

# West Hartford: A Healthy, Active Community



Town of West Hartford, Connecticut

## ANNUAL BUDGET 2016-2017

Adopted by the Town Council

# **Annual Budget**

**Fiscal Year July 1, 2016 - June 30, 2017**

**Adopted by the Town Council**

**West Hartford  
Connecticut**



**TOWN OF WEST HARTFORD**

April 25, 2016

Honorable Mayor and Members of the Town Council:

I am pleased to present the municipal and education budget for fiscal year 2017. This budget includes funding necessary to maintain the current level of quality services provided to Town residents and visitors. The fiscal year 2017 General Fund budget totals \$267,929,930, which represents an increase of \$9,953,321 or 3.9% from fiscal year 2016.

The municipal services portion of the budget totals \$98,568,497, an increase of \$4,082,296 or 4.3% from the current year budget. The education budget totals \$153,283,022, an increase of \$4,912,598 or 3.3%. The capital financing portion of the budget for both municipal and education services is \$16,078,411, an increase from fiscal year 2016 of \$958,427 or 6.3%. In order to finance the budget, an increase in current year property tax revenue of \$5,584,437 or 2.5% is required. Of this amount, it is estimated \$1,297,466 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 1.9%. In order to finance property tax revenue, a mill rate on real and personal property of 39.51 is required, an increase over the current mill rate of 1.20 mills or 3.1%, while a mill rate of 32.00 will be effective for motor vehicles, a reduction of 6.31 mills or 16.5%.

There are a number of important policy issues included in the fiscal year 2017 budget:

- Inclusion of State Aid as recommended by the Governor's revised fiscal year 2017 midterm budget. The proposed budget includes an additional \$4,502,090 in formula State Aid to West Hartford, compared to the fiscal year 2016 adopted Town budget. In addition to variances in existing grants, the Governor's fiscal year 2017 midterm budget adjustments include several policy changes as well.
  - Legislation provides for a statewide motor vehicle mill rate of 32 mills, effectively creating a cap for West Hartford. In order to address the reduction in motor vehicle property tax revenue, legislation includes a grant (\$2,506,000) to offset the revenue loss. The grant is calculated using an October 1, 2013 Grand List. Accordingly, the grant fully reimburses the Town compared to the fiscal year 2015 budget year. However, as the mill rate increases and the grant amount remains static, the Town will experience a shortfall and a shift will be seen from motor vehicle taxes to realty and personal property taxes. The shift is approximately \$804,000 for fiscal year 2017.



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- The Governor's proposed budget provides for \$2,075,223 in new revenue from a dedicated sales tax stream intended to offset the need for increased local taxes for municipal operations and educational services.
- The Governor's proposed midterm adjustments includes an additional \$211,483 related to the payment in lieu of taxes grant (PILOT), establishing minimum annual reimbursement rates and a method for disbursing PILOT grants when appropriations are not enough to fund the full grant amounts.
- Funding of an Economic Development Specialist, effective July 1, 2016, to serve as a liaison with current businesses in Town and to assist with attracting new business to Town.
- Funding of two Equipment Operator positions, effective January 1, 2017, to address the additional responsibilities and requirements resulting from the Department of Energy and Environmental Protection's Municipal Separate Storm Sewer Systems (MS4 permit). The responsibilities will include street sweeping and the repair and cleaning of catch basins, all aimed at keeping pollutants out of storm water that eventually flows to waterways such as streams, rivers and eventually, Long Island Sound.
- A full year of operational funding for an in-house paramedic services program. This program, which was approved by the Town Council in the current fiscal year, is awaiting final approval from the State. It is anticipated that this program will be approved and fully operational July 1.
- Full funding for pension and retiree health care costs, inclusive of an increase of \$2,634,000 in the actuarial determined pension contribution and \$600,000 for retiree health care in accordance with the Town's funding model.

It is no easy task to continue to provide the current level of exceptional services that residents and visitors expect, while limiting the increase in local taxes. I am confident this budget provides you, the policy makers, with vital information and a framework for decision making.

Sincerely,



Ronald F. Van Winkle  
Town Manager

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## A READER'S GUIDE TO THE BUDGET

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

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

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

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

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

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

The **Capital Budget** section details the Town's capital plan for the next two (2) fiscal years providing financing policy and implications, as well as a detailed summary of each of the planned capital projects.

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

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

## TOWN OF WEST HARTFORD ORGANIZATION VALUES

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

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

### **Getting Close to our Residents (Customers)**

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

### **Enhancing our Public Image**

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

### **Improving Relations Among All Employees**

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

### **Being on the Leading Edge of Technology**

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

### **Committing to Long Range Fiscal and Administrative Planning**

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

## SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

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

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

## TOWN OF WEST HARTFORD'S ANNUAL BUDGET PROCESS

### **Budget Process Guided by Town Charter/Town Ordinance**

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

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

### **Budget Referendum Process**

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

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

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

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

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

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

**Calendar for Fiscal Year 2016-2017 Budget Process**

January 8, 2016	Budget guidelines distributed to departments
January 8 - January 29, 2016	Departments prepare budget submissions
January 30 - March 7, 2016	Town Manager's budget review and production of Proposed Budget
<b>March 8, 2016</b>	<b>Proposed Budget presented to Town Council by Town Manager</b>
March 9 - April 15, 2016	Council review of budget and two public hearings on budget
<b>April 25, 2016</b>	<b>Town Council adoption of budget</b>
April 26 - June 15, 2016	Preparation of Adopted Budget documents

**Budget Amendment Process**

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

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

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

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

## FINANCIAL ORGANIZATION OF ACCOUNTS

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

### GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Private Cemetery Fund (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** (Social Services & Leisure Services) – accounts for the operations of the Town's leisure activities.

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

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

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

Risk Management Fund (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

### FISCAL POLICIES SECTION

The fiscal year 2017 budget is the culmination of a detailed review of the Town's programs and services with the ultimate goal of maintaining and where possible, improving the services that residents rely upon. While in most respects this is a maintenance budget, there are a few program expansions included in the budget in response to State mandates or to enhance the Town's operations in a manner that is beneficial to Town residents. Examples include the Town's decision to bring the provision of paramedic services in-house, inclusion of a new Economic Development Specialist position, and additional staffing and resources in response to the Department of Energy and Environmental Protection's mandated Municipal Separate Storm Sewer Systems permit (MS4) requirements.

The Town Council approved the implementation of in-house paramedic services in fiscal year 2016. The Town is awaiting approval of its application to the State Department of Public Health. It is anticipated that approval will be granted such that the program will begin July 1, 2016. Internal provision of this program enhances the service provided to Town residents, creates additional revenue related to the billing of insurance providers, and eliminates the contractual cost to an outside vendor.

The budget includes funding of an Economic Development Specialist, effective July 1, 2016. This position will serve as a liaison with existing Town businesses and assist in economic development throughout Town to attract new businesses to the community.

In response to State mandated regulations regarding the discharge of storm water from Municipal Separate Storm Sewer Systems (MS4), the Public Works Department budget includes funding for two new Equipment Operator positions and the Capital Improvement Program includes funding for associated capital equipment. This permit requires the annual performance of certain work including street sweeping, catch basin cleaning, and repair work related to water quality in storm water runoff. While these new positions will be focused on MS4 compliance, they will provide the additional benefit of assisting with the core work of the department, including snow-plowing and street maintenance, resulting in the reduction of contractual services and temporary payroll.

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. In 2015, the Pension Board and Town Administration issued a request for proposals (RFP) for actuarial services. During the preparation of the July 1, 2015 pension valuation by the new actuarial firm, it was determined that a number of pension benefits had not previously been fully valued. This resulted in a significant increase in the actuarially determined contribution (ADC), which is the amount that the Town must pay annually to fully fund future pension liabilities. In response to this increase, the Actuaries were requested to recommend changes aimed at improving the plan's funding status while mitigating future potentially significant year-over-year increases. The changes adopted by the Town and incorporated in this plan are:

- A reduction to the assumed rate of return from 7.54% to 7.50%;
- A resetting of the amortization period to 30 years;
- A reduction to the payroll growth assumption from 4.0% to 2.5%, and a further reduction of 0.25% annually thereafter; and
- A change in the amortization method from percentage of payroll to the level dollar method.

As a result of these changes, the increase to the ADC for fiscal year 2017 was limited to \$2,634,000 over the prior year.

All non-property tax revenue sources have been examined and revenue estimates have been modified where appropriate. The Governor's proposed fiscal year 2017 midterm budget includes an additional \$4,502,090 in formula State Aid to the Town, as compared to the Town's fiscal year 2016 adopted budget. In addition to variances in existing grants, the Governor's revised fiscal year 2017 midterm budget adjustments include several policy changes as well.

