ 100,000
Utilities Expense	<u>4,389,176</u>	<u>4,881,194</u>	<u>4,924,108</u>	<u>4,885,549</u>
Total Expenditures & Other Uses	\$ 4,501,795	\$4,981,194	\$ 5,024,108	\$4,985,549

CHANGE IN FUND BALANCE	\$ 172,772	(\$ 603,197)	(\$ 643,500)	(\$ 365,681)
BEGINNING BALANCE	\$ 1,137,375	\$1,310,147	\$1,310,147	\$ 666,647
ENDING BALANCE	\$ 1,310,147	\$ 706,950	\$ 666,647	\$ 300,966

Fund: Utilities Services Fund

Department: Plant and Facilities Services

PURPOSE

The Utilities Services Fund, an internal service fund, was created to manage the volatility of energy costs. The Utilities Services Fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies. All 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 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Estimate FY 2017</u>	<u>Adopted FY 2018</u>
<u>TOWN</u>						
Electric	\$ 927,552	\$ 893,353	\$ 898,203	\$ 924,045	\$ 988,687	\$ 915,262
Fuel Oil	17,443	15,345	11,054	5,376	9,000	10,000
Natural gas	222,524	242,086	210,567	162,180	202,956	221,417
Street lighting	346,144	355,524	380,874	394,730	336,394	304,420
Water	<u>242,004</u>	<u>282,873</u>	<u>334,160</u>	<u>361,161</u>	<u>409,606</u>	<u>425,811</u>
TOTAL	\$1,755,667	\$1,789,181	\$1,834,858	\$1,847,492	\$1,946,643	\$1,876,910
<u>PUBLIC SCHOOLS</u>						
Heating	\$ 767,145	\$ 784,122	\$ 717,077	\$ 544,396	\$ 656,556	\$ 722,626
Water	154,282	167,404	185,012	188,514	200,000	220,000
Electricity	<u>1,761,980</u>	<u>1,690,143</u>	<u>1,888,426</u>	<u>1,808,774</u>	<u>2,120,909</u>	<u>2,066,013</u>
TOTAL	\$2,683,407	\$2,641,669	\$2,790,515	\$2,541,684	\$2,977,465	\$3,008,639
TOTAL UTILITIES	\$4,439,074	\$4,430,850	\$4,625,373	\$4,389,176	\$4,924,108	\$4,885,549

The fiscal year 2018 budget reflects a planned use of \$365,681 of fund balance accumulated in prior years (Energy Management Services - \$100,000; Town - \$107,934; Board of Education - \$157,747).

Fund: Utilities Services Fund**Department: Plant & Facilities Services****Energy Management Strategy**

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy management system functionality, improved expertise 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 (\$100,000). The following narrative provides a summary of the status of each component of the strategy.

▪ Internal Service Fund

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs. Utility estimates are developed based upon current year experience and the amortization of the cumulative surplus/deficit since the Fund's inception, over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the 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 who 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 8.1 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 will drop to 5.619 cents per kWh (energy only), or approximately 6.7 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. Due to favorable pricing, 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, and 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 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.

▪ **Energy Conservation Investments**

In 2016, a substantial increase in energy conservation investments (from \$100,000 to \$2,900,000) was made to fund the implementation of energy projects identified by Ameresco in an Investment Grade Audit, including street lighting, interior and exterior lighting, lighting controls, and building control systems in multiple Town and Board of Education 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 costs through the installation of over 1,400 LEDs. A second phase of over 4,500 LED street lights is in progress. Steamtrap, insulation, and approximately half of the lighting projects are completed. The remainder of the lighting and the energy management system upgrades are progressing, after encountering some technical compatibility set-backs due to the age of existing systems.

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 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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>0.75</u>	<u>0.75</u>	<u>1</u>
TOTAL PLANT & FACILITIES SERVICES	9.25	9.25	9.25	9.25	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.

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 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.

BUDGET SUMMARY						
DEPARTMENT OF LEISURE SERVICES & SOCIAL SERVICES						
<u>Revenues:</u>	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Intergovernmental	\$ 95,147	\$101,371	\$ 53,450	\$101,371	\$ 44,675	-55.9%
Charges for Services	860,845	882,350	550,596	876,646	881,765	-0.1%
Miscellaneous Revenue	<u>62,680</u>	<u>43,750</u>	<u>10,212</u>	<u>39,111</u>	<u>32,135</u>	-26.5%
TOTAL	\$1,018,672	\$1,027,471	\$614,258	\$1,017,128	\$958,575	-6.7%
<u>Expenditures:</u>						
Wages & Salaries	\$1,890,507	\$1,953,361	\$1,022,441	\$1,972,865	\$2,050,152	5.0%
Operating Expense	950,014	999,301	397,258	961,339	955,258	-4.4%
Social Security	<u>378,118</u>	<u>109,329</u>	<u>47,970</u>	<u>108,969</u>	<u>117,671</u>	7.6%
TOTAL	\$3,218,639	\$3,061,991	\$1,467,669	\$3,043,173	\$3,123,081	2.0%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
General Fund	11.99	13.22	13.45	13.45	13.65
Leisure Services Fund	9.68	8.48	8.53	8.53	8.28
CDBG Fund	1.00	1.00	0.92	0.92	0.97
Westmoor Park Fund	<u>2.33</u>	<u>2.30</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 2018 budget for the Department of Leisure Services & Social Services increases \$61,090, or 2.0% from the prior year. Wages and salaries increase 5.0% due in part to estimated merit increases. In fiscal year 2017 the budget assumed the hiring of a Social Services Manager on January 1, 2017. This salary is annualized in fiscal year 2018 reflecting a full year of wages. In addition, 25% of a position was recoded from the Leisure Services Fund (discussed more fully here within) increasing the General Fund staff. A \$44,043 reduction to operating expense is primarily due to an expanded Dial-A-Ride carryforward appropriation in 2017 (\$37,149). The grant and any applicable carryforward for fiscal year 2018 will be appropriated when notification of funding is received. In addition, the Dial-A-Ride program is reduced \$10,000. This savings is partially offset by an increase in bank fees (\$8,000). The social security increase reflects wage and salary adjustments and temporary employee social security alternative program selections.

COST CENTER: LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$226,227	\$230,263	\$113,516	\$230,263	\$255,236	10.8%
Temporary Payroll	7,626	9,800	6,543	9,500	9,500	-3.1%
Overtime	398		89	89		
Education Premium Pay	768	780	319	1,020	1,020	30.8%
Office Expense	5,105	6,400	3,828	6,700	6,100	-4.7%
Dues and Travel	1,530	750	670	650	700	-6.7%
Training	1,611	1,500	298	1,050	1,050	-30.0%
Advertising	4,176		608	608		
Professional Services	1,235					
Contractual Services	25,606	18,000	10,559	26,353	26,000	44.4%
Printing/Binding Services	353	350	484	485	350	
Office Equipment	359		227	227		
Telecommunications	1,583	1,600	570	1,590	1,600	
Vehicles & Equipment Expense	646	300	275	325	300	
Operating Expense – Miscellaneous	6,418	6,500	6,611	6,611	6,600	1.5%
Social Security	17,573	17,626	8,497	17,626	19,425	10.2%
Transfer Out	<u>275,000</u>					
TOTAL	\$576,214	\$293,869	\$153,094	\$303,097	\$327,881	11.6%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>		
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant		0.35	0.50	0.50	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	<u>2.02</u>	<u>2.37</u>	<u>2.52</u>	<u>2.52</u>	<u>2.77</u>

LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds 85% of the Director of Leisure Services & Social Services position, 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. This account includes anticipated merit increases. Twenty-five percent of a Staff Assistant, previously funded by the Leisure Services Fund, has been recoded to this division consistent with workload.

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 by the Office Operations Specialist.

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, printing/copying and postage.

Dues & Travel: This budget maintains registrations in the National, New England, and Connecticut Recreation/Parks Associations. These memberships are necessary to stay current with industry trends and maintain access to national and local databases.

Training: This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications and is reduced based upon experience.

Advertising: Expenditures relate to 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.

Professional Services: In fiscal year 2016 graphic design services were purchased.

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

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

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

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

Operating Expense - Miscellaneous: Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. 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.

Transfer Out: In fiscal year 2016 the Leisure Services Fund experienced a net operating loss, which was offset by a contribution from the General Fund.

COST CENTER: CASE MANAGEMENT

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Alcohol/Drug Abuse Grant	\$7,116	\$7,116	\$ 26	\$7,116	\$7,116	
Youth Service Bureau Grant	40,198	35,056	16,275	35,056	37,559	7.1%
Miscellaneous Revenue	5,000	5,000	5,000	5,000	5,000	
Private Bequest		20,000		20,000		-100.0%
Transfer In	<u>19,300</u>				<u>8,935</u>	
TOTAL	\$71,614	\$67,172	\$21,301	\$67,172	\$58,610	-12.7%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$423,511	\$400,654	\$170,124	\$402,567	\$424,929	6.1%
Temporary Payroll	80,137	78,999	54,649	105,000	83,552	5.8%
Education Premium Pay	830	480	428	1,020	1,020	112.5%
Office Expense	7,911	11,050	3,282	8,950	8,750	-20.8%
Dues and Travel	777	1,600	650	1,600	1,600	
Training	195	1,000		1,000	1,000	
Advertising	188					
Professional Services	6,522	9,000	1,309	9,000	9,000	
Contractual Services	40,198	35,056	15,052	35,056	37,559	7.1%
Printing/Binding Services	160	400	110	400	400	
Boards & Commissions	6,616	7,116	24	7,116	7,116	
General Contributions	181,732	184,464	60,560	181,311	184,770	0.2%
Miscellaneous						
Administrative Expense		200		200	200	
Telecommunications	1,324	1,900	330	1,700	1,700	-10.5%
Town Assistance	4,820	5,000	2,533	5,413	5,000	
ADA Expenditures	413	250		250	250	
Social Security	<u>35,863</u>	<u>34,638</u>	<u>15,362</u>	<u>36,214</u>	<u>40,067</u>	15.7%
TOTAL	\$791,197	\$771,807	\$324,413	\$796,797	\$806,913	4.5%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Social Services Manager	0.95	0.95	1	1	0.95
Social Worker	2	2	2	2	2
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Neighborhood Resource Coordinator	0.6	0.6	0.63	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	5.05	5.13	5.13	5.08

CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds a Social Services Manager, two Social Workers, 90% of a Senior Staff Assistant, 60% of a Community Partnership Manager, and 63% of a Neighborhood Resource Coordinator position. This appropriation includes merit increases, where applicable. The fiscal year 2017 budget assumed refill of the Social Services Manager as of a January 1, 2017 refill date. In fiscal year 2018 this position is annualized for a full year.

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. The account was increased to fund the cost of Charity Tracker, a web application for shared case management used to gather and report statistical data relevant to the department, but the department opted to stay with the current system instead.

Dues & Travel: This appropriation funds a portion of the cost of license fees for three licensed clinical social workers and a licensed substance abuse counselor. It also reflects dues for C.L.A.S.S., the statewide professional organization for social service administrators.

Training: Licensed social workers and the substance abuse counselor are required to attend training and earn continuing education credits and will take advantage of on-line courses to control costs.

Professional Services: Home Health Care Services are provided on a short-term basis to assist the elderly and fund emergency response systems to enable the elderly to live safely in their homes.

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

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

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

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

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 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>
Number of information and referral inquiries	2,250	3,828	5,193	3,081	4,578
Number of geriatric residents receiving case management	381	385	242	245	219
Number of Juvenile Review Board referrals	27	24	36	33	38
Number of Community Court interviews/referrals	75/25	53/28	39/30	41/32	40/31

COST CENTER: COMMUNITY & NEIGHBORHOOD SERVICES
SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Dial-A-Ride Grant	\$22,572	\$22,000	\$	\$22,000	\$	-100.0%
Expanded Dial-A-Ride	25,261	37,199	37,199	37,199		-100.0%
Dial-A-Ride Contributions	<u>24,990</u>	<u>14,750</u>	<u>7,625</u>	<u>9,915</u>	<u>14,700</u>	-0.3%
TOTAL	\$72,823	\$73,949	\$44,824	\$69,114	\$14,700	-80.1%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$27,787	\$28,800	\$12,201	\$28,800	\$28,800	
Dial-A-Ride Transportation	226,790	240,000	88,755	225,000	229,500	-4.4%
Expanded Dial-A-Ride	<u>38,794</u>	<u>37,199</u>	<u>19,895</u>	<u>37,199</u>		-100.0%
TOTAL	\$293,371	\$305,999	\$120,851	\$290,999	\$258,300	-15.6%

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 \$10,500 decrease to the Dial-A-Ride program appropriation results from fewer projected rides offset by anticipated contractual increases.

Expanded Dial-A-Ride: This line funds West Hartford's expanded Dial-A-Ride program which is grant funded. The Town has not yet received its grant notification for fiscal year 2018, so neither the revenue nor the expenditure are budgeted at this time.

ANNUAL BUDGET 2017-2018

COST CENTER: ELMWOOD COMMUNITY CENTER

SUMMARY OF REVENUES						
	Actual 2015-16	Adopted 2016-17	Actual 6 Months	Estimated 2016-17	Adopted 2017-18	Percent Change
Day Care Services	\$46,839	\$48,040	\$24,022	\$48,040	\$50,441	5.0%
General Admissions	7,742	1,500	12,539	25,406	25,498	1,599.9%
Program Revenue	256,181	329,910	209,748	281,300	291,926	-11.5%
Rental of Facilities	96,912	85,000	29,372	75,000	80,000	-5.9%
Miscellaneous Revenue	5,700					
Contributions	<u>14,088</u>	<u>1,500</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	-33.3%
TOTAL	\$427,462	\$465,950	\$276,681	\$430,746	\$448,865	-3.7%

SUMMARY OF EXPENDITURES						
	Actual 2015-16	Adopted 2016-17	Actual 6 Months	Estimated 2016-17	Adopted 2017-18	Percent Change
Regular Payroll	\$149,557	\$148,885	\$72,485	\$148,885	\$154,254	3.6%
Temporary Payroll	230,508	261,998	151,235	267,956	276,812	5.7%
Overtime	2,664		286	286		
Office Expense	4,483	6,700	1,960	5,900	6,310	-5.8%
Dues and Travel	346	1,200	85	1,200	1,200	
Training	470	500	275	500	500	
Advertising	8,539	9,800	2,149	9,800	9,800	
Professional Services		130		130	4,000	2,976.9%
Contractual Services	9,850	15,350	4,237	14,200	15,200	-1.0%
Printing/Binding Services	331	1,250	325	1,300	1,000	-20.0%
Telecommunications	2,705	2,400	895	2,400	2,760	15.0%
Building Maintenance	3,894					
Operating Expense – Miscellaneous	2,322	3,400	1,138	3,000	3,400	
Recreational Supplies	18,097	16,773	7,393	17,263	17,854	6.4%
Recreational Contractual	86,669	117,789	55,326	102,304	107,620	-8.6%
Social Security	<u>16,560</u>	<u>19,892</u>	<u>8,120</u>	<u>16,070</u>	<u>17,728</u>	-10.9%
TOTAL	\$536,995	\$606,067	\$305,909	\$591,194	\$618,438	2.0%

FULL-TIME POSITION SCHEDULE					
	Authorized Positions			Revised	Adopted
	2014-15	2015-16	2016-17	2016-17	2017-18
Facility Supervisor	1	1	1	1	1
Program Supervisor	0.25	0.25			
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2.25	2.25	2	2	2

ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: The fiscal year 2018 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. This account is increased based on anticipated part-time hours required to manage programming and meet minimum wage and contractual rates.

Office Expense: This account funds all office supplies, postage, printing/copying and paper for the programs and newsletters.

Dues & Travel: This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, a portion of the recreational software licensing fee, and mileage reimbursement for off-site meetings.

Training: The training appropriation funds professional development programs and limited training opportunities within the State.

Advertising: This appropriation funds the cost associated with printing and publishing the departmental brochure distributed town-wide to residents, as well as notices of summer job openings.

Professional Services: This budget funds the costs of the Hepatitis B medical fees with the Special Needs budget. In addition, the account is increased for marketing services provided by an outside consultant previously funded under Townwide Recreational Program in the Leisure Services Fund, consistent with duties.

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, by the Board of Education print shop.

Telecommunications: This appropriation funds desktop telephone services for the Elmwood Community Center as well as staff cell phones for camps and bus trip emergencies.

Building Maintenance: In fiscal year 2016, wall pads were purchased for the gym.

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. This account is increased as the department prepares to enhance its program offerings.