- Statewide 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 offset the revenue loss. The grant is calculated using an October 1, 2013 (fiscal year 2015) Grand List. Accordingly, the grant fully 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 realty and personalty property taxes. It is estimated that this shift is approximately \$804,000 for fiscal year 2017.
- Municipal Revenue Sales Tax Sharing - beginning in fiscal year 2017, the Governor's proposed budget would provide for \$2,075,223 in new revenue from a dedicated sales tax stream intended to offset the need for increasing local taxes for necessary operations and educational services.
- Select Payment in Lieu of Taxes - the Governor's proposed midterm adjustments includes this new reimbursement, which will award the Town an additional \$211,483 related to the payment in lieu of taxes grant (PILOT), by establishing minimum annual reimbursement rates and a method for disbursing PILOT grants when appropriations are not enough to fund the full grant amounts.
- Overall support for existing municipal grants - the Governor's revised proposed midterm adjustments includes a reduction of \$290,656 in existing formula grants over the Town's adopted fiscal year 2016 budget. The Education Cost Sharing grant is increased \$159,374, offset by reductions to the existing PILOT grant (\$350,180), Non-Public School Transportation grant (\$19,967), Public School Transportation grant (\$61,886), LoCIP (\$4,537), Pequot grant (\$13,371) and Town Aid Road grant (\$89).

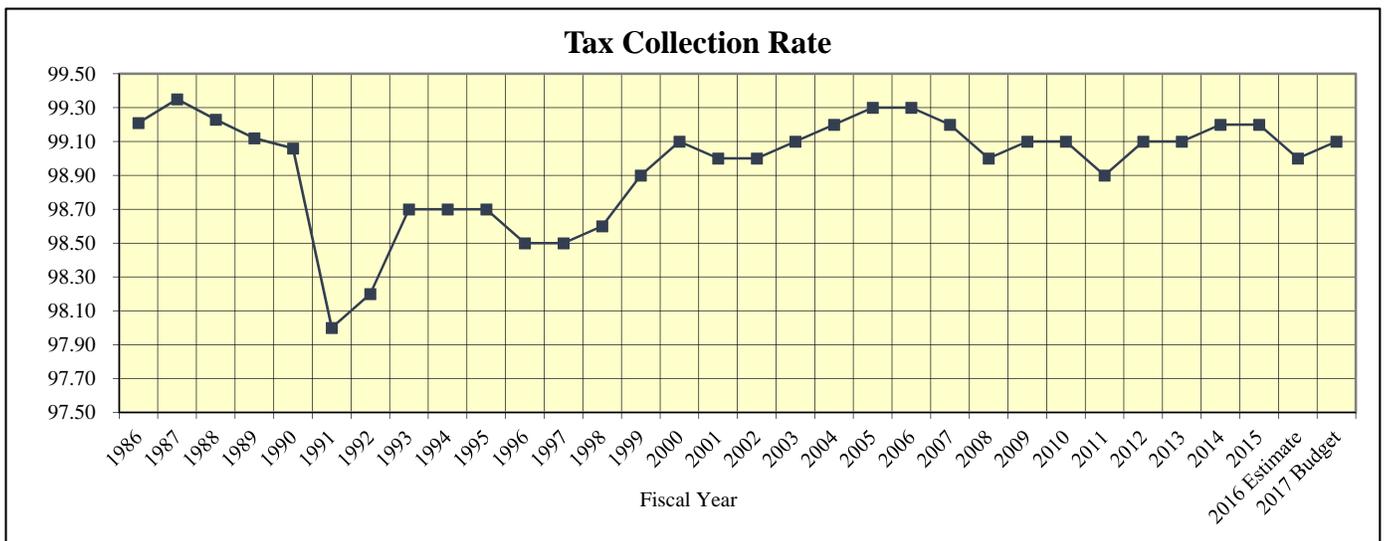
The municipal services portion of the budget totals \$98,568,497, an increase of \$4,082,296 or 4.3% from the current year budget. The education budget totals \$153,283,022, an increase of \$4,912,598 or 3.3%. The capital financing portion of the budget for both municipal and education services is \$16,078,411, an increase from fiscal year 2016 of \$958,427 or 6.3%. In order to finance the proposed budget, an increase in current year property tax revenue of \$5,584,437 or 2.5% is required. Of this amount, it is estimated \$1,297,466 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 1.9%. In order to finance property tax revenue, a mill rate on real and personal property of 39.51 is required, an increase over the current mill rate of 1.2 mills or 3.1%, while a mill rate of 32.00 will be effective for motor vehicles, a reduction of 6.31 mills or 16.5%.

**SUMMARY OF REVENUES**

	FY 2016 <u>Adopted</u>	FY 2017 <u>Adopted</u>	Increase/ (Decrease)	Percent Change
Current Year Property Taxes	\$223,959,992	\$229,544,429	\$5,584,437	2.5%
Other Property Taxes	4,025,000	3,800,000	(225,000)	-5.6%
Intergovernmental	22,473,298	26,724,743	4,251,445	18.9%
Charges for Services	5,393,109	5,827,720	434,611	8.1%
Miscellaneous Revenue	1,086,500	1,122,250	35,750	3.3%
Transfers from Other Funds	<u>1,038,710</u>	<u>910,788</u>	<u>(127,922)</u>	-12.3%
<b>TOTAL</b>	<b><u>\$257,976,609</u></b>	<b><u>\$267,929,930</u></b>	<b><u>\$9,953,321</u></b>	<b>3.9%</b>

**Property Taxes**

Approximately 85% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town’s taxable property is through re-use of existing property which has been reduced with the economic climate. The October 1, 2015 net taxable Grand List totals \$5,981,347,789; an increase of \$34,209,653 or 0.58%, which is expected to generate \$1,297,466 in additional revenue for fiscal year 2017. 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 2016 was consistent with experience in prior years and it is anticipated that the 99.0% collection rate will be achieved in the current fiscal year. The fiscal year 2017 budget increases the 99.0% collection rate assumption to 99.1%. The one-tenth increase in the collection rate for fiscal year 2017 equates to approximately \$230,000 in revenue.



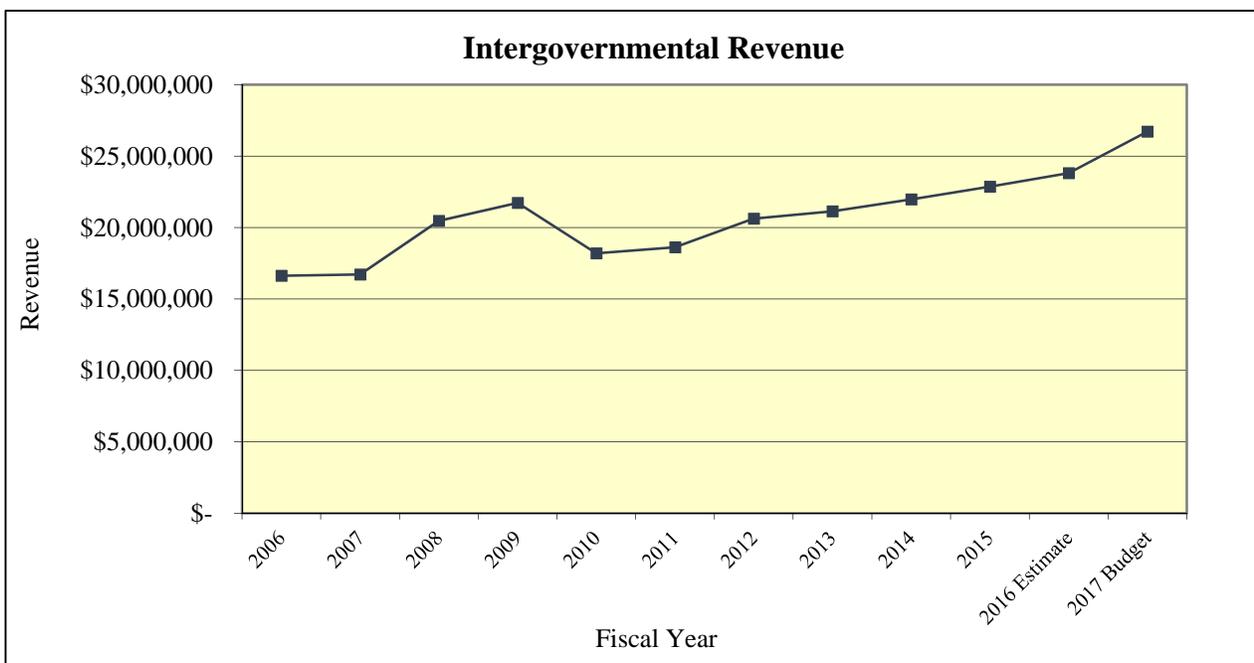
**Intergovernmental Revenue**

Estimated Intergovernmental Revenue to West Hartford reflects the Governor’s proposed fiscal year 2017 State budget. The Town’s fiscal year 2016 adopted budget also included the Governor’s proposed budget, as that was the latest information available at the time of adoption. The State budget that was subsequently adopted for fiscal year 2016 provided more favorable funding than the Town had estimated. Intergovernmental revenue, inclusive of the Governor’s proposed formula grants, is as follows:

<u>Grant</u>	<u>FY 2016 Adopted</u>	<u>FY 2017 Adopted</u>	<u>Increase/ (Decrease)</u>
ECS Grant	\$ 18,181,174	\$ 18,340,548	\$ 159,374
LoCIP Program*	436,682	432,145	(4,537)
Mill Rate Offset		2,506,040	2,506,040
Municipal Tax Relief (previously MRSA)	805,784	805,784	
Non-public School Transportation**	67,405	47,438	(19,967)
Payment in Lieu of Taxes (PILOT)	1,319,151	968,971	(350,180)
Additional PILOT		211,483	211,483
Pequot/Mohegan Fund Grant	211,359	197,988	(13,371)
Public School Transportation	181,304	119,418	(61,886)
Sales Tax Revenue		2,075,223	2,075,223
Town Aid Road	<u>687,452</u>	<u>687,363</u>	<u>(89)</u>
<b>Sub-Total State Formula Aid</b>	<b>21,890,311</b>	<b>26,392,401</b>	<b>4,502,090</b>
Other State Revenue	<u>794,508</u>	<u>789,925</u>	<u>(4,583)</u>
<b>Total</b>	<b>\$ 22,684,819</b>	<b>\$ 27,182,326</b>	<b>\$ 4,497,507</b>

\* Accounted for as a Transfer In from the Capital Projects Fund (not General Fund intergovernmental revenue).

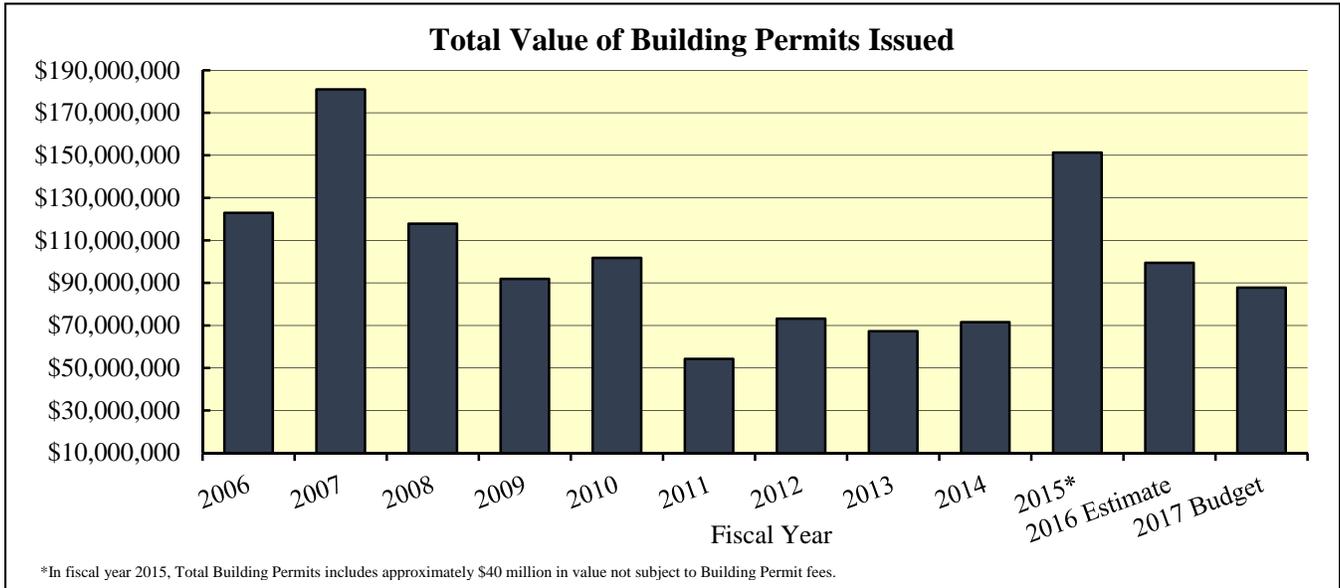
\*\*Accounted for as a reduction to the contribution to the Private School Services Fund (not General Fund intergovernmental revenue).



**Charges for Services**

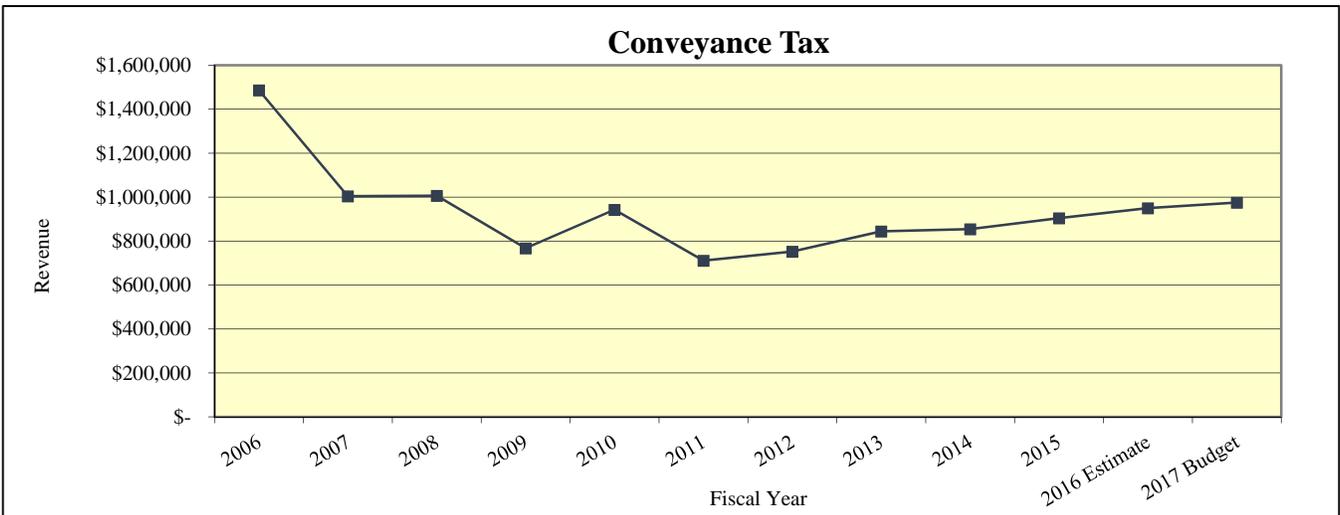
**Building Permits**

Estimated building permit revenue is expected to total \$1,500,000 for fiscal year 2017, a reduction of \$200,000 from the fiscal year 2016 adopted budget. The building permit fee is calculated on the value of new construction or building improvements. Permit revenue for fiscal year 2016 was budgeted at \$1,700,000 and is projected to reach this target. The value of permits is expected to decrease in fiscal year 2017 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 2017 budget increases conveyance tax revenue to \$975,000 based upon the level of activity in the current fiscal year. The fiscal year 2017 budget maintains the estimated amount for land records fee revenue of \$250,000, consistent with current year and fiscal year 2015 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**