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. Historical information on instructional programs and registrations is included in the table below.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	(Fiscal Year)				
	<u>Actual</u> <u>2012</u>	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>
Number of instructional programs	329	293	268	258	213
Number of program registrations	5,199	5,306	4,918	4,677	4,421
Number of registrations for special events and trips	1,333	1,216	1,959	891	518

ANNUAL BUDGET 2017-2018

COST CENTER: ELMWOOD SENIOR CENTER

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Advertising Revenue	\$ 4,918	\$	\$	\$	\$	
Memberships	27,801	27,000	11,074	27,000	27,500	1.9%
Program Registration	54,209	49,000	23,582	49,000	49,500	1.0%
Rental of Facilities	6,458	6,900	3,896	6,900	6,900	
Sales	1,900	4,000		4,000	4,000	
Special Events	13,108	15,000	6,629	15,000	15,000	
Miscellaneous Charges for Services	13,065	22,000		22,000	22,000	
Contributions/Commissions	<u>3,823</u>	<u>6,500</u>	<u>246</u>	<u>6,696</u>	<u>6,000</u>	-7.7%
TOTAL	\$125,282	\$130,400	\$45,427	\$130,596	\$130,900	0.4%

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$57,173	\$76,398	\$36,074	\$76,473	\$79,281	3.8%
Temporary Payroll	104,117	108,000	49,022	107,521	110,500	2.3%
Office Expense	14,456	13,825	4,224	12,571	11,925	-13.7%
Dues and Travel	673	750	200	855	900	20.0%
Training		300		200	250	-16.7%
Advertising	8,654	7,250	3,669	7,250	7,500	3.4%
Professional Services		300		200	250	-16.7%
Contractual Services	9,787	10,500	3,660	10,000	10,000	-4.8%
Printing/Binding Services	360	150	376	525	400	166.7%
Office Equipment	976	2,050	1,065	2,050	2,100	2.4%
Telecommunications	4,953	5,025	1,899	4,370	4,090	-18.6%
Vehicles & Equipment Expense	3,161	4,000	1,445	3,375	4,000	
Recreational Supplies	2,385	1,750	1,343	2,100	2,500	42.9%
Recreational Contractual	31,163	32,500	14,096	30,350	32,500	
Special Events	1,626	1,750	714	1,750	1,750	
Town Assistance					1,800	
Social Security	<u>7,832</u>	<u>9,630</u>	<u>4,162</u>	<u>12,035</u>	<u>12,202</u>	26.7%
TOTAL	\$247,316	\$274,178	\$121,949	\$271,625	\$281,948	2.8%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Program Supervisor	<u>0.75</u>	<u>0.75</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	0.75	0.75	1	1	1

West Hartford, Connecticut

ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation is for the full-time Program Supervisor position. Beginning in fiscal year 2017 the Supervisor is coded 100% to this division (previously 75%). Regular payroll includes merit increases expected in fiscal year 2018.

Temporary Payroll: This appropriation funds two Office Assistants, one Program Coordinator, one Recreation Coordinator, two Van Drivers, one Nutrition Coordinator, and two Facility Supervisor positions for the Step Up to Health Fitness Center.

Office Expense: This appropriation funds all office supplies, printing/copying and postage for the Elmwood Senior Center. Included is printing and mailing of monthly newsletters for the Squires and Regents Men's Clubs, bi-monthly mailing of the Senior Bulletin, and membership cards and applications for the Senior Center and Senior Fitness Center. This account is reduced slightly based upon experience.

Dues & Travel: This account funds dues for the Connecticut Association of Senior Center Personnel, Connecticut Recreation and Park Association, National Council on Aging, and National Recreation and Park Association. In addition, mileage reimbursement is included in this appropriation, as is the cost of RecTrac certifications for the Senior Center.

Training: This budget is for local training opportunities for the Program Supervisor.

Advertising: This appropriation supports inclusion in the Leisure Services Program Guide and advertisements in local newspapers for special events and programs such as the Fitness Center Open House, Gazebo Concert Series, Health and Wellness Fair and Senior Housing Fair.

Professional Services: This line is used to purchase programming for the Senior Center and is reduced consistent with experience.

Contractual Services: This appropriation is the fee for a Fitness Consultant to manage the Step Up to Health Fitness Center. In addition, this appropriation funds banking fees relating to customer's use of credit cards.

Printing/Binding: The Board of Education print shop prints the Senior Center's Creative Writing Booklet, Senior Housing Fair programs, Health and Wellness Fair Programs and Town forms.

Office Equipment: This appropriation funds the replacement of computers in the senior computer training room, minor office equipment, and replacement weights for the fitness center.

Telecommunications: This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center.

Vehicles & Equipment Expense: This account pays for maintenance and gasoline for the Elmwood Express, a 24 passenger van used by the Senior Center.

Recreational Supplies: Supplies related to numerous programs and activities (such as billiards, table tennis, volleyball, basketball, and arts and crafts) are purchased with this appropriation.

Recreational Contractual: This appropriation pays instructor fees for all instructional classes at the Elmwood Senior Center and is offset by Program Registration revenue.

Special Events: This account funds program support, supplies, entertainment, and refreshments for special events.

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>2012</u>	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>	<u>Actual</u> <u>2016</u>
Number of members	1,048	1,062	1,046	1,056	991
Number of instructional programs	193	170	171	182	198
Number of program registrations	1,099	1,222	1,296	1,165	1,435
Number of recreational, special events and trip visitations	48,632	44,236	40,000	42,625	42,844

COST CENTER: WEST HARTFORD SENIOR CENTER

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Memberships	\$29,358	\$32,000	\$ 8,420	\$32,000	\$32,000	
Program Registration	51,134	42,000	24,550	45,000	45,000	7.1%
Rental of Facilities	61,077	48,000	36,092	58,000	58,000	20.8%
Special Events	25,535	20,000	14,650	18,000	22,000	10.0%
Contributions	<u>479</u>	<u>1,000</u>	<u>1,291</u>	<u>1,500</u>	<u>1,500</u>	50.0%
TOTAL	\$167,583	\$143,000	\$85,003	\$154,500	\$158,500	10.8%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$96,157	\$97,219	\$46,676	\$97,219	\$97,254	
Temporary Payroll	86,246	87,585	44,097	91,923	95,653	9.2%
Overtime	2,500			2,500	2,500	
Office Expense	8,946	8,500	4,225	9,204	8,500	
Dues and Travel	1,070	1,100	726	1,125	1,125	2.3%
Training	617	500		300	500	
Advertising	3,850	5,000	1,564	4,000	5,000	
Contractual Services	2,040	2,000	920	2,000	2,000	
Printing/Binding Services	287	100	45	100	100	
Office Equipment	10,462	6,800	671	6,000	6,500	-4.4%
Telecommunications	2,715	2,725	870	2,600	2,600	-4.6%
Operating Expense – Misc.	582	500		500	500	
Recreational Supplies	434	500	156	500	500	
Recreational Contractual	47,601	40,000	22,060	42,000	42,000	5.0%
Special Events	710	1,000	130	500	1,000	
Social Security	<u>10,109</u>	<u>12,132</u>	<u>4,830</u>	<u>12,132</u>	<u>12,575</u>	3.7%
TOTAL	\$274,326	\$265,661	\$126,970	\$272,603	\$278,307	4.8%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 banking fees relating to customers' use of credit cards.

Printing/Binding: The Board of Education print shop is used to print promotional materials for several special events, including the Entertainment Showcase and Senior Golf Tournament.

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Number of members	865	910	893	903	961
Number of instructional programs	160	126	226	193	212
Number of program registrations	1,178	1,119	1,416	1,449	1,760
Number of recreational, special events and trip visitations	66,707	67,191	67,001	68,213	68,748

COST CENTER: PARKS & GYMS

SUMMARY OF REVENUES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Miscellaneous Charges for Services	\$4,505	\$ 2,500	\$1,165	\$ 2,500	\$ 2,500	
Rental of Facilities	<u>1,481</u>	<u>15,000</u>	<u>3,585</u>	<u>14,000</u>	<u>15,000</u>	
TOTAL	\$5,986	\$17,500	\$4,750	\$16,500	\$17,500	

SUMMARY OF EXPENDITURES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$48,832	\$50,001	\$15,306	\$42,325	\$51,699	3.4%
Temporary Payroll	54,960	50,627	30,624	50,627	51,640	2.0%
Overtime	1,704	2,000	1,597	2,001	2,000	
Dues & Travel	973		50	50		
Professional Services	4,720	5,284		5,284	5,284	
Contractual Services	7,713	7,300		7,300	7,300	
Printing/Binding Services		150			150	
Uniforms & Laundry	906	400	32	400	400	
Telecommunications	922	350	407	527	350	
Building Maintenance	174					
Vehicles & Equipment Expense	3,114	2,250	277	2,100	2,250	
Grounds Maintenance	1,371	4,000	1,924	2,000	4,000	
Recreational Supplies	1,075	1,800	392	1,500	1,800	
Town Assistance	6,007	7,000	6,055	7,000	7,000	
Social Security	<u>4,731</u>	<u>4,699</u>	<u>1,692</u>	<u>4,699</u>	<u>4,405</u>	-6.3%
TOTAL	\$137,202	\$135,861	\$58,356	\$125,813	\$138,278	1.8%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>		
Facility Supervisor		0.40	0.40	0.40	0.40
Grounds Maintainer	<u>0.34</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
TOTAL	0.34	0.70	0.70	0.70	0.70

PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS

Regular Payroll: This appropriation funds portions of a Grounds Maintainer position (0.3) and Facility Supervisor (0.4) and reflects applicable merit increases.

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 and is adjusted to reflect historical experience.

PROGRAM PERFORMANCE MEASURES & INDICATORS

(Fiscal Year)

	Actual <u>2012</u>	Actual <u>2013</u>	Actual <u>2014</u>	Actual <u>2015</u>	Actual <u>2016</u>
Park permits issued	19	19	17	15	13
Field uses scheduled (prior calendar year)	17,033	17,494	17,318	17,167	17,666

COST CENTER: OUTDOOR POOLS

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
General Admission	\$69,500	\$60,000	\$70,172	\$75,000	\$60,000	
Memberships	31,289	20,000	27,090	29,000	20,000	
Miscellaneous Charges for Services	4,216	5,000	2,543	2,500	5,000	
Program Registration	<u>42,918</u>	<u>44,500</u>	<u>36,467</u>	<u>42,000</u>	<u>44,500</u>	
TOTAL	\$147,923	\$129,500	\$136,272	\$148,500	\$129,500	

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$80,380	\$83,962	\$32,247	\$83,962	\$82,699	-1.5%
Temporary Payroll	231,753	259,600	195,366	246,218	264,493	1.9%
Overtime	4,459	6,110	1,756	5,510	6,110	
Office Expense	1,012	1,145	446	1,217	1,325	15.7%
Dues and Travel	1,652	2,225	818	1,675	2,325	4.5%
Advertising		2,000	2,379	2,379	2,000	
Contractual Services	1,514	3,000	278	2,000	3,000	
Printing/Binding Services	291		10	10		
Uniforms & Laundry	570	545	559	559	545	
Telecommunications	2,753	2,950	1,465	3,394	2,950	
Building Maintenance	5,826	6,700	4,137	6,766	6,700	
Vehicles & Equipment Expense	401	2,500	194	2,034	2,500	
Operating Expense – Miscellaneous	14,102	16,100	7,576	16,100	16,100	
Grounds Maintenance	99		28	28		
Recreational Supplies	6,760	11,000	3,561	9,000	11,000	
Social Security	<u>10,447</u>	<u>10,712</u>	<u>5,307</u>	<u>10,193</u>	<u>11,269</u>	5.2%
TOTAL	\$362,019	\$408,549	\$256,127	\$391,045	\$413,016	1.1%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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
Facility Supervisor		0.40	0.40	0.40	0.40
Grounds Maintainer	<u>0.33</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
TOTAL	0.58	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. The fiscal year 2016 budget reflected the Beachland Pool closure, while all pools will be operational in fiscal year 2017 and 2018.

Overtime: The overtime appropriation is used for set up of the four pool facilities and four splash pads, as well as maintaining a seven day a week operation throughout the summer season. In addition, these funds are used for emergency pool coverage.

Office Expense: The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation.

Dues & Travel: This appropriation covers the recreational software license and mileage reimbursement for program coordinators, as well as certification courses necessary to maintain licenses for full-time staff.

Advertising: This appropriation funds advertising for the outdoor pool programs in the departmental brochure.

Contractual Services: This appropriation is for the cost of American Red Cross lifeguard safety programs.

Uniforms & Laundry: In accordance with union contracts, uniforms and safety equipment are provided to staff.

Telecommunications: This account funds telephone service at the outdoor pools and Beachland House, as well as cell phone costs for the Facility Supervisor.

Building Maintenance: This appropriation funds custodial supplies (paper products and cleaning chemicals), light bulbs, keys, minor hardware items, sensors for water monitoring and minor electrical supplies. Repairs and maintenance of a larger scale are funded via the Capital Non-Recurring Expenditure Fund.

Vehicles & Equipment Expense: The cost of fuel and general maintenance for one pickup truck used for transportation between pool locations is charged to this account.

Operating Expense - Miscellaneous: This account funds seasonal pool chemicals such as chlorine, calcium chloride, stabilizer, etc. in order to ensure that all pools are safe for public use.

Recreational Supplies: This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies.

Recreational Contractual: This appropriation funded instructors who taught classes offered by the Outdoor Pool program.

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Number of instructional programs	253	251	253	257	198
Number of swim lesson registrations	1,914	1,777	1,694	1,741	1,470

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Charges for Services	\$ 3,106,902	\$ 2,992,328	\$ 3,047,133	\$ 4,291,476
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	32,825	35,400	36,866	33,400
Transfer In	<u>300,500</u>	<u>297,326</u>	<u>297,626</u>	
Total Revenues & Other Resources	\$ 3,460,227	\$ 3,345,054	\$ 3,401,625	\$ 4,344,876

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Community Programming	\$ 641,288	\$ 614,957	\$ 637,953	\$ 583,490
Skating Rink Services	866,005	796,911	816,905	796,160
Rockledge Golf Course	1,175,713	1,217,217	1,218,755	1,202,243
Buena Vista Golf Course	142,962	156,605	156,821	159,277
Cornerstone Pool Operations	300,951	96,415	96,415	1,246,340
WH Meeting & Conference Center	74,439	72,918	72,114	76,906
Celebrate West Hartford	<u>133,367</u>	<u>146,795</u>	<u>136,807</u>	<u>142,108</u>
Total Expenditures and Other Uses	\$ 3,334,725	\$ 3,101,818	\$ 3,135,770	\$ 4,206,524
CHANGE IN FUND BALANCE	\$ 125,502	\$ 243,236	\$ 265,855	\$ 138,352

7/1 OPERATIONAL BALANCE	(\$ 834,952)	(\$ 709,450)	(\$ 709,450)	(\$ 693,595)
6/30 OPERATIONAL BALANCE	(\$ 709,450)	(\$ 716,214)	(\$ 693,595)	(\$ 555,243)

7/1 DEBT SERVICE BALANCE	(\$1,129,331)	(\$1,129,331)	(\$1,129,331)	(\$ 879,331)
6/30 DEBT SERVICE BALANCE	(\$1,129,331)	(\$ 879,331)	(\$ 879,331)	(\$ 879,331)

TOTAL 6/30 FUND BALANCE	(\$1,838,781)	(\$1,595,545)	(\$1,572,926)	(\$1,434,574)
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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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Charges for Service	\$2,766,000	\$2,648,000	\$2,865,000	\$2,933,000	\$3,107,000
Miscellaneous	32,000	39,000	51,000	34,000	33,000
TOTAL REVENUES	\$2,798,000	\$2,687,000	\$2,916,000	\$2,967,000	\$3,140,000
<u>Expenses:</u>					
Operational	\$2,900,000	\$2,991,000	\$3,065,000	\$3,109,000	\$3,335,000
TOTAL EXPENSES	\$2,900,000	\$2,991,000	\$3,065,000	\$3,109,000	\$3,335,000
CONTRIBUTED CAPITAL ADJUSTMENT	--	--	55,000	--	--
TRANSFERS FROM OTHER FUNDS	58,000	304,000	151,000	145,000	320,000
OPERATING RESULTS	(\$44,000)	--	\$57,000	\$3,000	\$125,000
FUND BALANCE	(\$2,024,000)	(\$2,024,000)	(\$1,967,000)	(\$1,964,000)	(\$1,839,000)

Fund: Leisure Services Enterprise Fund**Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE:**

In fiscal year 2016, the Leisure Services Enterprise Fund earned \$3,185,227 in operating revenues (inclusive of the \$20,000 contribution from Westmoor Park and \$25,500 transfer in for Rockledge capital improvements) with \$3,334,725 in operating expenses. The General Fund made a contribution of \$275,000. These revenues and expenditures resulted in a change in fund balance of \$125,502. This brought the fund deficit to \$1,838,781 at June 30, 2016.

FISCAL YEAR 2017 OPERATING RESULTS:

The adopted budget anticipated a surplus of \$243,236 for fiscal year 2017. A transfer from the Debt Service Fund in the amount of \$250,000 was 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. This transfer was offset, in part, by a budgeted operational deficit of \$6,764.

FISCAL YEAR 2018 BUDGET:

The fiscal year 2018 budget estimates revenues of \$4,344,876 with expenditures of \$4,206,524, resulting in operating surplus of \$138,352. Operating results by program are detailed on the next page.

As of July 1st the Town has contracted with a new management company for the Cornerstone Aquatics facility. As part of the management transfer the Town will account for revenues and expenditures in-house rather than receive just a management fee as was past practice. This program is expected to generate an \$88,660 profit in its first year.

ANNUAL BUDGET 2017-2018

Town of West Hartford Leisure Services Fund Operating Results by Facility				
	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2017 Estimated</u>	<u>2018 Adopted</u>
Community Programming				
Revenue	\$ 682,567	\$ 604,500	\$ 645,166	\$ 618,300
Expenditures	<u>641,288</u>	<u>614,957</u>	<u>637,953</u>	<u>583,490</u>
Operating Income (Loss)	41,279	(10,457)	7,213	34,810
Veterans Skating Rink				
Revenue	835,404	834,200	857,462	855,700
Expenditures	<u>866,005</u>	<u>796,911</u>	<u>816,905</u>	<u>796,160</u>
Operating Income (Loss)	(30,601)	37,289	40,557	59,540
Rockledge Golf Course				
Revenue	1,163,010	1,180,826	1,178,201	1,135,876
Expenditures	<u>1,175,713</u>	<u>1,217,217</u>	<u>1,218,755</u>	<u>1,202,243</u>
Operating Income (Loss)	(12,703)	(36,391)	(40,554)	(66,367)
Buena Vista Golf Course				
Revenue	156,427	153,000	146,268	145,000
Expenditures	<u>142,962</u>	<u>156,605</u>	<u>156,821</u>	<u>159,277</u>
Operating Income (Loss)	13,465	(3,605)	(10,553)	(14,277)
Cornerstone Aquatics				
Revenue	68,059	66,028	66,028	1,335,000
Expenditures	<u>300,951</u>	<u>96,415</u>	<u>96,415</u>	<u>1,246,340</u>
Operating Income (Loss)	(232,892)	(30,387)	(30,387)	88,660
WHMCC				
Revenue	104,137	85,000	87,000	85,000
Expenditures	<u>74,439</u>	<u>72,918</u>	<u>72,114</u>	<u>76,906</u>
Operating Income (Loss)	29,698	12,082	14,886	8,094
Celebrate! West Hartford				
Revenue	175,623	171,500	171,500	170,000
Expenditures	<u>133,367</u>	<u>146,795</u>	<u>136,807</u>	<u>142,108</u>
Operating Income (Loss)	42,256	24,705	34,693	27,892
Total				
Revenue	3,185,227	3,095,054	3,151,625	4,344,876
Expenditures	<u>3,334,725</u>	<u>3,101,818</u>	<u>3,135,770</u>	<u>4,206,524</u>
Operating Income (Loss)	(\$ 149,499)	(\$ 6,764)	\$ 15,855	\$ 138,352

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	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Charges for Services	\$3,106,902	\$2,992,328	\$1,656,833	\$3,047,133	\$4,291,476	43.4%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	32,825	35,400	19,166	36,866	33,400	-5.6%
Transfer In	<u>300,500</u>	<u>297,326</u>	<u>297,326</u>	<u>297,626</u>		-100.0%
TOTAL	\$3,460,227	\$3,345,054	\$1,973,325	\$3,401,625	\$4,344,876	29.9%
<u>Expenditures:</u>						
Wages & Salaries	\$1,166,372	\$1,156,037	\$592,475	\$1,154,812	\$1,186,682	2.7%
Operating Expense	1,535,496	1,245,385	687,958	1,280,639	2,387,307	91.7%
Equipment		47,326	42,786	47,326		-100.0%
Fringe Benefits	<u>632,857</u>	<u>653,070</u>	<u>447,634</u>	<u>652,993</u>	<u>632,535</u>	-3.1%
TOTAL	\$3,334,725	\$3,101,818	\$1,770,853	\$3,135,770	\$4,206,524	35.6%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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	1	0.5	0.35	0.35	0.10
Facility Supervisor		0.1	0.1	0.1	0.1
Recreation Specialist	1		1	1	1
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3.2	2.4	2.4	2.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	9.68	8.48	8.53	8.53	8.28

The fiscal year 2018 Leisure Services Fund budget increases \$1,104,706 or 35.6% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees, offset by the reallocation of 0.25 full-time employees to the General Fund based upon work performed. Operating expenses increase \$1,141,922. This increase is primarily attributed to the new management contract at the Cornerstone facility offset slightly by utility expenditures (\$32,999). Fringe benefits decrease \$20,535 due to decreased risk costs allocated to this Fund.

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Community Programming	\$641,288	\$ 614,957	\$431,170	\$ 637,953	\$ 583,490	-5.1%
Skating Rink Services	866,005	796,911	454,021	816,905	796,160	-0.1%
Rockledge Golf Course	1,175,713	1,217,217	716,462	1,218,755	1,202,243	-1.2%
Buena Vista Golf Course	142,962	156,605	86,185	156,821	159,277	1.7%
Cornerstone Pool Operations	300,951	96,415	38,973	96,415	1,246,340	1,192.7%
WH Meeting & CC	74,439	72,918	32,558	72,114	76,906	5.5%
Celebrate West Hartford	<u>133,367</u>	<u>146,795</u>	<u>11,484</u>	<u>136,807</u>	<u>142,108</u>	-3.2%
TOTAL	\$3,334,725	\$3,101,818	\$1,770,853	\$3,135,770	\$4,206,524	35.6%

PROGRAM PERFORMANCE MEASURES & INDICATORS

	(Fiscal Year)				
	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 2016</u>
Total number of instructional programs offered	2,928	2,835	2,946	2,943	2,780
Total number of instructional program registrations for all programs	30,326	29,974	28,688	28,727	30,781
Value of subsidized use of recreational facilities	\$361,157	\$367,193	\$371,167	\$371,611	369,829
Public session attendance at Skating Rink	23,385	25,056	25,276	23,798	18,410
Number of golf rounds – Rockledge	46,808	44,863	45,042	43,106	46,898
Number of golf rounds – Buena Vista	14,444	14,258	15,406	16,094	16,308

ANNUAL BUDGET 2017-2018

Fund: Leisure Services Enterprise Fund
Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

	Actual	Adopted	Actual	Estimated	Adopted	Percent
	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Regular Payroll	\$575,844	\$611,319	\$264,073	\$597,940	\$619,429	1.3%
Temporary Payroll	520,388	482,365	298,696	495,516	504,275	4.5%
Overtime	69,761	62,353	29,548	61,199	62,978	1.0%
Education Premium Pay	379		157	157		
Office Expense	24,495	21,275	14,441	20,768	22,500	5.8%
Dues and Travel	7,223	8,195	4,566	8,185	8,260	0.8%
Training	180					
Advertising	45,895	56,875	24,346	53,562	56,875	
Professional Services	64,891	51,847	31,462	64,400	123,300	137.8%
Contractual Services	71,223	79,950	40,062	78,775	930,841	1,064.3%
Printing/Binding Services	5,212	8,300	2,788	4,980	5,800	-30.1%
Office Equipment	3,808	7,956	1,158	6,787	7,956	
Uniforms & Laundry	5,022	6,098	2,264	5,998	6,098	
General Contributions	381					
Information Technology			199	199		
Utilities	413,372	201,720	100,860	201,720	418,721	107.6%
Telecommunications	10,879	11,153	4,058	10,553	11,153	
Building Maintenance	73,590	44,624	21,560	46,624	53,724	20.4%
Vehicles & Equipment Expense	16,316	24,900	8,942	23,900	23,900	-4.0%
Operating Expense - Misc.	64,662	68,714	64,238	73,092	71,714	4.4%
Grounds Maintenance	75,480	82,464	49,768	81,464	82,464	
Depreciation	25,911	26,093	122	24,531	24,531	-6.0%
Merchandise for Resale	37,604	33,100	15,056	35,000	33,100	
Maintenance & Repairs	69,382	51,100	22,061	56,100	56,100	9.8%
Recreational Supplies	29,507	42,950	44,128	47,509	37,270	-13.2%
Recreational Contractual	408,436	336,750	233,379	364,407	337,700	0.3%
Special Events	30,031	40,016	120	31,180	33,000	-17.5%
Town Assistance	13,230	2,900	1,380	2,500	2,900	
Rental/Leases	38,767	38,405	1,000	38,405	39,400	2.6%
Operating Equipment		21,969	21,969	21,969		-100.0%
Vehicles		25,357	20,817	25,357		-100.0%
Social Security	57,465	59,666	26,047	59,666	61,114	2.4%
Pension	224,451	249,772	249,772	249,695	253,822	1.6%
Risk Management Expense	<u>350,940</u>	<u>343,632</u>	<u>171,816</u>	<u>343,632</u>	<u>317,599</u>	-7.6%
TOTAL	\$3,334,725	\$3,101,818	\$1,770,853	\$3,135,770	\$4,206,524	35.6%

West Hartford, Connecticut

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Community Development Block

Grant	\$ 665,769	\$1,197,565	\$1,197,565	\$ 699,003
Total Revenues & Other Resources	\$ 665,769	\$1,197,565	\$1,197,565	\$ 699,003

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Housing Services	\$ 303,090	\$ 311,439	\$ 311,439	\$ 318,510
Public Service & CDBG				
Administration	<u>362,679</u>	<u>886,126</u>	<u>886,126</u>	<u>380,493</u>
Total Expenditures & Other Uses	\$ 665,769	\$1,197,565	\$1,197,565	\$ 699,003

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Intergovernmental	\$904,000	\$599,000	\$539,000	\$1,015,000	\$666,000
TOTAL REVENUES	\$904,000	\$599,000	\$539,000	\$1,015,000	\$666,000
<u>Expenditures:</u>					
Grant Activities	904,000	599,000	539,000	1,015,000	666,000
TOTAL EXPENDITURES	\$904,000	\$599,000	\$539,000	\$1,015,000	\$666,000
OPERATING RESULTS	--	--	--	--	--
FUND BALANCE	--	--	--	--	--

CDBG HOUSING REHAB					
FUND BALANCE	(\$35,000)	\$54,000	\$54,000	\$21,000	\$21,000

COMBINED FUND	(\$35,000)	\$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 2017 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 2018 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 (\$149,894), Public Facility Improvements (\$98,930), 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 2018
<u>Fund</u>	<u>Department</u>	<u>Program</u>	<u>Adopted</u>
CDBG (Fund 13)	Community Development	Housing Rehab Administration	\$168,510
CDBG (Fund 13)	Community Development	Code Enforcement	150,000
CDBG – Housing Rehab (Fund 14)	Community Development	Housing Rehabilitation	175,000
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	98,930
CDBG (Fund 13)	Leisure & Social	CDBG Administration	<u>149,894</u>
		TOTAL	\$874,003

ANNUAL BUDGET 2017-2018

Fund: Community Development Block Grant Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES BY PROGRAM

<u>Program</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
CDGB – Administration	\$145,142	\$141,174	\$92,196	\$141,231	\$149,894	6.2%
Hillcrest Outreach	77,760	80,131	37,140	80,039	79,848	-0.4%
Volunteer Services	51,189	51,821	23,508	51,576	51,821	
Public Facility Improvements	<u>88,588</u>	<u>613,000</u>	<u>141,564</u>	<u>613,280</u>	<u>98,930</u>	-83.9%
Total Public Services	\$362,679	\$886,126	\$294,408	\$886,126	\$380,493	-57.1%

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$94,114	\$91,142	\$44,048	\$91,142	\$98,538	8.1%
Temporary Payroll	72,489	75,278	33,187	73,216	73,216	-2.7%
Education Premium Pay	92		48	48		
Office Expense	1,405	1,075	40	1,039	1,075	
Dues and Travel		100				-100.0%
Training	100	300		200	300	
Advertising	1,279	1,500	865	1,500	1,500	
Printing/Binding Services	18	230		230	230	
General Contributions	10,000	10,000	10,000	10,000	10,000	
Utilities	2,671	3,850	1,718	3,625	3,725	-3.2%
Telecommunications	528	830	120	750	800	-3.6%
Building Maintenance	1,505	1,800	453	1,475	1,825	1.4%
Grounds Maintenance	1,300	1,600		3,200	1,600	
Special Events	3,663	1,250	1,010	2,250	1,250	
Rental/Leases	4,000	4,000	4,000	4,000	5,000	25.0%
Public/Private Partnerships		29,142			98,930	239.5%
Social Security	8,502	6,972	3,739	6,973	4,250	-39.0%
Pension	32,799	34,033	34,033	34,033	37,208	9.3%
Risk Management Expense	39,627	39,165	19,583	39,165	41,046	4.8%
Transfer Out	<u>88,587</u>	<u>583,859</u>	<u>141,564</u>	<u>613,280</u>		-100.0%
Total Public Services	\$362,679	\$886,126	\$294,408	\$886,126	\$380,493	-57.1%

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
Full-Time Positions:	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.40	0.40	0.37	0.37	0.37
Community Partnership Manager	0.40	0.40	0.40	0.40	0.40
Social Services Manager	0.05	0.05			.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	1.00	0.92	0.92	0.92

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Charges for Services	\$ 307,842	\$ 307,800	\$ 310,000	\$ 319,000
Trust Income	348,520	365,000	339,283	339,283
Interest Income	1,226	1,500	1,200	1,000
Miscellaneous Revenue	<u>38,168</u>	<u>8,000</u>	<u>8,000</u>	<u>10,000</u>
Total Revenues & Other Resources	\$ 695,756	\$ 682,300	\$ 658,483	\$ 669,283

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Park Operations	\$ 546,232	\$ 433,220	\$ 410,554	\$ 430,059
Park Programs	102,872	118,833	105,193	123,340
Park Summer Camp	<u>154,287</u>	<u>115,535</u>	<u>126,810</u>	<u>118,207</u>
Total Expenditures & Other Uses	\$ 803,391	\$ 667,588	\$ 642,557	\$ 671,606

CHANGE IN FUND BALANCE	(\$ 107,635)	\$ 14,712	\$ 15,926	(\$ 2,323)
BEGINNING BALANCE	\$ 514,797	\$ 407,162	\$ 407,162	\$ 423,088
ENDING BALANCE	\$ 407,162	\$ 421,874	\$ 423,088	\$ 420,765

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Charges for Services	\$194,000	\$224,000	\$260,000	\$292,000	\$346,000
Interest Income	1,000	2,000	1,000	2,000	1,000
Trust Income	313,000	349,000	368,000	369,000	348,000
TOTAL REVENUES	\$508,000	\$575,000	\$629,000	\$663,000	\$695,000
<u>Expenditures:</u>					
Operational	\$525,000	\$547,000	\$630,000	\$617,000	\$675,000
TOTAL EXPENDITURES	\$525,000	\$547,000	\$630,000	\$617,000	\$675,000
TRANSFERS TO OTHER FUNDS	(\$28,000)	(\$28,000)	(\$28,000)	(\$28,000)	(\$128,000)
OPERATING RESULTS	(\$45,000)	--	(\$29,000)	\$18,000	(\$108,000)
FUND BALANCE	\$526,000	\$526,000	\$497,000	\$515,000	\$407,000

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, in each of the past two fiscal years the fund achieved an operating surplus, prior to transfers to other funds. In fiscal year 2016, fund balance of \$100,000 was used for capital improvements at Westmoor Park. Fund balance at June 30, 2016 was \$407,162.

FISCAL YEAR 2017 OPERATING RESULTS

The fund is expected to generate revenues of \$658,483 with corresponding expenditures of \$642,557, resulting in an increase to fund balance of \$15,926. Fund balance at June 30, 2017 will be approximately \$423,000.

FISCAL YEAR 2018 BUDGET

The fiscal year 2018 budget anticipates revenues of \$669,283 with corresponding expenditures of \$671,606, resulting in a use of \$2,323 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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Number of instructional programs	586	536	485	517	516
Number of instructional program registrations	10,769	9,614	7,890	8,165	9,978
Number of Group tours/birthday parties	163	125	122	145	163
Program attendance-public classes/services	6,471	6,291	6,136	5,112	3,169
Program attendance-groups attending	9,398	8,194	6,853	6,403	8,069

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>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Charges for Services	\$307,842	\$307,800	\$ 82,519	\$310,000	\$319,000	3.6%
Trust Income	348,520	365,000	110,440	339,283	339,283	-7.0%
Interest Income	1,226	1,500	326	1,200	1,000	-33.3%
Miscellaneous Revenue	<u>38,168</u>	<u>8,000</u>	<u>1,427</u>	<u>8,000</u>	<u>10,000</u>	25.0%
TOTAL	\$695,756	\$682,300	\$194,712	\$658,483	\$669,283	-1.9%
<u>Expenditures:</u>						
Wages & Salaries	\$344,650	\$348,347	\$188,086	\$344,139	\$354,890	1.9%
Operating Expense	136,964	123,749	76,651	132,926	116,041	-6.2%
Fringe Benefits	<u>321,777</u>	<u>195,492</u>	<u>109,177</u>	<u>165,492</u>	<u>200,675</u>	2.7%
TOTAL	\$803,391	\$667,588	\$373,914	\$642,557	\$671,606	0.6%

	<u>Authorized Positions</u>			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.2			
Parks and Facility Supervisor	—	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL	2.33	2.3	2.1	2.1	2.1

BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2018 Westmoor Park Fund budget reflects revenue of \$669,283 with corresponding expenditures totaling \$671,606. In total, expenditures increase \$4,018 due to contractual cost-of-living and merit increases and increased pension expense, offset by a reduction in operating expenses based upon experience and anticipated needs.