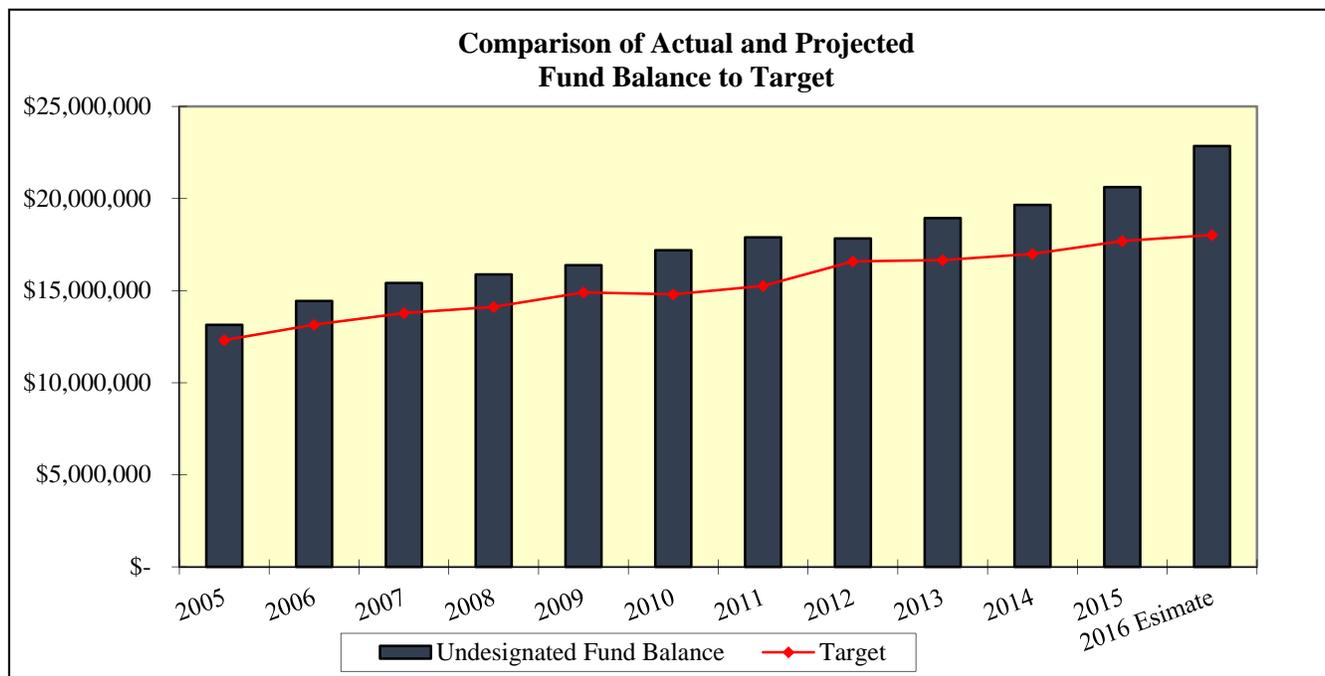
The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The estimated fiscal year 2017 interest income is consistent with the fiscal year 2016 budget and experience after six months of the fiscal year. The Town invests available cash in the State Treasurer’s Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 20 and 50 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 our current year projection and an assumption that the near term economic climate will not result in increased interest rates, the estimated interest income for fiscal year 2017 is budgeted at \$250,000.

Subsequent to adoption of the fiscal year 2016 budget, the Town invested \$10,000,000 in FDIC insured, secure, marketable CDs and government securities, which is projected to generate approximately \$100,000 in the current fiscal year. It is assumed the Town will earn consistent investment income (\$100,000) in fiscal year 2017.

**Use of Fund Balance**

Fund balance is cash that the Town has accumulated from prior year budgets when revenues exceeded actual expenditures. The Town’s June 30, 2015, unassigned fund balance was \$20,621,365 or 8.2% of General Fund expenditures. The fiscal year 2017 budget does not anticipate any use of fund balance to cover operating expenditures.



**SUMMARY OF EXPENDITURES**

	<u>FY 2016</u> <u>Adopted</u>	<u>FY 2017</u> <u>Adopted</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>
Town Services				
Wages & Salaries	\$39,868,208	\$40,034,066	\$165,858	0.4%
Operating Expense	22,880,305	23,066,112	185,807	0.8%
Fringe Benefits & Insurance	<u>31,737,688</u>	<u>35,468,319</u>	<u>3,730,631</u>	11.8%
Total Town Services	\$94,486,201	\$98,568,497	\$4,082,296	4.3%
 Board of Education	 \$148,370,424	 \$153,283,022	 \$4,912,598	 3.3%
 Capital Financing	 <u>\$15,119,984</u>	 <u>\$16,078,411</u>	 <u>\$958,427</u>	 6.3%
 Total Expenditures	 <u>\$257,976,609</u>	 <u>\$267,929,930</u>	 <u>\$9,953,321</u>	 3.9%

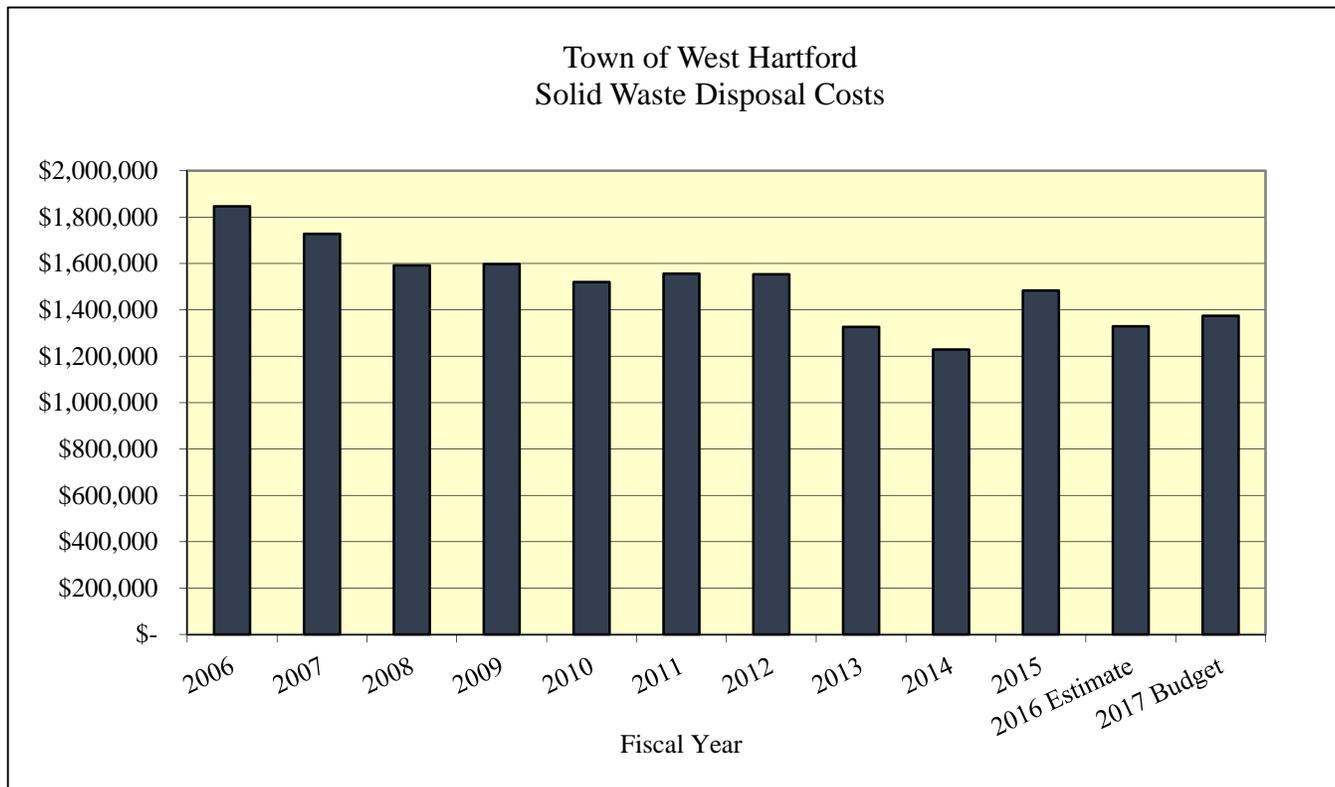
**Town Services**

**Wages & Salaries**

Regular payroll totals \$32,960,205, an increase of \$271,940 or 0.8% over the fiscal year 2016 adopted budget. This account represents the wages and salaries associated with all full-time employees. The budget includes applicable merit increases and contractual cost of living adjustments for all unions except the Police Union which expired June 30, 2013 and the Fire Union contract which expires June 30, 2016. A separate contingency has been established for potential wage settlements for these public safety unions. This budget includes the addition of an Economic Development Specialist in Community Services; two new Equipment Operators, effective January 1, 2017 to assist in MS4 permit responsibilities; an additional 0.23 full-time equivalents transferred to the General Fund from the Leisure Services Fund (0.15) and Community Development Block Grant Fund (.08), based upon duties performed; and, a full-year of funding for an Assistant Zoning Enforcement Officer hired January 1, 2016 as included in the fiscal year 2016 budget. These increases are offset by a reduction to regular payroll in the Fire department as the fiscal year 2016 budget contemplated the hiring of a full-time position to manage the Emergency Medical Services program, but that funding is removed and program oversight is instead funded through professional services in fiscal year 2017. The cost of paramedic stipends (\$31,000) is also included within wages and salaries. A hiring lag in the Police Department is budgeted at \$150,000. The appropriation for temporary payroll in the fiscal year 2017 budget is increased \$118,891 over fiscal year 2016. An overall increase is primarily attributed to changes in the following departments: Financial Services (\$15,000), Police (\$12,000), Human and Leisure (\$90,978), and Library (\$26,035), offset by savings in Public Works (\$39,520). The budget for election worker payroll is increased \$15,089 to fund the anticipated probate judge primary and upcoming Presidential election. The overtime appropriation decreases \$237,138 townwide as the Fire Department allocation is reduced (\$54,000) and one-time grant funded overtime in the Police department of approximately \$208,000 is removed, offset, in part, by an increase in Public Works (\$26,292).

**Operating Expenses**

Operating expenses have increased \$185,807 or 0.8% over the 2016 adopted budget. The Town's contribution to the Metropolitan District Commission (MDC) for sewer services, which is based upon the MDC's adopted budget and the Town's tax levy as a proportion of all the MDC members' tax levy, increases \$526,350. Utility costs are increased \$6,435. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement. It was assumed that this project would result in electricity savings of \$70,000 per annum in town buildings. However, to date the project has focused primarily on streetlights, which have experienced significant energy savings (\$86,433 in fiscal year 2017), and building projects have been delayed. The fiscal year 2016 adopted budget included \$100,000 in anticipated savings from a Virtual Net Metering project which has not yet come on-line. The delay of these projects affects projected expenditures in the electricity account which were offset by an additional contribution in fiscal year 2016. The budget for gasoline is reduced \$244,700 throughout numerous departments based on favorable rates. An additional \$77,000 is included for a full year of the paramedic services program. The paramedic services program increase is offset by a savings of \$160,000 tied to the elimination of six months of payments to American Medical Response (AMR), the current provider of paramedic services. A total of \$18,000 is included in fiscal year 2017 to fund 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. Solid waste disposal is reduced (\$109,000) within the Public Works department based on a history of usage. Funding of \$100,000 is included for the cost of Geographic Information System (GIS) maintenance and support for all Town departments. This service, which is provided by Applied Geographic, has previously been funded through the Capital Non-Recurring Expenditure (CNRE) Fund.



### **Employee Benefits & Insurance**

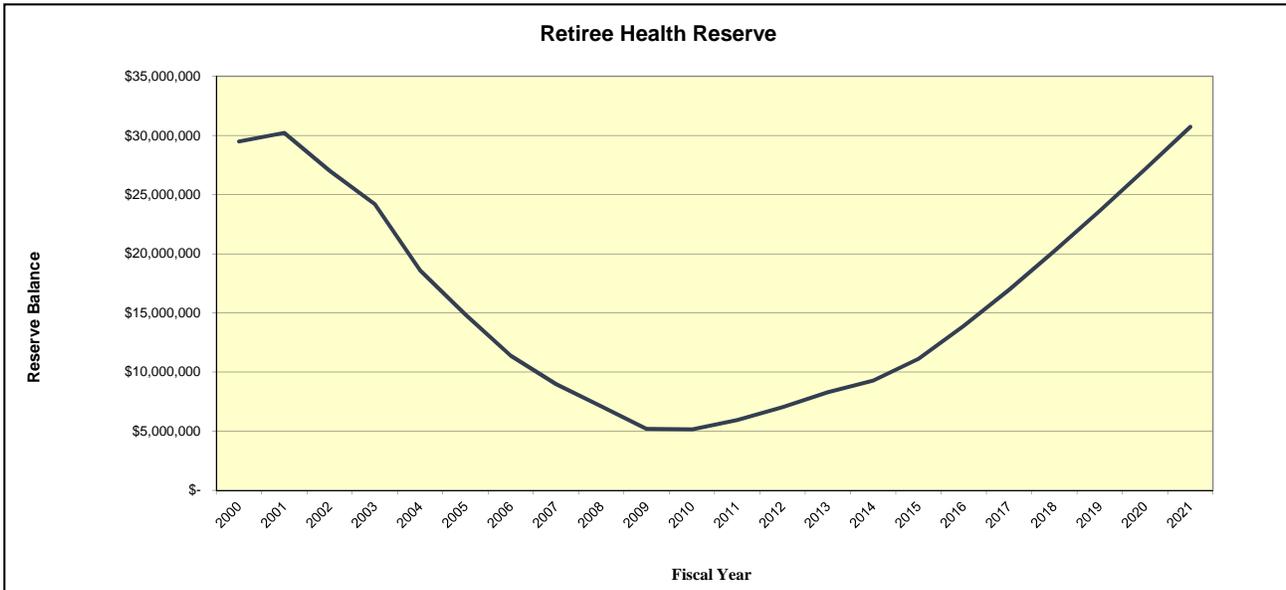
Risk management expense represents the cost of employee health benefits, insurance, self-insurance and workers' compensation programs and is allocated amongst the budgets of the BOE, Town and other funds. The Town's General Fund risk management expense increases \$1,170,244, or 7.3%, in fiscal year 2017. Town Health Program expense increases \$1,161,596, reflecting the General Fund's portion of the \$600,000 increase in the contribution for retiree health and a significant increase in active employee health care costs. Other risk programs experiencing an increase include heart and hypertension (\$40,684), insured (\$49,530), and workers' compensation (\$2,216) mainly due to increased claims cost/policy costs and amortization of accumulated surplus or deficit. Offsetting these increases is a reduction to the self-insured program of \$83,782 reflecting an expected decline in claims expense and program expense in fiscal year 2017. In addition, a full-time position has been transferred from this program to the Risk Management Administration program.

### **Retiree Medical & Pension Benefits**

The Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2013, is \$118,864,906. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 in response to the elimination of the General Fund's contribution to the reserve fund in fiscal years 2003 and 2004 and the continued use of the reserve to pay all retiree health care claims. As a result of these actions, the balance of the reserve fund declined 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 \$10,780,000 in fiscal year 2017 split between the Town (\$7,872,000) and Board of Education (\$2,908,000).

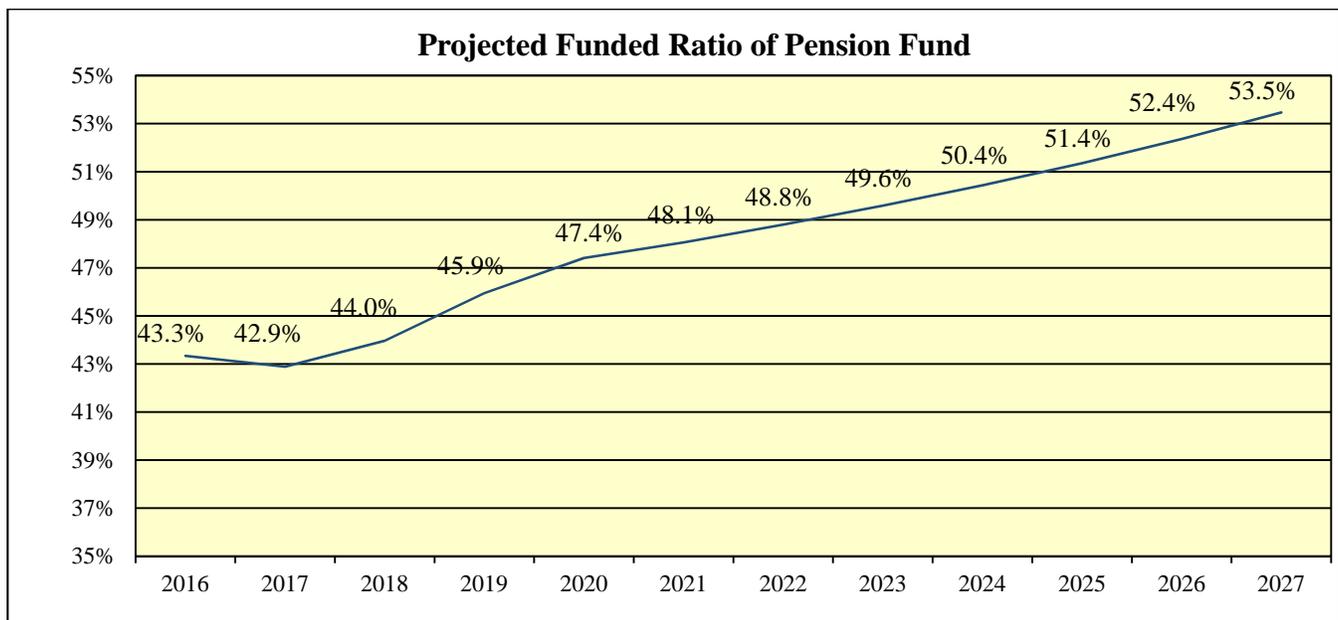
After almost a decade of declining fund balance, during which time all retiree claims were paid out of the fund and the contribution was gradually increasing, the reserve fund balance began growing again in fiscal year 2011. The transfer to the reserve fund and other revenue from employee contributions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

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



As discussed previously, a new actuarial firm was engaged for the July 1, 2015 valuation of the Pension Plan. The July 1, 2015 valuation indicates that the unfunded accrued liability increased by \$22.4 million from July 1, 2014 to July 1, 2015. This was primarily due to the discovery and valuation of unfunded liabilities, offset by modification of the amortization methodology and term. The Plan’s market value increased by \$8,632,823 from July 1, 2014 to July 1, 2015, while the actuarial value increased by \$19,015,922. 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. As a result of the changes in accrued liability and actuarial assets, the funded status was slightly reduced from 43.3% to 42.9%. Based upon the July 1, 2015 valuation, a contribution of \$13,990,663 is required from the General Fund, an increase of \$1,844,083.