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 2018, this amount is estimated to be \$339,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

ANNUAL BUDGET 2017-2018

Fund: Westmoor Park Fund

Department: Leisure Services & Social Services

SUMMARY OF EXPENDITURES

<u>Expenditures</u>	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$145,249	\$146,309	\$ 69,199	\$146,309	\$151,465	3.5%
Temporary Payroll	197,274	200,938	117,626	196,570	202,325	0.7%
Overtime	2,127	1,100	1,261	1,260	1,100	
Office Expense	3,349	4,200	948	3,728	4,300	2.4%
Dues and Travel	404	700		700	700	
Training	815	1,200		1,200	1,200	
Advertising	9,520	5,200	2,705	5,200	5,200	
Professional Services	12,260	12,000	8,666	15,000	10,000	-16.7%
Contractual Services	6,234	5,700	2,682	5,200	4,700	-17.5%
Printing/Binding Services	1,006	500	511	1,300	1,300	160.0%
Office/Minor Equipment	2,919	2,000	452	2,000	1,000	-50.0%
Miscellaneous Admin. Expense	24	800	32	400	800	
Utilities	18,903	16,749	8,375	16,749	17,041	1.7%
Telecommunications	1,888	1,800	564	1,800	1,800	
Building Maintenance	31,770	39,000	32,076	41,200	31,500	-19.2%
Vehicles & Equipment Expense	1,589	2,500	1,105	2,100	1,700	-32.0%
Operating Expense – Miscellaneous	80	500		500	500	
Grounds Maintenance	7,635	5,500	955	4,500	4,000	-27.3%
Merchandise for Resale	1,028	500		500	500	
Maintenance & Repairs	6,808	4,000	930	4,000	4,000	
Miscellaneous Supplies	5,673	4,200	783	4,200	4,200	
Recreational Supplies	6,038	3,600	3,170	4,100	3,600	
Recreational Contractual	5,187	5,000	2,072	5,000	5,000	
Insured Program Expenses	11,012	8,000	6,676	9,600	10,000	25.0%
Rental/Leases	2,801		3,837	3,837	3,000	
Library Materials	20	100	112	112		-100.0%
Social Security	14,655	17,083	6,879	17,083	19,737	15.5%
Pension	52,885	54,502	54,502	54,502	57,051	4.7%
Risk Management Expense	125,923	95,592	47,796	65,592	95,572	
Transfers Out	<u>128,315</u>	<u>28,315</u>		<u>28,315</u>	<u>28,315</u>	
Total Department	\$803,391	\$667,588	\$373,914	\$642,557	\$671,606	0.6%

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<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	0.95	1	1	0.95
Social Worker	2	2	2	2	2
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2	2.8	2.8	2.8	2.8
Program Supervisor	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Grounds Maintainer	0.67	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	0.65	0.9
Neighborhood Resource Coordinator	0.6	0.6	0.63	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	11.99	13.22	13.45	13.45	13.65
<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	0.4	0.37	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
Volunteer Coordinator					
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	1.0	0.92	0.92	0.97
<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	1	0.5	0.35	0.35	0.25
Facility Supervisor		0.1	0.1	0.1	0.1
Recreation Specialist	1		1	1	1
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3.2	2.4	2.4	2.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL LEISURE SERVICES FUND	9.68	8.48	8.53	8.53	8.28

ANNUAL BUDGET 2017-2018

DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.2			
Facility Supervisor	—	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.33	2.3	2.1	2.1	2.1
 TOTAL LEISURE SERVICES & SOCIAL SERVICES DEPARTMENT	 25	 25	 25	 25	 25

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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.

BUDGET SUMMARY						
DEPARTMENT OF LIBRARY SERVICES						
	Actual	Adopted	Actual	Estimated	Adopted	Percent
<u>Revenues:</u>	<u>2015-16</u>	<u>2016-17</u>	<u>6 Months</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Intergovernmental Revenues	\$ 10,779	\$ 1,000	\$	\$ 1,000	\$	-100.0%
Fines & Forfeitures	58,176	65,000	25,947	65,000	65,000	
TOTAL	\$68,955	\$66,000	\$25,947	\$66,000	\$65,000	-1.5%
<u>Expenditures:</u>						
Wages & Salaries	\$2,454,357	\$2,582,283	\$1,214,119	\$2,566,823	\$2,588,566	0.2%
Operating Expense	660,186	647,187	383,521	646,398	654,587	1.1%
Social Security	181,868	180,816	87,502	179,274	178,861	-1.1%
TOTAL	\$3,296,411	\$3,410,286	\$1,685,142	\$3,392,495	\$3,422,014	0.3%

	Authorized Positions			Revised	Adopted
Full-Time Positions:	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
General Fund	24	24	24	24	24
TOTAL	24	24	24	24	24

BUDGET & PROGRAM HIGHLIGHTS

With locations in each of the Town's three primary business centers, the West Hartford Libraries create opportunities for learning and connecting at town facilities every day, and online 24/7. The libraries support, on average, over 4,500 customer service interactions each day. The West Hartford Libraries have long gone beyond the traditional borrowing and lending of materials, research assistance, and programs for every age. Residents enjoy computer access, downloadable movies, music, books and magazines, current event and book discussions, conversation groups for speakers of other languages, writers' workshops, and a wide variety of online learning opportunities.

In fiscal year 2017-2018, the Library Services budget reflects changes to the Library's service model. The budget is now organized in six audience-focused cost centers. For each audience, allocations have been made for library collections, programs, technology, and customer services. Expenditures for services and programs necessary to the on-going operation of the library system, such as the automated catalog system (ILS), memberships in cooperatives for resource sharing, cataloging and group purchasing, and staffing for cataloging, technology support and programs, are now consolidated in the Administrative Services cost center. All full-time staff provide direct customer service on a regular basis and all staff are cross-trained to work in all library locations as needed. These changes are the result of initiatives outlined in the Library's current strategic plan which may be found on the Library website.

The budget for fiscal year 2018 reflects an increase of \$11,728 or 0.3% over the fiscal year 2017 budget. Wages and salaries reflect estimated merit increases and a minor shift in hours of operation generating a savings of approximately \$10,000. Operating expense increases \$7,400 related to changes in the services and grants provided by the Connecticut State Library. Previously, the cost of high-speed internet access provided by the Connecticut Education Network (\$5,400) had been covered by the State Library. In addition, the local resource sharing consortium, which provides online catalog and circulation, has increased membership fees for the first time in six years (\$2,000). Also, grants to libraries for participation in the state interlibrary loan network and for contributing annual statistics to the state library have been eliminated (\$1,000).

COST CENTER: ADMINISTRATIVE SERVICES (FORMERLY MANAGEMENT DIVISION)

SUMMARY OF REVENUES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Library Grants	\$10,779	\$ 1,000	\$	\$ 1,000	\$	-100.0%
Library Fines	<u>58,176</u>	<u>65,000</u>	<u>25,947</u>	<u>65,000</u>	<u>65,000</u>	
TOTAL	\$68,955	\$66,000	\$25,947	\$66,000	\$65,000	-1.5%

SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$257,265	\$274,300	\$130,161	\$300,228	\$637,115	132.3%
Temporary Payroll	43,633	57,805	34,048	57,805	209,539	262.5%
Overtime		880	6	880	880	
Education Premium Pay	1,147	780	476	1,020	2,040	161.5%
Office Expense	23,058	21,650	13,496	22,871	54,000	149.4%
Dues and Travel	1,832	3,570	1,914	3,810	4,450	24.6%
Professional Services	2,199	3,500	2,003	3,500	3,700	5.7%
Contractual Services	898	1,200	533	1,200	1,200	
Printing/Binding Services	731	1,000	141	1,000	1,000	
Office Equipment	230	2,400		2,400	400	-83.3%
Information Technology	112				118,375	
Telecommunications	7,779	8,000	2,045	8,000	8,000	
Rental/Leases	2,639	5,500	100	3,000		-100.0%
Social Security	<u>24,044</u>	<u>23,906</u>	<u>11,837</u>	<u>25,895</u>	<u>59,658</u>	149.6%
TOTAL	\$365,567	\$404,491	\$196,760	\$431,609	\$1,100,357	172.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>		
Director of Library Services	1	1	1	1	1
Librarian III					1
Librarian II	1	1	1	1	2
Office Operations Specialist	1	1	1	1	1
Library Specialist					<u>3</u>
TOTAL	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</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, a Librarian III, two Librarians II, and three Library Specialists. Of these, a Librarian II (Collections), Librarian III (Technology), and two Library Specialists (Collections) have been absorbed from Technical Services, which is no longer a separate cost center. An additional Library Specialist has been transferred from the Circulation Division to provide full-time support for programs, the website, and publicity. Estimated merit increases are included for these positions, where applicable.

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.

Dues & Travel: The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, averaging \$25 per 1/2 day, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to library work. Many staff are now able to attend “webinars” or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time.

Professional Services: This appropriation is used for hiring presenters for programs open to the public and staff training. Funding has been used to bring workshop presentations, webinars, and other training opportunities to the library, enabling the library to provide in-house training for the entire staff at one time. It has also been used to hire consultants to help with planning, updating of technology, etc., in cases where that capacity does not exist on the staff. This also funds presentations to the public - programs for all ages from preschoolers through seniors - including author talks, discussions of local theater and art exhibits, puppetry and science programs for children, writing contests for teens, film series, and lectures on topics of interest.

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. In prior years this appropriation had been allocated amongst divisions under the rental/leases line item, but are now consolidated in the Administrative Services division under information technology.

Telecommunications: This funds desktop telephone services and faxes at the library's three locations, for maintenance, long distance calls and circuits.

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>2012</u>	<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>Library Customer Services:</u>					
Customer Attendance*	536,902	520,340	510,489	470,676	472,554
Number of Print Book & Media Loans	798,246	809,821	820,678	798,797	756,673
Number of Electronic Book & Media Loans	12,869	22,813	34,687	38,427	42,286
Loans per Capita	12.8	13.2	13.5	13.2	12.6
Programs and Museum Passes	2,021	2,444	2,635	3,105	3,323
Computer Use**	93,158	90,440	94,436	58,686	56,871
Reference Inquiries	77,134	66,085	54,345	86,588	83,467
Electronic Information Retrievals	361,447	527,569	341,668	370,292	373,657
Wireless (WIFI) Usage	45,260	45,467	50,529	75,714	94,698
Visitors to library website***	415,858	497,272	481,513	391,619	357,847

* The FY 2015 increase in downloadable circulation corresponds to lower attendance because patrons can check out materials from home.

** Prior to FY 2015 computer use was reported in hours. Beginning in FY 2015 it is reported in sessions.

*** Beginning in FY 2015 the library's website was no longer pre-programmed to be the default display on library computers.

COST CENTER: TECHNICAL SERVICES DIVISION
SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$285,885	\$295,007	\$142,897	\$295,007	\$	-100.0%
Temporary Payroll	141,050	165,705	73,504	165,705		-100.0%
Office Expense	23,361	22,500	9,349	22,500		-100.0%
Dues and Travel		480	60	480		-100.0%
Information Technology	6,015	5,000	3,007	5,000		-100.0%
Rental/Leases	38,132	29,925	23,362	29,925		-100.0%
Social Security	<u>33,240</u>	<u>31,403</u>	<u>15,578</u>	<u>31,403</u>		-100.0%
TOTAL	\$527,683	\$550,020	\$267,757	\$550,020	\$	-100.0%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Librarian III	1	1	1	1	
Librarian II		1	1	1	
Librarian I	1				
Library Specialist	1	2	2	2	
Library Assistant	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	
TOTAL	4	4	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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$236,550	\$239,742	\$115,803	\$216,179	\$435,368	81.6%
Temporary Payroll	103,307	135,480	57,871	121,446	248,882	83.7%
Overtime	2,527	535	552	552	2,535	373.8%
Education Premium Pay	3,156	2,040	1,288	2,040	1,740	-14.7%
Office Expense	2,223	2,750	487	2,750	2,000	-27.3%
Dues and Travel	560	350	60	350	900	157.1%
Rental/Leases	9,500	9,500	9,500	9,500		-100.0%
Library Materials					230,608	
Electronic Materials					39,550	
Social Security	<u>25,332</u>	<u>24,916</u>	<u>12,827</u>	<u>23,026</u>	<u>46,691</u>	87.4%
TOTAL	\$383,155	\$415,313	\$198,388	\$375,843	\$1,008,274	142.8%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Librarian III					1
Librarian II		1	1	1	2
Librarian I	1				1
Library Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>
TOTAL	4	4	4	4	6

ADULT SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

The Adult Services division combines the 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 6 full-time positions, whose “home base” is the Noah Webster Library. A full time position has been transferred from Adult Services to Administrative Services for program and publicity support. 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. (See Administrative Services description for detail.)

Rental/Leases: Now listed 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.

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.

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

COST CENTER: PUBLIC SERVICES

SUMMARY OF EXPENDITURES						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Regular Payroll	\$214,251	\$238,991	\$113,736	\$238,991	\$	-100.0%
Temporary Payroll	107,795	105,320	48,437	119,354		-100.0%
Overtime	1,054	2,000	372	2,000		-100.0%
Office Expense	7,947	4,000	222	4,000		-100.0%
Dues and Travel	415	550	50	550		-100.0%
Professional Services		200		200		-100.0%
Rental/Leases	22,000	21,750	22,000	22,000		-100.0%
Library Materials	285,531	270,158	163,894	265,624		-100.0%
Electronic Materials			4,534	4,534		
Social Security	<u>23,175</u>	<u>24,714</u>	<u>11,381</u>	<u>24,714</u>		-100.0%
TOTAL	\$662,168	\$667,683	\$364,626	\$681,967	\$	-100.0%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Librarian III	1	1	1	1	
Librarian II	1	1	1	1	
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	—
TOTAL	3	3	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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$233,161	\$202,744	\$81,306	\$183,229	\$198,294	-2.2%
Temporary Payroll	87,667	87,434	47,554	87,434	85,215	-2.5%
Education Premium Pay	862	480	336	780	1,020	112.5%
Office Expense	3,552	3,250	1,792	3,250	1,500	-53.8%
Dues and Travel	150	330		330	330	
Professional Services	704	1,000		1,000	1,000	
Rental/Leases	12,400	12,400	12,400	12,400		-100.0%
Library Materials	53,911	56,777	21,482	56,777	56,777	
Social Security	<u>20,616</u>	<u>20,222</u>	<u>9,432</u>	<u>18,581</u>	<u>19,710</u>	-2.5%
TOTAL	\$413,023	\$384,637	\$174,302	\$363,781	\$363,846	-5.4%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Librarian III	1	1	1		
Librarian II				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 offset by the reassignment of a Librarian II position versus Librarian III.

Temporary Payroll: This allocation covers professional, clerical and page positions who provide direct customer service.

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

Office Expense: This appropriation covers the cost of office and library supplies that are needed at each branch location.

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 listed 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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$216,413	\$223,015	\$109,849	\$223,015	\$214,413	-3.9%
Temporary Payroll	75,207	88,639	38,455	88,639	85,695	-3.3%
Education Premium Pay					720	
Office Expense	2,175	3,250	2,405	3,250	1,500	-53.8%
Dues and Travel	300	330		330	330	
Professional Services	660	1,000		1,000	1,000	
Rental/Leases	12,400	12,400	12,400	12,400		-100.0%
Library Materials	52,030	57,809	26,856	57,809	57,809	
Social Security	<u>20,848</u>	<u>21,721</u>	<u>10,230</u>	<u>21,721</u>	<u>20,984</u>	-3.4%
TOTAL	\$380,033	\$408,164	\$200,195	\$408,164	\$382,451	-6.3%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</u>
Librarian III	1	1	1	1	1
Librarian I			1	1	1
Library Specialist	2	2	1		
Library Assistant				<u>1</u>	<u>1</u>
TOTAL	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>

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, offset by the assignment of a Library Assistant to the branch versus a Library Specialist.

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 in the rare instances that we are not able to get them at no charge.

Rental/Leases: Now listed 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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$225,373	\$224,966	\$107,971	\$224,966	\$225,396	0.2%
Temporary Payroll	118,323	131,996	58,552	131,996	130,548	-1.1%
Overtime	1,194	1,323	1,065	1,323	1,323	
Office Expense	4,769	5,000	2,390	5,000	3,000	-40.0%
Dues and Travel	694	637	120	637	637	
Professional Services	1,950	2,500	881	2,500	2,500	
Rental/Leases	10,000	10,000	10,000	10,000		-100.0%
Library Materials	50,607	50,052	27,504	49,351	47,502	-5.1%
Electronic Materials			701	701	2,550	
Social Security	<u>27,024</u>	<u>26,205</u>	<u>12,597</u>	<u>26,205</u>	<u>24,364</u>	-7.0%
TOTAL	\$439,934	\$452,679	\$221,781	\$452,679	\$437,820	-3.3%

FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 welcome 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 assist children and parents in using these 21st century tools. New roles for staff this past year are a Children and Families Outreach Coordinator, "home-based" at the Faxon Branch, 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. The appropriation includes estimated merit increases.

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. Wages for part-time staff working Sundays are included.

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.

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 listed 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>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2016-17</u>	<u>Adopted</u> <u>2017-18</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$69,110	\$70,189	\$35,605	\$71,322	\$72,651	3.5%
Temporary Payroll	29,428	32,912	14,276	32,912	35,192	6.9%
Office Expense	1,176	1,300	289	1,300	1,300	
Dues and Travel		100		100	100	
Professional Services	920	1,000	500	1,000	1,000	
Rental/Leases	2,500	2,500	2,500	2,500		-100.0%
Library Materials	14,126	11,569	4,511	11,534	10,774	-6.9%
Electronic Materials			35	35	795	
Social Security	<u>7,587</u>	<u>7,729</u>	<u>3,618</u>	<u>7,729</u>	<u>7,454</u>	-3.6%
TOTAL	\$124,847	\$127,299	\$61,334	\$128,432	\$129,266	1.5%

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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. The increase results from the decision to utilize more temporary hours in this division versus prior years.