The actuaries prepared a ten year projection, based on the changes made in assumptions, aimed at gradually increasing the Plan’s funded ratio while mitigating year to year ADC increases. The following chart details projected funding ratios.



**Public Schools**

The fiscal year 2017 education budget totals \$153,283,022, an increase of \$4,912,598 or 3.3%.

- Salaries, which represent the largest portion (66%) of the education budget, are increasing \$2.4 million or 2.5%. This increase reflects a modest growth related to a contractual inflationary increase.
- Employee benefit expenses represent the second largest portion of the budget (20%). Benefits are increased \$1.6 million.
- Transportation, utilities and tuition (9% of the total budget) increase \$0.6 million or 4.5%. This expense category includes costs for: out-of-district special education student placements (net of excess cost reimbursement from the State), Inter-district magnet tuition (net of Choice Program revenues) and tuition reimbursement for teachers and other professionals per contract.

**Capital Financing**

The annual appropriation for capital financing is determined by the Town's long range Capital Improvement Program. The 2017-2028 Capital Improvement Program (CIP) invests \$209,083,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment. The capital program ensures the Town is prepared to fund the necessary maintenance of streets, schools and town buildings. In addition, in years one and two it addresses a few non-recurring projects such as the balance of a new financial management system (\$250,000), radio system replacement (\$5,400,000), new Hall High School science labs (\$12,800,000), and phase one of the recycling modernization project (\$200,000).

Capital financing costs include three components: principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy). Bonded debt service is \$16,438,411 for fiscal year 2017. Of this amount, \$15,988,411 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 \$450,000 is funded by bond premiums received from previous Town bond issuances. The fiscal year 2017 budget includes no transfer to the CNRE Fund, as capital projects will be funded with existing CNRE fund balance. Fiscal year 2017 debt service costs are partially offset by \$131,467 in school construction reimbursement grant revenue from the State of Connecticut.

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# TOWN OF WEST HARTFORD FISCAL YEAR 2016-2017

## BUDGET IN BRIEF

### ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
General Fund	\$253,683,181	\$257,976,609	\$259,688,869	\$267,929,930
Blue Back Square Fund	3,727,370	3,683,241	3,726,292	3,714,352
Community Development Block Grant Fund	1,014,733	1,164,331	1,164,331	699,003
CDBG – Housing Rehabilitation Fund	187,894	250,000	426,875	175,000
State Housing & Community Development Fund	73		30	
Westmoor Park Fund	662,543	660,259	695,822	682,300
Leisure Services Fund	3,112,160	2,995,541	3,027,196	3,297,728
Private School Services Fund	2,055,164	2,177,576	2,215,330	2,242,219
West Hartford Library Fund	40,253	30,000	30,100	23,980
Parking Lot Fund	2,915,312	2,956,115	2,938,556	3,348,004
Capital & Non-Recurring Expenditure Fund	2,997,104	300,340	475,840	
Police Private Duty Fund	1,792,544	2,100,000	1,900,000	2,100,000
Technology Investment Fund	19,684	18,350	18,350	18,350
Cemetery Operating Fund	394,210	347,000	347,000	347,000
<b>Total Revenue &amp; Other Resources</b>	<b>\$272,602,225</b>	<b>\$274,659,362</b>	<b>\$276,654,591</b>	<b>\$284,577,866</b>

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
General Fund	\$252,748,640	\$257,976,609	\$257,456,076	\$267,929,930
Blue Back Square Fund	3,921,500	3,877,700	3,877,700	3,897,275
Community Development Block Grant Fund	1,014,734	1,164,331	1,164,331	699,003
CDBG – Housing Rehabilitation Fund	222,002	250,000	426,875	175,000
State Housing & Community Development Fund		19,300	19,300	
Westmoor Park Fund	644,603	783,821	794,755	667,588
Leisure Services Fund	3,109,759	2,982,687	3,108,733	3,054,492
Private School Services Fund	2,055,163	2,177,576	2,215,330	2,242,219
West Hartford Library Fund	37,239	69,461	69,561	23,980
Parking Lot Fund	2,432,028	2,953,694	2,802,086	3,322,506
Capital & Non-Recurring Expenditure Fund	1,733,750	959,600	959,348	1,173,000
Police Private Duty Fund	1,972,856	2,148,645	2,023,645	2,065,246
Technology Investment Fund	46,978	34,684	34,684	21,700
Cemetery Operating Fund	658,946	387,132	387,296	399,058
<b>Total Expenditures &amp; Other Uses</b>	<b>\$270,598,198</b>	<b>\$275,785,240</b>	<b>\$275,339,720</b>	<b>\$285,670,997</b>

CHANGE IN FUND BALANCE	\$ 2,004,027	(\$ 1,125,878)	\$ 1,314,871	(\$ 1,093,131)
BEGINNING BALANCE	\$ 24,570,663	\$ 26,574,690	\$ 26,574,690	\$ 27,889,561
ENDING BALANCE	\$ 26,574,690	\$ 25,448,812	\$ 27,889,561	\$ 26,796,430

**ANNUAL BUDGET 2016-2017**

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

	<u>General Fund</u>	<u>Blue Back Square Fund</u>	<u>CDBG Fund</u>	<u>CDBG Housing Rehab Fund</u>	<u>State Housing Fund</u>	<u>Westmoor Park Fund</u>	<u>Leisure Services Fund</u>
<b><u>Revenues</u></b>							
Property Taxes	\$233,344,429						
Intergovernmental	26,724,743		699,003	175,000			
Charges for Services	5,827,720	18,856				307,800	2,992,328
Miscellaneous	1,122,250	2,000				374,500	35,400
<b>Total Revenues</b>	<b>\$267,019,142</b>	<b>\$20,856</b>	<b>\$699,003</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$682,300</b>	<b>\$3,027,728</b>
<b><u>Other Resources</u></b>							
Transfers In	\$910,788	\$3,693,496					\$270,000
<b>Total Other Resources</b>	<b>\$910,788</b>	<b>\$3,693,496</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$270,000</b>
<b>Total Revenue &amp; Other Resources</b>	<b>\$267,929,930</b>	<b>\$3,714,352</b>	<b>\$699,003</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$682,300</b>	<b>\$3,297,728</b>
<b><u>Expenditures</u></b>							
Town Clerk	\$ 275,484						
Town Council	369,517						
Town Manager	286,901						
Corporation Counsel	435,553						
Registrar of Voters	294,902						
Information Technology	882,260						
Financial Services	2,265,706						
Assessor	700,540						
Human Resources	452,689						
Fire Department	11,012,637						
Police Department	14,979,056						
Community Services	2,746,287		261,439	175,000			
Public Works	11,491,061						
Plant & Facilities Services	2,143,942						
Social Services & Leisure Services	3,024,792		271,064			639,273	3,054,492
Library Services	3,410,286						
Education	153,283,022						
Debt Service	16,078,411						
Non-Departmental	42,202,695	3,897,275					
<b>Total Expenditures</b>	<b>\$266,335,741</b>	<b>\$3,897,275</b>	<b>\$532,503</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$639,273</b>	<b>\$3,054,492</b>
<b><u>Other Uses</u></b>							
Transfers Out	1,594,189		166,500			28,315	
<b>Total Other Uses</b>	<b>\$1,594,189</b>	<b>\$0</b>	<b>\$166,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,315</b>	<b>\$0</b>
<b>Total Expenditures and Other Uses</b>	<b>\$267,929,930</b>	<b>\$3,897,275</b>	<b>\$699,003</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$667,588</b>	<b>\$3,054,492</b>
<b>Change in Fund Balance</b>	<b>\$0</b>	<b>(\$182,923)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,712</b>	<b>\$243,236</b>
<b>Estimated Fund Balance 7/1/16</b>	<b>\$22,854,158</b>	<b>\$820,860</b>	<b>\$0</b>	<b>\$21,100</b>	<b>\$157</b>	<b>\$415,816</b>	<b>(\$2,045,990)</b>
<b>Estimated Fund Balance 6/30/17</b>	<b>\$22,854,158</b>	<b>\$637,937</b>	<b>\$0</b>	<b>\$21,100</b>	<b>\$157</b>	<b>\$430,528</b>	<b>(\$1,802,754)</b>

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

**ANNUAL BUDGET 2016-2017**

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

	Private School Services Fund	Library Fund	Parking Lot Fund	Capital & Non- Recurring Expenditure Fund	Police Private Duty Service Fund	Technology Investment Fund	Cemetery Operating Fund	Total All Funds
<b>Revenues</b>								
Property Taxes								\$233,344,429
Intergovernmental	711,197	8,980						28,318,923
Charges for Services		15,000	3,343,004		2,100,000	18,150	340,000	14,962,858
Miscellaneous			5,000			200	7,000	1,546,350
<b>Total Revenues</b>	\$711,197	\$23,980	\$3,348,115	\$0	\$2,100,000	\$18,350	\$347,000	\$278,172,560
<b>Other Resources</b>								
Transfers In	\$1,531,022							\$6,405,306
<b>Total Other Resources</b>	\$1,531,022	\$0	\$0	\$0	\$0	\$0	\$0	\$6,405,306
<b>Total Revenue &amp; Other Resources</b>	\$2,242,219	\$23,980	\$3,348,004	\$0	\$2,100,000	\$18,350	\$347,000	\$284,577,866
<b>Expenditures</b>								
Town Clerk								\$ 275,484
Town Council								369,517
Town Manager								286,901
Corporation Counsel								435,553
Registrar of Voters								294,902
Information Technology						21,700		903,960
Financial Services								2,265,706
Assessor								700,540
Human Resources								452,689
Fire Department								11,012,637
Police Department					1,940,246			16,919,302
Community Services								3,182,726
Public Works			3,322,506				395,834	15,209,401
Plant & Facilities Services								2,143,942
Social Services & Leisure Services								6,989,621
Library Services		23,980						3,434,266
Education								153,283,022
Debt Service								16,078,411
Non-Departmental	2,242,219							48,342,189
<b>Total Expenditures</b>	\$2,242,219	\$23,980	\$3,322,506	\$0	\$1,940,246	\$21,700	\$395,834	\$282,580,769
<b>Other Uses</b>								
Transfers Out				1,173,000	125,000		3,224	3,090,228
<b>Total Other Uses</b>	\$0	\$0	\$0	\$1,173,000	\$125,000	\$0	\$3,224	\$3,090,228
<b>Total Expenditures and Other Uses</b>	\$2,242,219	\$23,980	\$3,322,506	\$1,173,000	\$2,065,246	\$21,700	\$399,058	\$285,670,997
<b>Change in Fund Balance</b>								
<b>Balance</b>	\$0	\$0	\$25,498	(\$1,173,000)	\$34,754	(\$3,350)	(\$52,058)	(\$1,093,131)
<b>Estimated Fund Balance 7/1/16</b>	\$0	\$0	\$2,152,006	\$1,437,344	\$448,306	\$3,350	\$1,782,454	\$27,889,561
<b>Estimated Fund Balance 6/30/17</b>	\$0	\$0	\$2,177,504	\$264,344	\$483,060	\$0	\$1,730,396	\$26,796,430

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 2016-2017

## BUDGET IN BRIEF

### GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Current Year Property Taxes	\$218,465,459	\$223,959,992	\$223,959,992	\$229,544,429
Other Property Taxes	4,596,683	4,025,000	4,025,000	3,800,000
Intergovernmental	22,864,416	22,473,298	23,817,357	26,724,743
Charges for Services	6,010,302	5,393,109	5,632,347	5,827,720
Miscellaneous	787,310	1,086,500	1,260,000	1,122,250
Transfers In	959,011	1,038,710	994,173	910,788
<b>Total Revenue &amp; Other Resources</b>	<b>\$253,683,181</b>	<b>\$257,976,609</b>	<b>\$259,688,869</b>	<b>\$267,929,930</b>

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Town Council	\$ 367,732	\$ 367,917	\$ 365,531	\$ 369,517
Town Clerk	268,105	267,546	268,879	275,484
Town Manager	277,388	287,631	287,631	286,901
Corporation Counsel	464,804	425,692	421,792	435,553
Registrar of Voters	255,943	272,415	277,921	294,902
Assessor	640,705	691,718	670,189	700,540
Information Technology	743,594	756,292	766,377	882,260
Financial Services	2,084,178	2,208,543	2,208,582	2,265,706
Human Resources	402,876	440,647	435,866	452,689
Fire	10,530,790	11,043,737	10,983,937	11,012,637
Police	15,108,328	15,200,570	15,313,689	14,979,056
Community Services	2,437,767	2,655,250	2,663,061	2,746,287
Public Works	11,005,470	11,671,177	11,242,733	11,554,228
Plant and Facilities Services	2,112,026	2,101,769	2,105,735	2,143,942
Social Services & Leisure Services	2,975,297	3,034,366	2,961,764	3,024,792
Library	3,212,201	3,398,376	3,367,542	3,410,286
Education	144,708,412	148,370,424	148,070,424	153,283,022
Capital Financing	16,808,341	15,119,984	15,119,984	16,078,411
Non-Departmental	38,344,683	39,662,555	39,924,439	43,733,717
<b>Total Expenditures &amp; Other Uses</b>	<b>\$252,748,640</b>	<b>\$257,976,609</b>	<b>\$257,456,076</b>	<b>\$267,929,930</b>

CHANGE IN FUND BALANCE	\$ 934,541	\$	\$ 2,232,793	\$
BEGINNING BALANCE	\$ 19,686,824	\$ 20,621,365	\$ 20,621,365	\$ 22,854,158
ENDING BALANCE	\$ 20,621,365	\$ 20,621,365	\$ 22,854,158	\$ 22,854,158

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

	<u>ACTUAL</u> <u>FY 2014-2015</u>	<u>ADOPTED</u> <u>FY 2015-2016</u>	<u>ESTIMATED</u> <u>FY 2015-2016</u>	<u>ADOPTED</u> <u>FY 2016-2017</u>	<u>PERCENT</u> <u>CHANGE</u>
Town Council	\$ 367,732	\$ 367,917	\$ 365,531	\$ 369,517	0.4%
Town Clerk	268,105	267,546	268,879	275,484	3.0%
Town Manager	277,388	287,631	287,631	286,901	-0.3%
Corporation Counsel	464,804	425,692	421,792	435,553	2.3%
Registrar of Voters	255,943	272,415	277,921	294,902	8.3%
Assessor's Office	640,705	691,718	670,189	700,540	1.3%
Information Technology	743,594	756,292	766,377	882,260	16.7%
Financial Services	2,084,178	2,208,543	2,208,582	2,265,706	2.6%
Human Resources	402,876	440,647	435,866	452,689	2.7%
Fire	10,530,790	11,043,737	10,983,937	11,012,637	-0.3%
Police	15,108,328	15,200,570	15,313,689	14,979,056	-1.5%
Community Services	2,437,767	2,655,250	2,663,061	2,746,287	3.4%
Public Works	11,005,470	11,671,177	11,242,733	11,554,228	-1.0%
Plant and Facilities Services	2,112,026	2,101,769	2,105,735	2,143,942	2.0%
Social Services & Leisure Services	2,975,297	3,034,366	2,961,764	3,024,792	-0.3%
Library	3,212,201	3,398,376	3,367,542	3,410,286	0.4%
Education	144,708,412	148,370,424	148,070,424	153,283,022	3.3%
Capital Financing	16,808,341	15,119,984	15,119,984	16,078,411	6.3%
Non-Departmental	<u>38,344,683</u>	<u>39,662,555</u>	<u>39,924,439</u>	<u>43,733,717</u>	10.3%
<b>Total Expenditures &amp; Other Uses</b>	<b>\$252,748,640</b>	<b>\$257,976,609</b>	<b>\$257,456,076</b>	<b>\$267,929,930</b>	<b>3.9%</b>