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 listed 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 2017-2018

BUDGET IN BRIEF

WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Library Grant	\$ 8,980	\$ 8,980	\$ 8,980	\$
Charges for Copies	17,166	15,000	15,000	15,000
Interest Income	<u>200</u>	<u> </u>	<u>52</u>	<u> </u>
Total Revenue & Other Resources	\$ 26,346	\$ 23,980	\$ 24,032	\$ 15,000

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Library Operations	<u>\$ 19,367</u>	<u>\$ 70,419</u>	<u>\$ 48,980</u>	<u>\$ 36,491</u>
Total Expenditures	\$ 19,367	\$ 70,419	\$ 48,980	\$ 36,491

CHANGE IN FUND BALANCE	\$ 6,979	(\$ 46,439)	(\$ 24,948)	(\$ 21,491)
BEGINNING BALANCE	\$ 39,460	\$ 46,439	\$ 46,439	\$ 21,491
ENDING BALANCE	\$ 46,439	\$	\$ 21,491	\$

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Intergovernmental	\$18,000	\$19,000	\$27,000	\$22,000	\$ 9,000
Charges for Copies	19,000	17,000	17,000	18,000	17,000
Interest Income					
TOTAL REVENUES	\$37,000	\$36,000	\$44,000	\$40,000	\$26,000
<u>Expenditures:</u>					
Library Operations	\$ 16,000	\$ 52,000	\$ 37,000	\$ 37,000	\$ 19,000
TOTAL EXPENDITURES	\$ 16,000	\$ 52,000	\$ 37,000	\$ 37,000	\$ 19,000
OPERATING RESULTS	\$ 21,000	(\$16,000)	\$ 7,000	\$ 3,000	\$ 7,000
FUND BALANCE	\$ 45,000	\$ 29,000	\$ 36,000	\$ 39,000	\$ 46,000

REVIEW OF PERFORMANCE

The fund balance in the Library Fund increased \$7,000 in FY 2016, resulting in a balance of \$46,000 at June 30, 2016.

FISCAL YEAR 2017 OPERATING RESULTS

In fiscal year 2017, it is expected that the fund will earn \$8,980 in intergovernmental revenue, \$15,000 in charges for copier revenue, and \$52 in interest income. Estimated expenditures total \$48,980 and are comprised of operating expenses (\$15,000), office equipment and furniture (\$8,980) and computer equipment (\$25,000). Fund balance is estimated to total \$21,491 at June 30, 2017.

FISCAL YEAR 2018 BUDGET

The fiscal year 2018 budgeted revenue is comprised of copier revenue of \$15,000. The Governor's proposed budget eliminated the library grant. Budgeted expenditures total \$36,491, comprised of operating expense (\$15,000), and computer equipment and furniture (\$21,491), fully expending fund balance.

DEPARTMENT: LIBRARY

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	5	5	5	4	4
Librarian II	2	4	4	5	5
Librarian I	4	3	3	3	3
Library Specialist	5	5	5	5	5
Library Assistant	<u>6</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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Education Cost Sharing					
Grant	\$19,962,340	\$18,340,548	\$21,098,550	\$20,961,352	14.3%
School Building Subsidy	136,277	131,467	131,467	126,200	-4.0%
School Transportation					
Grant	<u>164,984</u>	<u>119,418</u>	<u> </u>	<u> </u>	-100.0%
TOTAL	\$20,263,601	\$18,591,433	\$21,230,017	\$21,087,552	13.4%

BUDGET SUMMARY EDUCATION SERVICES					
<u>Expenditures</u>	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Education	<u>\$147,623,747</u>	<u>\$153,283,022</u>	<u>\$153,083,022</u>	<u>\$159,857,754</u>	4.3%
TOTAL	\$147,623,747	\$153,283,022	\$153,083,022	\$159,857,754	4.3%

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NON-DEPARTMENTAL OVERVIEW

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

BUDGET SUMMARY NON-DEPARTMENTAL						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Wages & Salaries	\$ 103,004	\$ 104,889	\$ 50,564	\$ 104,889	\$ 104,964	0.1%
Operating Expense	9,498,474	9,834,040	5,040,090	9,849,291	10,519,360	7.0%
Fringe Benefits	<u>31,481,337</u>	<u>33,576,078</u>	<u>22,609,622</u>	<u>33,597,196</u>	<u>41,716,469</u>	24.2%
TOTAL	\$41,082,815	\$43,515,007	\$27,700,276	\$43,551,376	\$52,340,793	20.3%

	<u>Authorized Positions</u>			<u>Revised 2016-17</u>	<u>Adopted 2017-18</u>
Full-Time Positions:	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</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 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Probate Court	\$ 41,586	\$ 40,000	\$ 18,604	\$ 40,000	\$ 42,500	6.3%
General Fund Contingency	502,673	816,290		816,290	7,843,297	860.8%
Radio System Maintenance	382,943	421,921	206,344	421,921	427,897	1.4%
Private School Health Services	937,857	663,760		664,840	696,952	5.0%
Paramedic Services	282,578		14,055	14,055		
Revaluation Litigation	20,672	25,000	1,558	25,000	25,000	
Health District Payment	494,974	503,532	251,766	503,532	562,057	11.6%
Non-Public School						
Transportation	797,959	867,262		887,300	912,930	5.3%
Employee Benefits						
Contributions	29,191,423	31,220,742	22,606,899	31,221,938	32,255,260	3.3%
Metropolitan District						
Commission	<u>8,430,150</u>	<u>8,956,500</u>	<u>4,601,050</u>	<u>8,956,500</u>	<u>9,574,900</u>	6.9%
Total Department	\$41,082,815	\$43,515,007	\$27,700,276	\$43,551,376	\$52,340,793	20.3%

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 \$42,500.

General Fund Contingency:

This appropriation reflects a contingency for unsettled union contracts and uncertainty in State Aid.

Radio System Maintenance:

The cost of maintaining and operating the town-wide radio communications system is \$427,897 for fiscal year 2018, an increase of \$5,976 or 1.4%.

Private School Services Fund Subsidy:

Included in the fiscal year 2018 budget is a subsidy of \$1,609,882 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$696,952) and transportation (\$912,930) services to the resident and non-resident children in West Hartford private schools. The subsidy for providing private school health increases \$33,192. This reflects merit increases for eligible school nurses and increases in the pension and risk allocations. The subsidy for transportation services increases \$45,668 in fiscal year 2018 in accordance with the school bus transportation contract and elimination of the grant for non-public school transportation.

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 is providing 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:

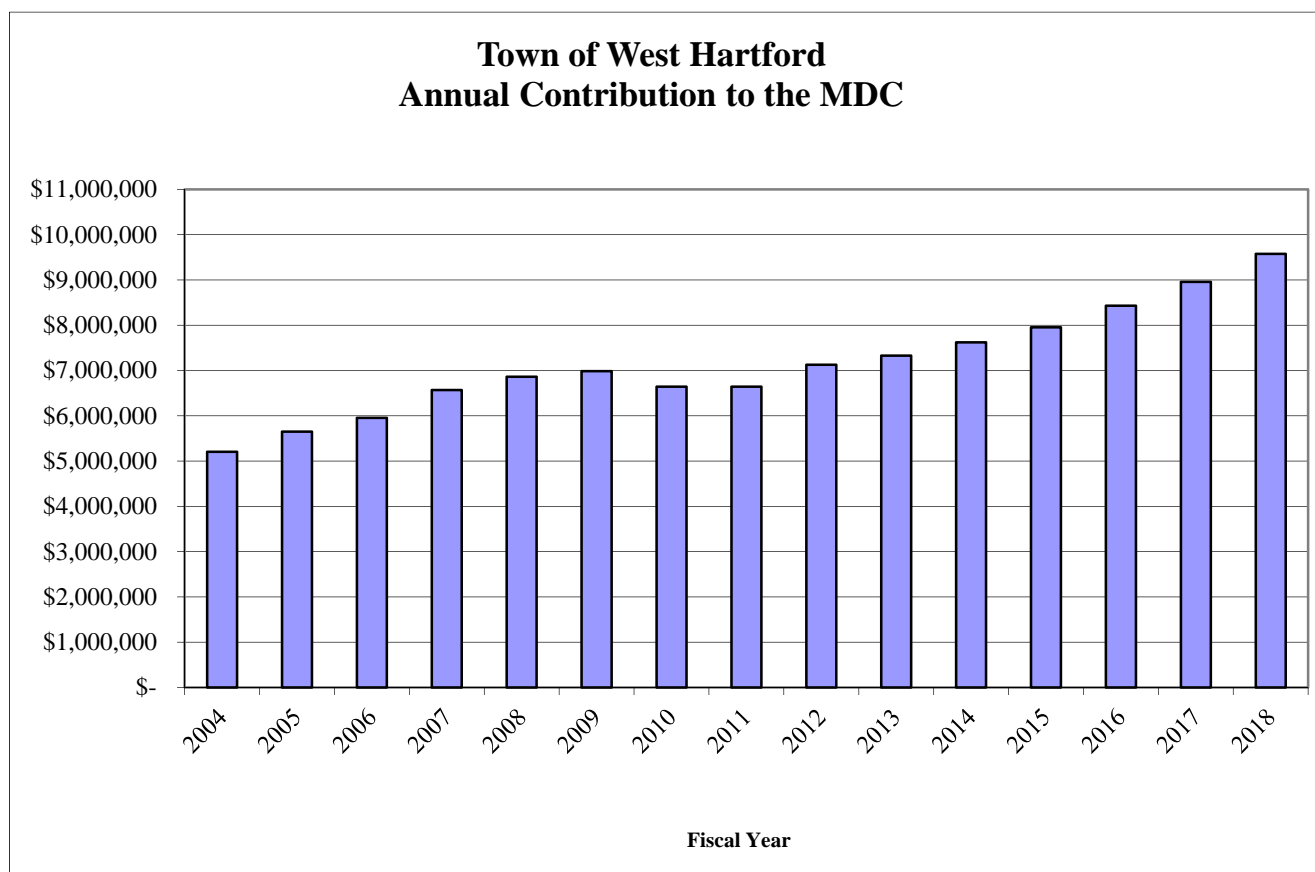
The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$562,057 for fiscal year 2018 based upon the district's budget, an increase of \$58,525 from the current year. As in prior years, an additional \$100,000 is paid from the CDBG Fund.

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 \$20,551,000 in fiscal year 2017 to \$21,615,000 in fiscal year 2018. 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 2018 is \$8,472,000, an increase of \$600,000. Finally, the Town's General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

Metropolitan District Commission (MDC):

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The operating budget for fiscal year 2018 increases \$618,400 or 6.9% from fiscal year 2017.



TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Intergovernmental	\$ 482,100	\$ 711,197	\$ 664,839	\$ 656,000
Transfer In	<u>1,735,816</u>	<u>1,531,022</u>	<u>1,552,140</u>	<u>1,609,882</u>
Total Revenues & Other Resources	\$ 2,217,916	\$2,242,219	\$2,216,979	\$2,265,882

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Medical Care Services	\$ 1,346,868	\$1,327,519	\$1,329,679	\$1,352,952
Non-Public School Transportation	<u>871,048</u>	<u>914,700</u>	<u>887,300</u>	<u>912,930</u>
Total Expenditures & Other Uses	\$ 2,217,916	\$2,242,219	\$2,216,979	\$2,265,882

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Intergovernmental	\$507,000	\$745,000	\$760,000	\$780,000	\$482,000
TOTAL REVENUES	\$507,000	\$745,000	\$760,000	\$780,000	\$482,000
<u>Expenditures:</u>					
Operational	\$1,666,000	\$1,787,000	\$1,993,000	\$2,055,000	\$2,218,000
TOTAL EXPENDITURES	\$1,666,000	\$1,787,000	\$1,993,000	\$2,055,000	\$2,218,000
TRANSFERS FROM OTHER FUNDS	\$1,159,000	\$1,042,000	\$1,233,000	\$1,275,000	\$1,736,000
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 2017 OPERATING RESULTS

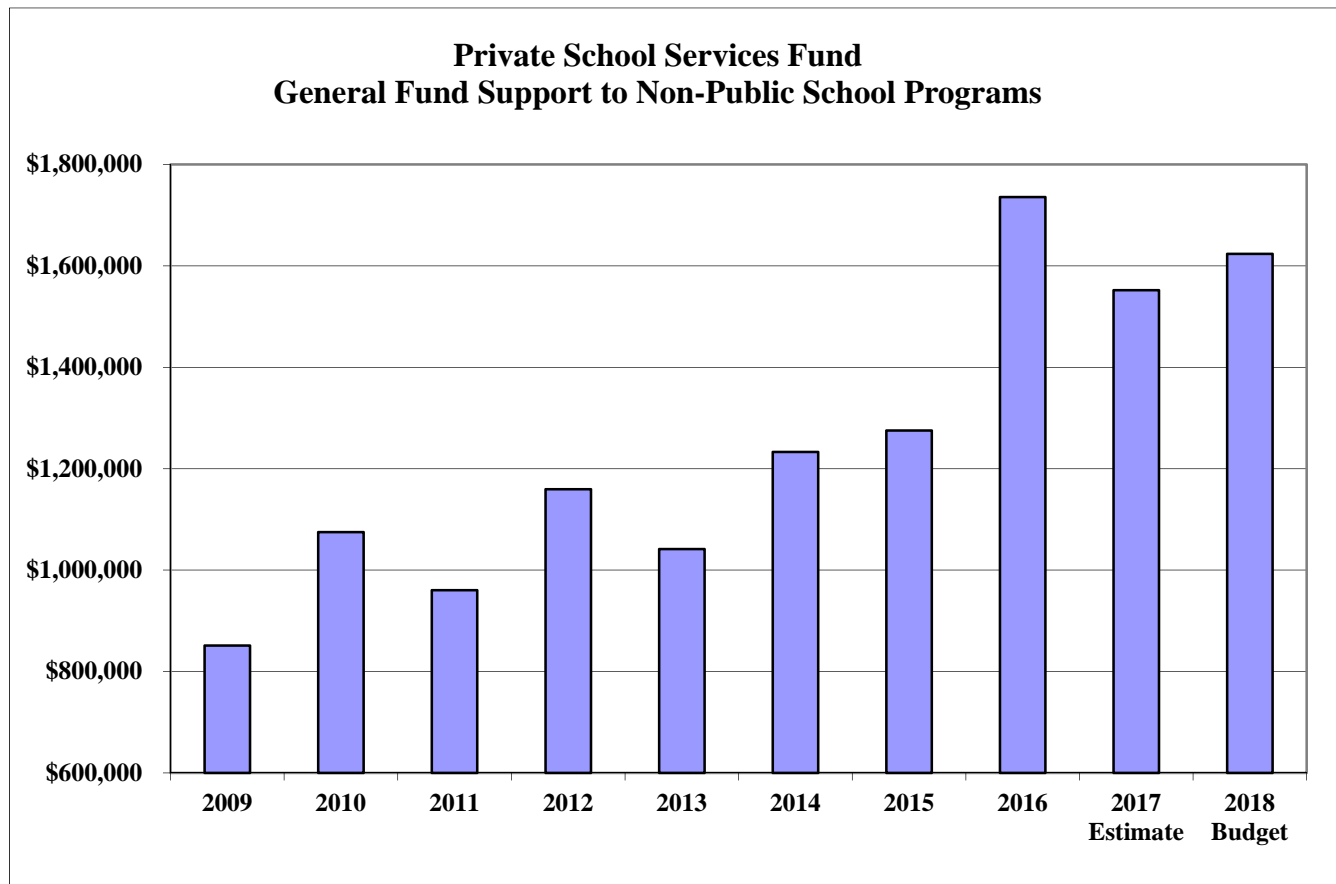
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,552,140. This is an increase from the amount budgeted primarily due to the elimination of the private school transportation grant (\$47,438) offset by savings in transportation costs (\$27,400) due to the use of 0.5 fewer buses.

Fund: Private School Services Fund
Department: Non-Departmental

FISCAL YEAR 2018 BUDGET

Expenditures are projected to increase \$23,663 in fiscal year 2018. 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 than budgeted in fiscal year 2017. The cost of medical services for non-public schools increases \$25,433 due to wage adjustments and increases in pension and risk costs. The State reimbursement percentage for health services is budgeted at 48%, versus the 80% the Town should receive under existing State statutes.

	Authorized Positions			Revised	Adopted
<u>Full-Time Positions:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2016-17</u>	<u>2017-18</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 2017-2018

BUDGET IN BRIEF

BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Rental of Facilities	\$ 18,856	\$ 18,856	\$ 18,856	\$ 18,856
Interest Income	838	2,000	1,500	1,500
Transfer In	<u>3,796,380</u>	<u>3,693,496</u>	<u>3,155,229</u>	<u>3,897,498</u>
Total Revenues & Other Resources	\$ 3,816,074	\$ 3,714,352	\$ 3,175,585	\$ 3,917,854

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Capital Financing	\$ <u>3,877,700</u>	\$ <u>3,897,275</u>	\$ <u>3,897,275</u>	\$ <u>3,901,475</u>
Total Expenditures & Other Uses	\$ 3,877,700	\$ 3,897,275	\$ 3,897,275	\$ 3,901,475

CHANGE IN FUND BALANCE	(\$ 61,626)	(\$ 182,923)	(\$ 721,690)	\$ 16,379
BEGINNING BALANCE	\$ 972,269	\$ 910,643	\$ 910,643	\$ 188,953
ENDING BALANCE	\$ 910,643	\$ 727,720	\$ 188,953	\$ 205,332

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, 2016, the BBS fund balance totaled \$910,643 (inclusive of the Capital Projects Reserve of \$395,176).

FISCAL YEAR 2017 OPERATING RESULTS

The estimate for fiscal year 2017 includes interest income of \$1,500 and rental of facilities of \$18,856. A transfer of \$3,155,229 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,441,229. Included in the parking operation budget in fiscal year 2017 is an investment in parking kiosks for the garages. This one-time cost of approximately \$374,500 will be funded via the BBS Capital Projects Reserve and will enable more efficient and cost-effective parking operations. Capital financing expenditures of \$3,897,275 represent interest and principal payments due in fiscal year 2017 on the fund's long-term debt.

FISCAL YEAR 2018 BUDGET

The budget for fiscal year 2018 includes interest income of \$1,500 and rental of facilities of \$18,856. A transfer of \$3,897,498 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$2,183,498. This estimate includes parking revenues from the newly constructed Delamar Hotel. Capital financing expenditures of \$3,901,475 are budgeted and represent interest and principal payments due in fiscal year 2018 on the fund's long-term debt.

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Special Services District Tax	\$ 1,701,607	\$1,714,000	\$1,714,000	\$1,714,000
Parking Revenue	2,817,843	3,158,500	2,809,682	3,405,000
Parking Violation Revenue	110,419	125,000	80,000	100,000
Interest Income	<u>8,890</u>	<u>4,000</u>	<u>3,000</u>	<u>4,000</u>
Total Revenues & Other Resources	\$ 4,638,759	\$5,001,500	\$4,606,682	\$5,223,000

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
Parking Operations	\$ 842,379	\$1,308,004	\$1,451,453	\$1,325,502
Transfer Out	<u>3,796,380</u>	<u>3,693,496</u>	<u>3,155,229</u>	<u>3,897,498</u>
Total Expenditures & Other Uses	\$ 4,638,759	\$5,001,500	\$4,606,682	\$5,223,000

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 2017 OPERATING RESULTS

The fund expects to earn Special Services District Tax of \$1,714,000 for fiscal year 2017. In addition, with parking revenue, parking violation revenue and interest income estimated at \$2,892,682 and a related management fee of \$1,451,453, the fund expects to transfer \$3,155,229 to the BBS Fund. Fiscal year 2017 expenditures include the purchase and installation of thirty-three (33) parking kiosks in the parking garages, which will improve the experience of the customer and reduce labor costs for the Town.

FISCAL YEAR 2018 BUDGET

The budget for fiscal year 2018 assumes Special Services District taxes of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$3,509,000. This includes additional parking revenue anticipated from the opening of the Delamar Hotel. 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 2018 of \$1,325,502. These assumptions result in a net transfer to the BBS Fund of \$3,897,498 for fiscal year 2018.

DEPARTMENT: NON-DEPARTMENTAL

FULL-TIME POSITION SCHEDULE

POSITION	Authorized Positions			Revised 2016-17	Adopted 2017-18
	2014-15	2015-16	2016-17		
<u>GENERAL FUND</u>					
Communications System Manager	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{1}$
TOTAL GENERAL FUND					
<u>PRIVATE SCHOOL HEALTH</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$	$\frac{8}{9}$
TOTAL PRIVATE SCHOOL SERVICES FUND					
TOTAL NON-DEPARTMENTAL – ALL FUNDS	10	10	10	10	10

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CAPITAL FINANCING

This program is responsible for developing and administering the capital financing program for the Town and Board of Education.

BUDGET SUMMARY CAPITAL FINANCING						
	<u>Actual 2015-16</u>	<u>Adopted 2016-17</u>	<u>Actual 6 Months</u>	<u>Estimated 2016-17</u>	<u>Adopted 2017-18</u>	<u>Percent Change</u>
Debt Administration	\$ 53,048	\$ 90,000	\$ 3,500	\$ 90,000	\$ 90,000	
Transfer for Debt						
Service	15,714,984	15,988,411	7,221,886	15,988,411	17,284,752	8.1%
Transfer to CNRE	2,380,000					
Total Department	\$18,148,032	\$16,078,411	\$7,225,386	\$16,078,411	\$17,374,752	8.1%

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 \$17,634,752 for fiscal year 2018. Of this amount, \$17,284,752 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 \$350,000 is funded by bond premiums received from previous Town bond issuances. The fiscal year 2018 budget includes no transfer to the CNRE Fund, as capital projects will be funded from existing CNRE fund balance. Fiscal year 2018 debt service costs are partially offset by \$126,200 in school construction reimbursement grant revenue from the State of Connecticut.

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Use of Bond Premium	\$ 700,000	\$ 450,000	\$ 450,000	\$ 350,000
Transfer In	<u>15,714,984</u>	<u>15,988,411</u>	<u>15,988,411</u>	<u>17,284,752</u>
Total Revenues & Other Resources	\$16,414,984	\$16,438,411	\$16,438,411	\$17,634,752

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
--------------------------------	---------------------	----------------------	------------------------	----------------------

Debt Service	\$15,635,172	\$16,438,411	\$16,438,411	\$17,634,752
Transfer to Leisure Services Fund	<u> </u>	<u>250,000</u>	<u>250,000</u>	<u> </u>
Total Expenditures & Other Uses	\$15,635,172	\$16,688,411	\$16,688,411	\$17,634,752

CHANGE IN FUND BALANCE	\$ 779,812	(\$ 250,000)	(\$ 250,000)	\$
BEGINNING BALANCE	\$ 350,000	\$ 1,129,812	\$ 1,129,812	\$ 879,812
ENDING BALANCE	\$ 1,129,812	\$ 879,812	\$ 879,812	\$ 879,812

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 over a three year period (fiscal years 2011 through 2013) 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 2017 OPERATING RESULTS

In fiscal year 2017, a transfer from the General Fund of \$15,988,411 and use of \$450,000 in bond premium funds debt service payments. In addition, a transfer of \$250,000 was made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink. The Town issued \$17,000,000 in 15 year General Obligation bonds in February 2017 at a true interest cost of 2.623%. Net bond premium from this sale was \$579,415, which will be used over a multi-year period.

FISCAL YEAR 2018 BUDGET

The budget for fiscal year 2018 reflects a transfer in from the General Fund of \$17,284,752 and use of \$350,000 in bond premium to fund debt service payments of \$17,634,752. Exclusive of any premium received on the planned debt issuance in fiscal year 2018, unused bond premium at June 30, 2018 will be \$1,410,908.

TOWN OF WEST HARTFORD

Fiscal Year 2017-2018

BUDGET IN BRIEF

CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Intergovernmental Revenue	\$ 245,376	\$	\$	\$
Sale of Assets	183,366	41,000	47,702	
Transfer In	<u>2,480,061</u>			
Total Revenues & Other Resources	\$2,908,803	\$ 41,000	\$ 47,702	\$

EXPENDITURES AND OTHER USES	ACTUAL 2015-2016	ADOPTED 2016-2017	ESTIMATED 2016-2017	ADOPTED 2017-2018
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Capital Outlay	\$1,070,775	\$ 577,335	\$ 577,335	\$
Transfer Out		<u>1,173,000</u>	<u>1,173,000</u>	<u>628,000</u>
Total Expenditures & Other Uses	\$1,070,775	\$1,750,335	\$ 1,750,335	\$ 628,000

CHANGE IN FUND BALANCE	\$ 1,838,028	(\$1,709,335)	(\$1,702,633)	(\$ 628,000)
BEGINNING BALANCE	\$ 1,920,852	\$ 3,758,880	\$ 3,758,880	\$ 2,056,247
ENDING BALANCE	\$ 3,758,880	\$ 2,049,545	\$ 2,056,247	\$ 1,428,247

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>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Revenues:</u>					
Intergovernmental	\$	\$	\$18,000	\$	\$ 245,000
Miscellaneous	2,000				185,000
TOTAL REVENUES	\$ 2,000	\$	\$18,000	\$	\$ 430,000
<u>Expenditures:</u>					
Capital Outlay	115,000	266,000	351,000	94,000	1,071,000
TOTAL EXPENSES	\$115,000	\$266,000	\$351,000	\$94,000	\$ 1,071,000
<u>Transfers:</u>					
Transfers In	\$157,000	\$1,595,000	\$1,704,000	\$2,997,000	\$2,480,000
Transfers Out	(928,000)	(1,097,000)	(1,144,000)	(1,640,000)	--
NET TRANSFERS	(771,000)	498,000	560,000	1,357,000	2,480,000
OPERATING RESULTS	(884,000)	232,000	227,000	1,263,000	1,839,000
FUND BALANCE	\$198,000	\$430,000	\$657,000	\$1,920,000	\$3,759,000

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, 2016, the CNRE fund had unreserved, undesignated fund balance of \$3,758,880.

FISCAL YEAR 2017 OPERATING RESULTS

In fiscal year 2017, sale of assets is expected to generate \$47,702. After capital expenditures and transfers to fund capital projects of \$1,750,335, the Fund will have fund balance of \$2,056,247 as of June 30, 2017.

FISCAL YEAR 2018 BUDGET

The budget reflects no transfer from the General Fund to fund capital projects in fiscal year 2018. Fund balance of \$628,000 will be transferred for capital purchases, in accordance with the fiscal year 2018-2029 Capital Improvement Plan (CIP), leaving an anticipated balance of \$1,428,247 at June 30, 2018.

FISCAL YEAR 2017-2018 and 2018-2019 CAPITAL BUDGETS

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2018 and 2019. 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, 2018-2029. Of the \$39,248,000 in capital project funding for program years one and two, \$28,106,000 or 72% is to be funded via bonds. An additional \$1,713,000 or 4% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$9,429,000 or 24% 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 2018 and 2019 continues the long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as the balance of a new financial management system (\$350,000), North Main Street Bridge Rehabilitation (\$1,696,000), year two of the Park Road Interchange project (\$1,216,000), design of Police Shooting Range Improvements (\$50,000), Wolcott Park Improvements (\$300,000), year two of Hall High School science labs (\$6,400,000), and phase one of the recycling modernization project (\$2,500,000).

The capital financing plan needed 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 has always to a large extent been a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs.

ANNUAL BUDGET 2017-2018

The tables below summarize the fiscal years 2018 and 2019 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2018 and 2019 projects are also included in this section.

PROGRAM YEARS 1 – 2**FINANCING SUMMARY**

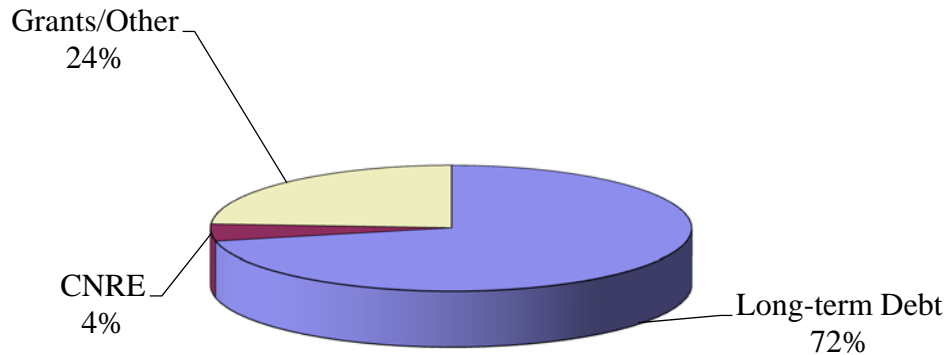
	<u>2018</u>	<u>2019</u>	<u>Total</u>
Long-Term Debt Funding	\$12,469,000	\$15,637,000	\$28,106,000
CNRE	628,000	1,085,000	1,713,000
Grants	8,364,000	965,000	9,329,000
Other	<u>50,000</u>	<u>50,000</u>	<u>100,000</u>
TOTAL	\$21,511,000	\$17,737,000	\$39,248,000

PROGRAM YEARS 1 – 2**PLANNING SUMMARY**

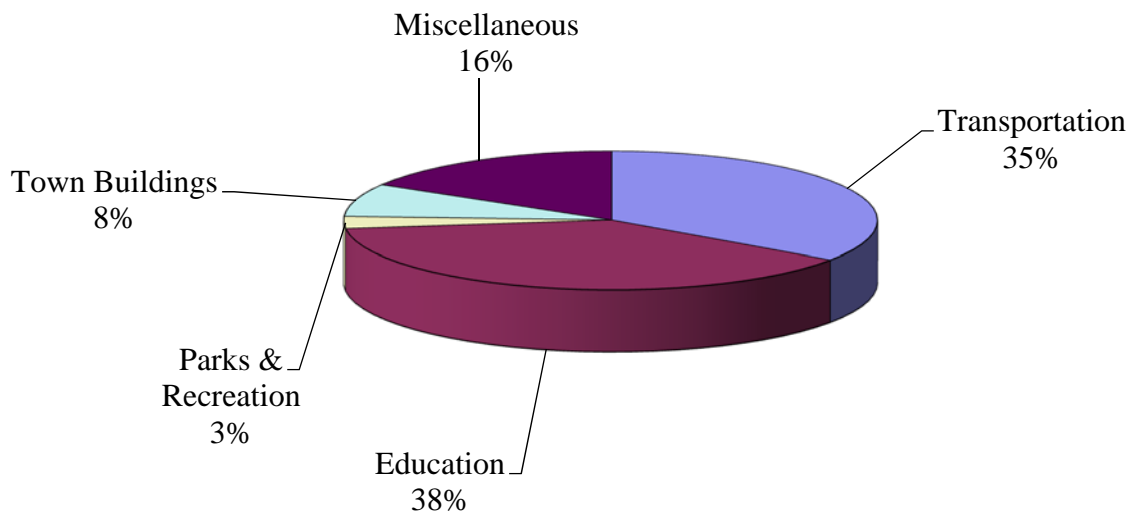
	<u>2018</u>	<u>2019</u>	<u>Total</u>
Transportation & Circulation	\$8,328,000	\$5,309,000	\$13,637,000
Education	10,450,000	4,575,000	15,025,000
Parks & Recreation	287,000	817,000	1,104,000
Town Building Improvements	1,364,000	1,659,000	3,023,000
Miscellaneous Improvements	<u>1,082,000</u>	<u>5,377,000</u>	<u>6,459,000</u>
TOTAL	\$21,511,000	\$17,737,000	\$39,248,000

Fiscal Years 2018 & 2019 Capital Budget Summary

By Financing Source



By Planning Category



Town of West Hartford, Connecticut
Comprehensive Capital Financing Policy

March 2017

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 \$2,790 in FY 2018 (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, 2015, the Town's debt base was \$223,020,000 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%	\$501,794	\$399,361
Schools	450	1,003,589	923,504
Sewers	375	836,324	704,239
Urban Renewal	325	724,814	724,814
Pension Deficit	300	669,059	669,059

Summary of Long-Term Bonded Indebtedness – As of June 30, 2015

Purpose	Interest Rates	Amount (000's)
General Public Improvements	2.00 – 5.00%	\$102,433
Schools	2.00 – 5.00%	80,085
Sewers		<u>132,085</u>
Total Bond Indebtedness		\$314,603

TOWN COUNCIL ADOPTED
SUMMARY OF CAPITAL IMPROVEMENTS
PROGRAM YEAR 2017-2018
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<u>TRANSPORTATION & CIRCULATION</u>					
Arterial Street Reconstruction	\$1,442	\$	\$	\$	\$1,442
Neighborhood Street Reconstruction	1,478				1,478
North Main Street Bridge Rehabilitation	848		848		1,696
Park Road Interchange	229		987		1,216
Pedestrian & Bicycle Management	470				470
Storm Water Management	570		129		699
Street Resurfacing	1,093				1,093
Traffic System Management	<u>200</u>	<u>34</u>	<u>—</u>	<u>—</u>	<u>234</u>
Sub-Total	6,330	34	1,964	0	8,328
<u>EDUCATION</u>					
Asbestos Removal	155		70		225
Computer Infrastructure		300			300
Exterior School Building Improvements	890		560		1,450
Furniture & Equipment Replacement		75			75
Hall Science Labs	840		5,560		6,400
Heating & Ventilation Systems	150				150
Interior School Building Improvements	540		210		750
Site and Athletic Field Improvements	900				900
Stage & Auditorium Renovations	<u>200</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>200</u>
Sub-Total	3,675	375	6,400	0	10,450
<u>PARKS & RECREATION</u>					
Park & Playfield Improvements	125				125
Park & Playscape Management		62			62
Rockledge Improvements				50	50
Sitework – Recreational Facilities	<u>50</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>50</u>
Sub-Total	175	62	0	50	287
<u>TOWN BUILDING IMPROVEMENTS</u>					
Town Building Improvements	<u>1,364</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>1,364</u>
Sub-Total	1,364	0	0	0	1,364
<u>MISCELLANEOUS IMPROVEMENTS</u>					
Communications Infrastructure	500	157			657
Public Works Rolling Stock	<u>425</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>425</u>
Sub-Total	925	157	0	0	1,082
TOTAL	<u>\$12,469</u>	<u>\$628</u>	<u>\$8,364</u>	<u>\$50</u>	<u>\$21,511</u>

Town of West Hartford Capital Improvement Program

Project Title		Arterial Street Reconstruction	
Department	Community Development	Funding Schedule	
		Program Year:	\$1,442,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$1,442,000
Project Duration	Recurring	Funding Source(s)	Bonds

Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways or neighborhood streets. Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes and on-street parking, drainage systems, and more sustainable curbing material.

Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc. Work on King Philip Drive from Parsons Drive to Mohawk Drive is planned for 2017.

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, 42 percent or 25 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; replacement of curbing; replacement of failing concrete or brick sidewalk; replacement of concrete or brick driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; and roadway repaving. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining poor condition major roadway will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program			
Project Title		Neighborhood Street Reconstruction	
Department	Community Development	Funding Schedule	
		Program Year:	\$1,478,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$1,478,000
Project Duration	Recurring	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets or local roadways in the Town's 217 mile roadway network. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 34 percent or 53 miles of local roadways are rated poor or extremely poor.</p> <p>These neighborhood streets provide access to thousands of residential properties and in addition to their function, they enhance the overall neighborhood appeal and value. Neighborhood Street Reconstruction may include the replacement of existing curbing with granite curbing; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement as necessary; re-establishment of the roadway base material; replacement of the road surface; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance that is often petitioned by entire neighborhoods. Neighborhood Street reconstructions scheduled for 2017 include Auburn Road (Fern Street to Farmington Avenue) and Wilfred Street.</p> <p>The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		North Main Street Bridge Rehabilitation	
Department	Community Development	Funding Schedule	
		Program Year:	\$1,696,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$1,696,000
Project Duration	Non-Recurring	Funding Source(s)	
		Bonds	\$848,000
		Grants	\$848,000
<p>Description & Justification</p> <p>The North Main Street Bridge, which is located between Brookside Boulevard and Wyndwood Road, will be fully rehabilitated by this program. The bridge was originally constructed in 1901 and remains, for the most part, as it was originally constructed as a three-barrel concrete arch structure.</p> <p>The rehabilitation work will include: uncovering the arch structures from the top and performing concrete repairs; performing concrete repairs on the underside of the arches; removing and replacing the parapets (vertical sides) including an open railing design; installing channel revetment to address underwater erosion at the bridge piers; and adding guiderail to the approach sides to the bridge.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Park Road Interchange	
Department	Community Development	Funding Schedule	
		Program Year:	\$1,216,000
Category	Transportation & Circulation	Prior Year(s):	\$5,088,000
Fiscal Year	2017-2018	Total Cost:	\$6,304,000
Project Duration	Year 2 of 2	Funding Source(s)	
		Bonds	\$229,000
		Grants	\$987,000
<p>Description & Justification</p> <p>This project will fund capacity, safety, and operational improvements at the Park Road Interchange with Interstate 84. These improvements will include road widening; milling and overlay on Park Road to accommodate turning lanes; relocation and widening of ramps; and a new traffic signal system on Park Road at Trout Brook Drive, the Interstate 84 Ramps, and Raymond Road.</p> <p>The estimated construction cost increased by \$1,216,000. This project is funded 80% by the Federal government, 10% by the State, and 10% by the Town of West Hartford.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Pedestrian and Bicycle Management	
Department	Community Development	Funding Schedule	
		Program Year:	\$470,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$470,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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. A recent sidewalk condition survey identified over 1,300 sidewalk sections in need of repair. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users.</p> <p>In addition to the sidewalk system, the Town will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Storm Water Management	
Department	Community Development	Funding Schedule	
		Program Year:	\$699,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$699,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$570,000
		Grants	\$129,000
<p>Description & Justification</p> <p>This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next few years, the Town plans to complete a comprehensive mapping of the entire drainage system.</p> <p>Most of the Town's bridges and some 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.</p> <p>The Mountain Road culvert just north of Briarwood Road should be replaced to reduce clogging issues that create flooding events to properties on Fairwood Farms, Garwood Lane, and Wood Pond Road. In addition, the Sedgwick Road culvert needs rehabilitation based upon a recent condition inspection. The estimated cost for both of these projects is \$300,000.</p> <p>The State of Connecticut Department of Transportation granted additional funds to the Town for the rehabilitation of the Braeburn Road culvert. The estimated project cost is \$274,000 with the State portion of \$129,000 and the Town portion of \$146,000.</p> <p>Inspections of the Town's storm pipes occur annually and on an as needed basis to investigate flooding or pavement failures especially prior to a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe repairs, which will be funded within this program.</p> <p>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.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Street Resurfacing	
Department	Community Development	Funding Schedule	Program Year: \$1,093,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$1,093,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 7.4 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, 35 percent or 76 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; and paving the roadway. In some cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Traffic System Management	
Department	Community Development	Funding Schedule	
		Program Year:	\$234,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$234,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$200,000
		Capital Non-Recurring	\$34,000
		Expenditure Fund	
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the replacement of the Town's 61 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public.</p> <p>In the 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, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail and signage are also replaced as necessary.</p> <p>This year's funding will replace the traffic signal at the intersection of Trout Brook Drive and Quaker Lane South. The replacement traffic signal will include accessible pedestrian signal equipment, countdown pedestrian signal heads, and video detection.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Asbestos Removal	
Department	Public Schools	Funding Schedule	
		Program Year:	\$225,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$225,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$155,000
		State Grant	\$70,000

Description & Justification

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.

Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.

Town of West Hartford Capital Improvement Program			
Project Title		Computer Infrastructure	
Department	Public Schools	Funding Schedule	Program Year: \$300,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$300,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring Expenditure Fund
<p>Description & Justification</p> <p>All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.</p> <p>The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Exterior School Building Improvements	
Department	Public Schools	Funding Schedule	
		Program Year:	\$1,450,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$1,450,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$890,000
		State Grant	\$560,000

Description & Justification

With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to the partial replacement of roofing at Morley and Hall. Funding will go toward repairs of masonry at Hall.

Town of West Hartford Capital Improvement Program

Project Title		Furniture and Equipment Replacement	
Department	Public Schools	Funding Schedule	
		Program Year:	\$75,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$75,000
Project Duration	Recurring	Funding Source(s)	
		Capital Non-Recurring Expenditure Fund	

Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are four categories of items included in this replacement program.

Classrooms and Laboratories– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

Administrative – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

Cafeteria – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

Equipment – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

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. Furthermore, as classrooms are added to a school (modulars, reconfiguring existing spaces, etc.) additional furniture is needed. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program

Project Title				Hall Science Labs	
Department		Public Schools		Funding Schedule	
				Program Year:	\$6,400,000
Category		Education		Prior Year(s):	\$6,400,000
Fiscal Year		2017-2018		Total Cost:	\$12,800,000
Project Duration		Year 2 of 2		Funding Source(s)	
				Bonds	\$ 840,000
				State Grant	\$5,560,000

Description & Justification

This project provides for the replacement and renovation of the Hall High School Science Labs. The existing program space is original (1970) to the building and does not meet the needs of the current and projected science program. The plan includes 8 new CLABS (Classroom/Lab combination spaces) for Biology and Chemistry and renovation of the existing space to both “dry” lab space (Earth Science and Physics) and flexible classroom space.

In the recent New England Association of Schools and Colleges’ certification review and assessment, Hall’s science labs were cited as being outdated and unable to meet the learning needs of students and curriculum. Both the Next Generation Science Standards and The College Board require different space and lab configurations than when the current labs were built 45 years ago. The current science labs are undersized and lack the infrastructure to support today’s technology. The NSTA recommends 1,440 square feet for each lab, while the current science labs at Hall average 1,100 square feet each. Additionally, the current labs lack both the preparation and storage space for the safe implementation of the science curriculum for the number of students and classes at Hall.

Town of West Hartford Capital Improvement Program			
Project Title		Heating and Ventilation Systems	
Department	Public Schools	Funding Schedule	Program Year: \$150,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$150,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 will go toward the replacement of the King Philip heating system.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Interior School Building Improvements	
Department	Public Schools	Funding Schedule	
		Program Year:	\$750,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$750,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$540,000
		State Grant	\$210,000
<p>Description & Justification</p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools, that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include replacement of flooring in classrooms at Braeburn, replacement of exterior doors at Webster Hill, painting at Bugbee, Sedgwick and Wolcott, and reconfiguration of the offices at Sedgwick.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department	Public Schools	Funding Schedule	Program Year: \$900,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$900,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 refurbishment of the Hall track, replacement of the Conard turf field, replacements of playgrounds at Braeburn and Whiting Lane and Duffy parking lot.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department	Public Schools	Funding Schedule	Program Year: \$200,000
Category	Education	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$200,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 lighting upgrades at Conard.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Park & Playfield Improvements	
Department	Leisure Services & Social Services	Funding Schedule	Program Year: \$125,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$125,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 these improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. In addition, the number of youths participating in community youth leagues has increased over the years. A long-term athletic field improvements program is needed to prevent further deterioration and to preserve these important community resources within Town parks.</p>			

Town of West Hartford Capital Improvement Program	
Project Title Park & Playscape Management	
Department Leisure Services & Social Services	Funding Schedule Program Year: \$62,000
Category Parks & Recreation	Prior Year(s): -
Fiscal Year 2017-2018	Total Cost: \$62,000
Project Duration Recurring	Funding Source(s) Capital Non-Recurring Expenditure Fund
Description & Justification <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is an ongoing program to address facility improvements. A priority list of playscape improvements will be updated yearly.</p> <p>The existing structures and equipment are ten to fifteen years old and are in need of significant maintenance and repair. The replacement of the existing equipment will provide for an accessible playground, improve safety and better serve the needs of the neighborhoods. The new equipment will conform to current standards for playground equipment.</p>	

Town of West Hartford Capital Improvement Program	
Project Title Rockledge Improvements	
Department Leisure Services & Social Services	Funding Schedule Program Year: \$50,000
Category Parks & Recreation	Prior Year(s): -
Fiscal Year 2017-2018	Total Cost: \$50,000
Project Duration Non-Recurring	Funding Source(s) Other
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 Leisure Services & Social Services	Funding Schedule Program Year: \$50,000
Category Parks & Recreation	Prior Year(s): -
Fiscal Year 2017-2018	Total Cost: \$50,000
Project Duration Recurring	Funding Source(s) Bonds
Description & Justification This project will repair and repave parking lots at recreational facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility for the elderly and residents who are handicapped.	

Town of West Hartford Capital Improvement Program

Project Title		Town Building Improvements	
Department	Facilities Services	Funding Schedule	
		Program Year:	\$1,364,000
Category	Building Improvements	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$1,364,000
Project Duration	Recurring	Funding Source(s)	Bonds

Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This 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	Funding Schedule	
		Program Year:	\$657,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$657,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$500,000
		Capital Non-Recurring	\$157,000
		Expenditure Fund	

Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.

Town of West Hartford Capital Improvement Program			
Project Title		Public Works Rolling Stock	
Department	Public Works	Funding Schedule	Program Year: \$425,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2017-2018	Total Cost:	\$425,000
Project Duration	Recurring	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works.</p>			

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	480				480
Storm Water Management	670				670
Street Resurfacing	962				962
Traffic System Management		<u>86</u>	<u>—</u>	<u>—</u>	<u>86</u>
Sub-Total	5,223	86	0	0	\$5,309
<u>EDUCATION</u>					
Asbestos Removal	175		75		250
Computer Infrastructure		350			350
Exterior School Building Improvements	930		620		1,550
Furniture & Equipment Replacement		175			175
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>—</u>	<u>—</u>	<u>—</u>	<u>200</u>
Sub-Total	3,085	525	965	0	4,575
<u>PARKS & RECREATION</u>					
Outdoor Pool Improvements		82			82
Park & Playfield Improvements	200				200
Park & Playscape Management		135			135
Sitework – Recreational Facilities	50				50
Westmoor Park Improvements				50	50
Wolcott Park Improvements	<u>300</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>300</u>
Sub-Total	550	217	0	50	817
<u>TOWN BUILDING IMPROVEMENTS</u>					
Energy Conservation	100				100
Town Building Improvements	<u>1,559</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>1,559</u>
Sub-Total	1,659	0	0	0	1,659
<u>MISCELLANEOUS IMPROVEMENTS</u>					
Communications Infrastructure	500	257			757
Financial Management System	350				350
Fire Apparatus	1,170				1,170
Police Shooting Range	50				50
Public Works Rolling Stock	550				550
Recycling Center Modernization	<u>2,500</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>2,500</u>
Sub-Total	5,120	257	0	0	5,377
TOTAL	<u>\$15,637</u>	<u>\$1,085</u>	<u>\$965</u>	<u>\$50</u>	<u>\$17,737</u>

Town of West Hartford Capital Improvement Program

Project Title		Arterial Street Reconstruction	
Department	Community Development	Funding Schedule	
		Program Year:	\$1,486,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$1,486,000
Project Duration	Recurring	Funding Source(s)	Bonds

Description & Justification

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways or neighborhood streets. Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes and on-street parking, drainage systems, and more sustainable curbing material.

Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.

On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all Town roadways as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 42 percent or 25 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; replacement of curbing; replacement of failing concrete or brick sidewalk; replacement of concrete or brick driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; and roadway repaving. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining poor condition major roadway will be repaved under the Street Resurfacing Capital Improvement Program.

Town of West Hartford Capital Improvement Program			
Project Title		Neighborhood Street Reconstruction	
Department	Community Development	Funding Schedule	
		Program Year:	\$1,625,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$1,625,000
Project Duration	Recurring	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets or local roadways in the Town's 217 mile roadway network. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 34 percent or 53 miles of local roadways are rated poor or extremely poor.</p> <p>These neighborhood streets provide access to thousands of residential properties and in addition to their function, they enhance the overall neighborhood appeal and value. Neighborhood Street Reconstruction may include the replacement of existing curbing with granite curbing; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement as necessary; re-establishment of the roadway base material; replacement of the road surface; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance that is often petitioned by entire neighborhoods.</p> <p>The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Pedestrian and Bicycle Management	
Department	Community Development	Funding Schedule	
		Program Year:	\$480,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$480,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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. A recent sidewalk condition survey identified over 1,300 sidewalk sections in need of repair. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users.</p> <p>In addition to the sidewalk system, the Town will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Bicycle Facility Plan.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Storm Water Management	
Department	Community Development	Funding Schedule	
		Program Year:	\$670,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$670,000
Project Duration	Recurring	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next few years, the Town plans to complete a comprehensive mapping of the entire drainage system.</p> <p>Most of the Town's bridges and some 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.</p> <p>The Fern Street Bridge needs rehabilitation due to flooding conditions and deterioration. The cost associated with this rehabilitation is estimated at \$270,000 within this program year.</p> <p>Inspections of the Town's storm pipes occur annually and on an as needed basis to investigate flooding or pavement failures especially prior to a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe repairs, which average \$210,000 per year.</p> <p>The Public Works Department replaces all necessary catch basins in conjunction with street resurfacing program. On the average, 150 catch basins are replaced every year at a cost of approximately \$100,000.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Street Resurfacing	
Department	Community Development	Funding Schedule	
		Program Year:	\$962,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$962,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 7.4 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, 35 percent or 53 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; and paving the roadway. In some cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Traffic System Management	
Department	Community Development	Funding Schedule	
		Program Year:	\$86,000
Category	Transportation & Circulation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$86,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring Expenditure Fund
<p>Description & Justification</p> <p>This Capital Improvement Program addresses the replacement of the Town's 61 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public.</p> <p>In the 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, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail and signage are also replaced as necessary.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Asbestos Removal	
Department	Public Schools	Funding Schedule	
		Program Year:	\$250,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$250,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$175,000
		State Grant	\$75,000
<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>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Computer Infrastructure	
Department	Public Schools	Funding Schedule	
		Program Year:	\$350,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$350,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring Expenditure Fund
<p>Description & Justification</p> <p>All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.</p> <p>The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Exterior School Building Improvements	
Department	Public Schools	Funding Schedule	
		Program Year:	\$1,550,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$1,550,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$930,000
		State Grant	\$620,000
<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 completion of the King Philip Roofing project, partial replacement of roofing at Sedgwick and masonry repairs at Sedgwick and Hall.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Furniture and Equipment Replacement	
Department	Public Schools	Funding Schedule	
		Program Year:	\$175,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$175,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring Expenditure Fund
<p>Description & Justification</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Furniture has a limited useful life. Much of the Town’s inventory has been pushed well beyond that life span. Furthermore, as classrooms are added to a school (modulars, reconfiguring existing spaces, etc.) additional furniture is needed. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.</p> <p>This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Heating and Ventilation Systems	
Department	Public Schools	Funding Schedule	Program Year: \$150,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$150,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 will go toward the replacement of the boiler at King Philip.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Interior School Building Improvements	
Department	Public Schools	Funding Schedule	
		Program Year:	\$1,350,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$1,350,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$1,080,000
		State Grant	\$ 270,000
<p>Description & Justification</p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools, that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include replacement of switch gear at King Philip, reconfiguration of the Bugbee main office, flooring in classrooms at Norfeldt and Webster Hill, replacement of exterior doors at Bugbee and painting at Braeburn and King Philip.</p>			

Town of West Hartford Capital Improvement Program

Project Title		Site and Athletic Field Improvements	
Department	Public Schools	Funding Schedule	
		Program Year:	\$550,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$550,000
Project Duration	Recurring	Funding Source(s)	Bonds

Description & Justification

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.

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.

This year's funding will be directed toward replacement of the Conard visitor bleachers, playground replacement at Whiting Lane and resurfacing of parking lot at Norfeldt.

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department	Public Schools	Funding Schedule	
		Program Year:	\$200,000
Category	Education	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$200,000
Project Duration	Recurring	Funding Source(s)	Bonds
<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 Wolcott and sound upgrades at Hall.</p>			

Town of West Hartford Capital Improvement Program	
Project Title <div>Outdoor Pool Improvements</div>	
Department <div>Leisure Services & Social Services</div>	Funding Schedule <div>Program Year: \$82,000</div>
Category <div>Parks & Recreation</div>	<div>Prior Year(s): -</div>
Fiscal Year <div>2018-2019</div>	<div>Total Cost: \$82,000</div>
Project Duration <div>Recurring</div>	Funding Source(s) <div>Capital Non-Recurring Expenditure Fund</div>
Description & Justification <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	Leisure Services & Social Services	Funding Schedule	
		Program Year:	\$200,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$200,000
Project Duration	Recurring	Funding Source(s)	Bonds
Description & Justification West Hartford's parks and athletic fields have been used to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of these improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. In addition, the number of youths participating in community youth leagues has increased over the years. A long-term athletic field improvements program is needed to prevent further deterioration and to preserve these important community resources within Town parks.			

Town of West Hartford Capital Improvement Program			
Project Title		Park & Playscape Management	
Department	Leisure Services & Social Services	Funding Schedule	Program Year: \$135,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$135,000
Project Duration	Recurring	Funding Source(s)	Capital Non-Recurring Expenditure Fund
<p>Description & Justification</p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is an ongoing program to address facility improvements. A priority list of playscape improvements will be updated yearly.</p> <p>The existing structures and equipment are ten to fifteen years old and are in need of significant maintenance and repair. The replacement of the existing equipment will provide for an accessible playground, improve safety and better serve the needs of the neighborhoods. The new equipment will conform to current standards for playground equipment.</p>			

Town of West Hartford Capital Improvement Program	
Project Title <div>Sitework – Recreational Facilities</div>	
Department <div>Leisure Services & Social Services</div>	Funding Schedule <div>Program Year: \$50,000</div>
Category <div>Parks & Recreation</div>	<div>Prior Year(s): -</div>
Fiscal Year <div>2018-2019</div>	<div>Total Cost: \$50,000</div>
Project Duration <div>Recurring</div>	Funding Source(s) <div>Bonds</div>
Description & Justification <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>	

Town of West Hartford Capital Improvement Program			
Project Title		Westmoor Park Improvements	
Department	Leisure Services & Social Services	Funding Schedule	Program Year: \$50,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$50,000
Project Duration	Non-Recurring	Funding Source(s)	Other
<p>Description & Justification</p> <p>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.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Wolcott Park Improvements	
Department	Leisure Services & Social Services	Funding Schedule	
		Program Year:	\$300,000
Category	Parks & Recreation	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$500,000
Project Duration	Year 1 of 2	Funding Source(s)	Bonds
Description & Justification Infrastructure improvements at Wolcott Park including an upgrade of the electrical system, which services a baseball field, two basketball courts, tennis courts, restroom facility, walkways and two parking lots. Renovations of the six tennis courts will address safety hazards.			

Town of West Hartford Capital Improvement Program

Project Title		Energy Conservation	
Department	Facilities Services	Funding Schedule	
		Program Year:	\$100,000
Category	Building Improvements	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$100,000
Project Duration	Recurring	Funding Source(s)	Bonds

Description & Justification

This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements 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	Facilities Services	Funding Schedule	
		Program Year:	\$1,559,000
Category	Building Improvements	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$1,559,000
Project Duration	Recurring	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Communications Infrastructure	
Department	Information Technology Services	Funding Schedule	
		Program Year:	\$757,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$757,000
Project Duration	Recurring	Funding Source(s)	
		Bonds	\$500,000
		Capital Non-Recurring	\$257,000
		Expenditure 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	Financial Services	Funding Schedule	
		Program Year:	\$350,000
Category	Miscellaneous	Prior Year(s):	\$1,500,000
Fiscal Year	2018-2019	Total Cost:	\$1,850,000
Project Duration	Year 3 of 3	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>This project replaces the Town's automated general ledger accounting, purchasing and payroll/human resource management systems. This also includes budgeting, fixed asset management and vendor registration systems. The project includes the purchase of new software and hardware, implementation and data conversion services, and training. The current software applications for general ledger accounting and purchasing are reaching end of useful life. The vendor has not made any significant re-investment in the applications and vendor support has diminished. This has resulted in stagnated functionality and incompatibility issues with newer operating system software versions. The general ledger accounting and payroll system are used by both the Town and Board of Education. The financial operations of the Town are highly dependent upon these systems to perform day to day operations. The installation of the new system will require configuring and testing the system to the Town's requirements for accounting, payroll processing and procurement processing. A significant investment is required to convert the financial data currently contained in the existing financial management system.</p> <p>This allocation will go towards the customization of certain generic features in the software, which will allow for enhanced reporting and processing of financial and payroll data.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Fire Apparatus	
Department	Fire Services	Funding Schedule	
		Program Year:	\$1,170,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$1,170,000
Project Duration	Recurring	Funding Source(s)	Bonds
Description & Justification The Town has an inventory of seven (7) fire vehicles, including 3 quints and 4 pumper trucks. The CIP assumes periodic replacement of fire apparatus based upon a planned replacement cycle.			

Town of West Hartford Capital Improvement Program

Project Title		Police Shooting Range	
Department	Police Services	Funding Schedule	Program Year: \$50,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$750,000
Project Duration	Year 1 of 2	Funding Source(s)	Bonds
<p>Description & Justification</p> <p>The Town is in the process of conducting a Public Safety Facility Study, the purpose of which is to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site and determine the suitability of rehabilitation the existing facilities or designing new facilities. Included in this study is the indoor shooting range used by the police department. There are numerous facility deficiencies for the police department including a small shooting range located in the basement of the building with poor air circulation, no classroom space for instruction related to the shooting range, limited restroom access, and ADA accessibility issues.</p> <p>The recommendations from the Public Facility Study will drive the process for improving the shooting range. It is anticipated that the shooting range renovation will be a two year project. The first year will fund design costs (\$50,000) while the second year (fiscal year 2020) will fund construction costs (\$700,000).</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Public Works Rolling Stock	
Department	Public Works	Funding Schedule	
		Program Year:	\$550,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$550,000
Project Duration	Recurring	Funding Source(s)	Bonds
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.			

Town of West Hartford Capital Improvement Program

Project Title		Recycling Center Modernization	
Department	Public Works	Funding Schedule	
		Program Year:	\$2,500,000
Category	Miscellaneous	Prior Year(s):	-
Fiscal Year	2018-2019	Total Cost:	\$2,700,000
Project Duration	Year 2 of 2	Funding Source(s)	Bonds

Description & Justification

The Recycling Center Modernization Project is envisioned to be a long-term solution to help the Town meet disposal and recycling needs for West Hartford well into the future. The project envisions wide-ranging improvements to the facilities located at 25 Brixton Street that will expand the green recycling program and recycling capabilities, and enhance the Center's capabilities by improving our on-site recycling facility with modern-day technology. A request for information (RFI) to parties interested in formulating a public/private partnership will be issued. The site is the former site of the Town's waste incinerator and associated ash landfill. 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. The building poses a potential environmental and health risk to the town in its current condition.

ANNUAL BUDGET 2017-2018

ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2017

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, 2016 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2017 to June 30, 2018 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	\$164,863	\$ 79,950	\$	\$ 9,864	\$254,677
Town Council	118,877	250,868		8,780	378,525
Town Manager	265,792	4,150		16,344	286,286
Corporation Counsel	257,459	70,260		18,194	345,913
Registrar of Voters	187,339	37,088		11,484	235,911
Information Technology	472,059	430,500		33,993	936,552
Financial Services	1,665,841	556,185		124,505	2,346,531
Assessor	617,460	58,898		47,250	723,608
Human Resources	348,068	63,440		25,120	436,628
Fire	10,434,888	1,004,795		163,854	11,603,537
Police	13,619,326	921,135		307,225	14,847,686
Community Development	2,195,652	170,540		164,336	2,530,528
Public Works	4,200,233	7,186,817		378,584	11,765,634
Facilities Services	1,184,358	1,294,831		84,141	2,563,330
Leisure Services & Social Services	2,050,152	955,258		117,671	3,123,081
Library	2,588,566	654,587		178,861	3,422,014
Education				159,857,754	159,857,754
Debt Service/Capital Financing				17,374,752	17,374,752
Payments to Probate		42,500			42,500
Contingency				7,843,297	7,843,297
Radio Maintenance	104,964	314,903		8,030	427,897
Private School Health Services				696,952	696,952
Revaluation Litigation		25,000			25,000
Health District		562,057			562,057
Private School Transportation				912,930	912,930
Risk Management Contributions				32,255,260	32,255,260
Metropolitan District Commission		9,574,900			9,574,900
TOTALS	\$40,475,897	\$24,258,662	\$	\$220,639,181	\$285,373,740

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 2017-2018

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	\$	\$	\$	\$3,901,475	\$3,901,475
Community Development Block Grant Fund	257,744	131,585		309,674	699,003
CDBG – Housing Rehabilitation Fund		175,000			175,000
State Housing and Community Development				8,935	8,935
Westmoor Park Fund	354,890	116,041		200,675	671,606
Leisure Services Fund	1,186,682	2,387,307		632,535	4,206,524
Private School Services Fund	764,725	903,761		597,396	2,265,882
West Hartford Library Fund		15,000	21,491		36,491
Parking Lot Fund	908,294	1,140,572	246,000	743,847	3,038,713
Capital & Non-Recurring Expenditure Fund				628,000	628,000
Police Private Duty Fund	1,400,000	17,500		653,635	2,071,135
Cemetery Operating Fund	131,875	178,906		94,150	404,931

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

Approved as to form and legality:


Ron VanWinkle, Town Manager


Patrick Alair, Corporation Counsel


RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2016

BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2016, 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:

1. forty-one and four hundredths (41.04) mills on the dollar with respect to all taxable property other than motor vehicles; and
2. thirty-two and no hundredths (32.00) mills on the dollar with respect to all taxable motor vehicles in accordance with Connecticut General Statute §12-71e.

Said taxes shall become due on July first, two thousand seventeen (July 1, 2017) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand seventeen (July 1, 2017), and January first, two thousand eighteen (January 1, 2018) 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 seventeen (July 1, 2017). If any installment of such tax shall not be paid on or before the first day of the month next succeeding that in which it shall be due and payable, the whole or such part of such installment as is unpaid shall thereupon be delinquent and shall be subject to the addition of interest at the rate and in the manner provided for in the General Statutes of the State of Connecticut. Any person may pay the total amount of any such tax for which he is liable at the time when the first installment thereof shall be payable.

ATTEST:


Essie S. Labrot, Town Clerk


Ron VanWinkle, Town Manager

AN ORDINANCE DEAUTHORIZING \$3,315,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2017-2018, APPROPRIATING \$1,793,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2017-2018, APPROPRIATING \$16,602,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2018-2019 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$15,080,000 TO FINANCE THE APPROPRIATIONS AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD:

Section 1. The sum of \$3,315,000, previously 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 2017-2018, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2017-2018</u>
Neighborhood Street Reconstruction	\$100,000
Energy Conservation	100,000
Financial Management System	250,000
Fire Apparatus	1,170,000
Public Works Rolling Stock	195,000
Radio System Maintenance	400,000
Town Building Improvements	<u>150,000</u>
Town Total	\$2,365,000
<u>School Projects</u>	
Heating & Ventilation Systems	\$650,000
Interior School Building Improvements	<u>300,000</u>
School Total	\$ 950,000
Total	<u>\$3,315,000</u>

Section 2. The sum of \$1,793,000 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 2017-2018, 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 school projects:

<u>Town Projects</u>	<u>2017-2018</u>
Park Road Interchange	\$ 229,000
North Main Street Bridge Rehabilitation	648,000
Storm Water Management	116,000
Street Resurfacing	<u>150,000</u>
Town Total	\$1,143,000
<u>School Projects</u>	
Site & Athletic Field Improvements	<u>\$ 650,000</u>
School Total	\$ 650,000
Total	<u>\$1,793,000</u>

ANNUAL BUDGET 2017-2018

Section 3. The sum of \$16,602,000 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 2018-2019, 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 school projects:

<u>Town Projects</u>	<u>2018-2019</u>
Arterial Street Reconstruction	\$ 1,486,000
Communications Infrastructure	500,000
Energy Conservation	100,000
Financial Management System	350,000
Fire Apparatus	1,170,000
Neighborhood Street Reconstruction	1,625,000
Park & Playfield Improvements	200,000
Pedestrian & Bicycle Management	480,000
Police Shooting Range	50,000
Public Works Rolling Stock	550,000
Recycling Center Modernization	2,500,000
Sitework at Recreational Facilities	50,000
Storm Water Management	670,000
Street Resurfacing	962,000
Town Building Improvements	1,559,000
Wolcott Park	<u>300,000</u>
Town Total	\$12,552,000
 <u>School Projects</u>	
Asbestos Removal	\$ 250,000
Exterior School Building Improvements	1,550,000
Heating & Ventilation Systems	150,000
Interior School Building Improvements	1,350,000
Site & Athletic Field Improvements	550,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$4,050,000
 Total	<u>\$16,602,000</u>
 Grand Total	<u>\$15,080,000</u>

Section 4. To meet said appropriations and in lieu of a tax therefor, bonds, notes or temporary notes of the Town shall be issued pursuant to Chapter VII of the Town's Charter and Chapter 109 of the General Statutes of Connecticut, as amended, or any other provision of law thereto enabling, in an amount not to exceed \$15,080,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 5. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the school projects, or the actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 6. The bonds shall be sold by the Town Manager and Director of Financial Services in a competitive offering or by negotiation, in their discretion. If sold in a competitive offering, the bonds shall be sold at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town.

Section 7. The Town Manager and Director of Financial Services are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The notes shall be issued with maturity dates which comply with the provisions of the General Statutes of Connecticut, as amended, governing the issuance of such notes. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon. The net interest cost on such notes, including renewals thereof, and the expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the projects included in Sections 2 and 3. Upon the sale of the bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

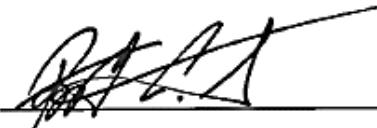
Section 8. Any of the estimated amounts set forth for projects not required to meet the actual cost of any such project may be transferred by the Town Manager and the Director of Financial Services to meet the actual cost of any other project set forth in Sections 2 or 3 above. The proceeds of any bonds not transferred in accordance herewith may be deposited in the Capital Reserve Account of the Capital and Non-Recurring Expenditure Fund.

Section 9. While it is anticipated that the bonds will qualify as tax-exempt bonds, the Town Manager and the Director of Financial Services are authorized, upon the advice of bond counsel, to issue all or any portion of the bonds as bonds the interest on which is includable in the gross income of the owners thereof for federal income tax purposes, and it is hereby found and determined that the issuance of any such bonds is in the public interest.

Section 10. The Town hereby expresses its official intent under Treasury Regulation Section 1.150-2 of the Internal Revenue Code of 1986, as amended, that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized for the project; that the Town Manager and Director of Financial Services are authorized to bind the Town pursuant to such representations and agreements as they deem necessary or advisable in order to ensure and maintain the continued exemption from Federal income taxation of interest on the bonds, notes or temporary notes authorized by this resolution, if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

Section 11. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:



Patrick Alair, Corporation Counsel

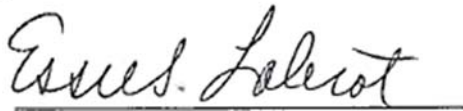
AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2017

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>34,000</u>
Total	34,000
<u>Board of Education</u>	
Computer Infrastructure	300,000
Furniture & Equipment Replacement	<u>75,000</u>
Total	375,000
<u>Parks & Recreation</u>	
Park & Playscape Management	<u>62,000</u>
Total	62,000
<u>Miscellaneous</u>	
Communications Infrastructure	<u>157,000</u>
Total	157,000
TOTAL	\$628,000

ATTEST:



Essie S. Labrot, Town Clerk



Ron Van Winkle, 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.

UNAPPROPRIATED BUDGET SURPLUS - where fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues which has not been appropriated. Where fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal year.

VALUES – the social principles, goals, or standards held or accepted by the government.

ABBREVIATIONS/ACRONYMS

The following abbreviations and acronyms are commonly used throughout the budget document.

BBS – Blue Back Square

CCM – Connecticut Conference of Municipalities

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

CNRE – Capital and Non-Recurring Expenditure Fund

CPF – Capital Projects Fund

CRCOG – Capital Region Council of Governments

CRRA – Connecticut Resource Recovery Association

DAR – Dial-A-Ride

DSF – Debt Service Fund

FEMA – Federal Emergency Management Association

FTE – Full-time equivalent

FY – Fiscal year

GFOA – Government Finance Officers Association

GHTD – Greater Hartford Transit District

HUD – United States Department of Housing and Urban Development

LoCIP – Local Capital Improvement Grant Program

LSF – Leisure Services Fund

MDC – Metropolitan District Commission

NCAAA – North Central Area Agency on Aging

PPD – Police Private Duty Fund

PLF – Parking Lot Fund

RMF – Risk Management Fund

SHCDF – State Housing and Community Development Fund

SIR – Self-Insured Risk

SSD – Special Services District

STIF – State of Connecticut’s Short-Term Investment Fund

WHBHD – West Hartford/Bloomfield Health District

WHC – West Hartford Center

WHHA – West Hartford Housing Authority

DESCRIPTION OF FUNDS

In addition to the General Fund, there are other funds administered by the Town and included in the budget. The following funds are listed in alphabetical order.

Blue Back Square Fund - a fund created to account for the financial activity of the Blue Back Square development project, including the capital financing associated with such project and the revenues derived from Special Services District tax, facility rental and parking operations. Specific budget information can be found in the Non-Departmental section.

Capital and Non-Recurring Expenditure Fund (CNRE) - a special revenue fund, created pursuant to Section 7-360 of the Connecticut General Statutes, to account for the resources accumulated for capital projects or equipment acquisition. Summary information on this fund can be found in the Capital Budget section.

Cemetery Operating Fund - an expendable trust fund created by West Hartford Code 67-2 to account for donations and other resources provided for the care and maintenance of Town-owned cemeteries. Specific budget information can be found in the Public Works section.

Community Development Block Grant Fund (CDBG) - a special revenue fund to account for federal grant revenues from the U.S. Department of Housing and Urban Development. Specific budget information can be found in the Community 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.



TOWN OF WEST HARTFORD