**ANNUAL BUDGET 2016-2017**

**GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES**

	Actual 2014-2015	Adopted 2015-2016	Actual 6 month	Estimated 2015-2016	Adopted 2016-2017	Percent Change
<b>PROPERTY TAXES</b>						
Current Year Taxes	\$218,465,459	\$223,959,992	\$147,597,742	\$223,959,992	\$229,544,429	2.5%
Motor Vehicle Supplement	2,065,766	1,925,000	685,611	1,925,000	1,700,000	-11.7%
Prior Year Taxes	1,623,233	1,350,000	985,386	1,350,000	1,350,000	
Interest & Lien Fees	<u>907,684</u>	<u>750,000</u>	<u>387,584</u>	<u>750,000</u>	<u>750,000</u>	
<b>TOTAL PROPERTY TAXES</b>	<b>223,062,142</b>	<b>227,984,992</b>	<b>149,656,323</b>	<b>227,984,992</b>	<b>233,344,429</b>	<b>2.4%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
<b>Federal</b>						
Dial-A-Ride Assistance	84,981	84,460	15,615	84,460	22,000	-74.0%
Law Enforcement Grants	<u>213,273</u>	<u>208,106</u>	<u>55,401</u>	<u>216,542</u>	<u>        </u>	-100.0%
<b>Total Federal Revenues</b>	<b>298,254</b>	<b>292,566</b>	<b>71,016</b>	<b>301,002</b>	<b>22,000</b>	<b>-92.5%</b>
<b>State</b>						
ECS Grant	18,364,058	18,181,174		19,867,867	18,340,548	0.9%
School Building Subsidy	141,804	136,277		136,277	131,467	-3.5%
School Transportation	<u>256,021</u>	<u>181,304</u>	<u>        </u>	<u>173,305</u>	<u>119,418</u>	-34.1%
Sub-Total Education	18,761,883	18,498,755		20,177,449	18,591,433	0.5%
Circuit Breaker	281,354	282,000	272,810	272,810	272,000	-3.5%
Disabled Property Tax Relief	6,104	4,500	5,883	5,883	6,000	33.3%
Municipal Tax Relief	757,839	805,784		805,784	805,784	
MRSA – Sales Tax Sharing					2,075,223	
MRSA – Motor Vehicles					2,506,040	
Payment in lieu of Taxes (PILOT)	1,404,890	1,319,151	978,740	978,740	1,180,454	-10.5%
Veterans Tax Relief	<u>69,077</u>	<u>70,000</u>	<u>71,063</u>	<u>71,063</u>	<u>70,000</u>	
Sub-Total Property Tax Relief	2,519,264	2,481,435	1,328,496	2,134,280	6,915,501	178.7%
Alcohol/Drug Abuse Grant	5,925	5,675		7,116	7,116	25.4%
YSB Grant	<u>42,898</u>	<u>35,056</u>	<u>20,846</u>	<u>35,056</u>	<u>35,056</u>	
Sub-Total Human & Cultural Services	48,823	40,731	20,846	42,172	42,172	3.5%
Town Aid Road	687,452	687,452	343,682	687,363	687,363	
Library Grant	1,158	1,000		1,000	1,000	
Emergency 911 Service Grant	140,595	141,000	105,608	141,000	141,000	
Emergency Management Grant	18,608				11,286	
Pequot/Mohegan Fund Grant	220,032	211,359	70,166	211,359	197,988	-6.3%
Telephone Grant	145,891	115,000		115,000	115,000	
Preservation of Historic Documents	7,500	4,000	4,000	4,000		-100.0%
Other Miscellaneous Grants	<u>14,956</u>	<u>        </u>	<u>2,732</u>	<u>2,732</u>	<u>        </u>	
Sub-Total Other State Aid	1,236,192	1,159,811	526,188	1,162,454	1,153,637	-0.5%
<b>Total State Revenue</b>	<b>22,566,162</b>	<b>22,180,732</b>	<b>1,875,530</b>	<b>23,516,355</b>	<b>26,702,743</b>	<b>20.4%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>22,864,416</b>	<b>22,473,298</b>	<b>1,946,546</b>	<b>23,817,357</b>	<b>26,724,743</b>	<b>18.9%</b>

**ANNUAL BUDGET 2016-2017**

**GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES**

	Actual 2014-2015	Adopted 2015-2016	Actual 6 month	Estimated 2015-2016	Adopted 2016-2017	Percent Change
<b>CHARGES FOR SERVICES</b>						
<b>Licenses &amp; Permits</b>						
Building Permits	1,921,666	1,700,000	897,417	1,700,000	1,500,000	-11.8%
Dog Licenses	10,984	11,000	649	11,000	11,000	
Fire Occupancy Fees	661,556	300,000	63,859	100,000	100,000	-66.7%
Fire Plan Review Fees			221,155	450,000	450,000	
Marriage Licenses	15,369	16,500	8,822	16,500	16,500	
Public Works Permits	105,681	110,000	58,108	80,000	80,000	-27.3%
Weapons Permits	10,640	11,000	4,410	11,000	11,000	
Engineering Licenses & Permits	108,452	85,500	46,362	85,500	85,500	
Zoning Permits	42,499	35,000	20,186	40,000	40,000	14.3%
Miscellaneous Licenses & Permits	<u>2,465</u>	<u>2,650</u>	<u>1,232</u>	<u>2,750</u>	<u>2,750</u>	3.8%
<b>Total Licenses &amp; Permits</b>	2,879,312	2,271,650	1,322,200	2,496,750	2,296,750	1.1%
<b>Charges for Services</b>						
Alarm Fees	22,082	22,000	11,703	22,000	22,000	
Birth Certificates	11,453	12,000	6,230	12,000	12,000	
Conveyance Taxes	904,232	950,000	535,074	950,000	975,000	2.6%
Copies	52,495	54,900	28,958	54,820	54,650	-0.5%
Day Care Services	45,638	46,839	19,516	46,839	48,040	2.6%
Death Certificates	59,540	55,000	31,480	55,000	55,000	
General Admissions	51,195	52,000	48,693	59,000	61,500	18.3%
Land Records Fee	243,549	250,000	127,888	250,000	250,000	
Land Records – Farmland Bill Fees	19,770	20,000	10,860	20,000	20,000	
MERS Fee	79,087	60,000	39,044	70,000	70,000	16.7%
Memberships	92,895	80,000	44,021	83,889	79,000	-1.3%
Metal Recycling	8,439	11,000	1,318	8,000	8,000	-27.3%
Recycling Revenue	82,556	70,000	28,460	70,000	70,000	
Miscellaneous Charges For Services	146,378	128,950	99,014	132,080	132,200	2.5%
Paramedic Services		188,000		62,666	376,000	100.0%
Program Registrations	440,024	429,250	261,127	364,707	465,410	8.4%
Land Leases			75,000	150,000	150,000	
Rental of Facilities	299,115	203,820	105,223	200,820	206,220	1.2%
Special Events	137,366	53,000	39,014	58,430	60,000	13.2%
Revenue Cost Sharing	10,973	13,000	1,596	1,596		-100.0%
TPZ/IWW Applications	23,399	25,000	10,755	25,000	25,000	
Zoning Petitions	<u>8,427</u>	<u>40,000</u>	<u>62,800</u>	<u>62,800</u>	<u>20,000</u>	-50.0%
<b>Total Charges for Services</b>	2,738,613	2,764,759	1,587,774	2,759,647	3,160,020	14.3%
<b>Fines &amp; Forfeitures</b>						
Adult Library Fines	47,650	50,000	22,122	50,000	50,000	
Children's Library Fines	8,069	8,000	3,238	8,000	8,000	
Lost Material Payment	5,902	7,000	2,049	7,000	7,000	
Moving Vehicle Violations	46,541	35,000	35,005	50,000	45,000	28.6%
Ordinance Violations	15,099	4,000	5,217	8,000	8,000	100.0%
Parking Violation	266,556	250,000	128,937	250,000	250,000	
Miscellaneous Fines & Forfeitures	<u>2,560</u>	<u>2,700</u>	<u>1,579</u>	<u>2,950</u>	<u>2,950</u>	9.3%
<b>Total Fines &amp; Forfeitures</b>	392,377	356,700	198,147	375,950	370,950	4.0%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>6,010,302</b>	<b>5,393,109</b>	<b>3,108,121</b>	<b>5,632,347</b>	<b>5,827,720</b>	<b>8.1%</b>

**ANNUAL BUDGET 2016-2017**

**GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES**

	<b>Actual 2014-2015</b>	<b>Adopted 2015-2016</b>	<b>Actual 6 month</b>	<b>Estimated 2015-2016</b>	<b>Adopted 2016-2017</b>	<b>Percent Change</b>
<b>MISCELLANEOUS REVENUES</b>						
Miscellaneous Revenue	15,000	455,000	15,000	455,000	375,000	-17.6%
Commissions	30,519		204	204		
Contributions	60,774	42,000	28,012	35,116	23,750	-43.5%
Private Bequests		20,000		20,000	20,000	
Interest Income	281,583	250,000	163,874	350,000	384,000	53.6%
Miscellaneous Reimbursements	26,295	19,500	10,563	22,180	19,500	
Workers Compensation Reimbursements	351,060	300,000	178,642	350,000	300,000	
Sale of Assets	<u>22,079</u>		<u>23,555</u>	<u>27,500</u>		
<b>TOTAL MISC REVENUES</b>	<b>787,310</b>	<b>1,086,500</b>	<b>419,850</b>	<b>1,260,000</b>	<b>1,122,250</b>	<b>3.3%</b>
<b>TRANSFERS IN</b>						
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 Services (CPF)	114,815	100,000	8,094	60,000	30,000	-70.0%
Community Services (CDBG)	50,000	50,000		50,000	50,000	
Public Works (LoCIP Grant)	436,682	436,682		432,145	432,145	-1.0%
Facilities Services (CPF)	125,514	200,728		200,728	166,643	-17.0%
Social Services (SHCDF)		<u>19,300</u>		<u>19,300</u>		-100.0%
<b>TOTAL TRANSFERS IN</b>	<b>959,011</b>	<b>1,038,710</b>	<b>8,094</b>	<b>994,173</b>	<b>910,788</b>	<b>-12.3%</b>
<b>GENERAL FUND TOTAL REVENUE</b>	<b>\$253,683,181</b>	<b>\$257,976,609</b>	<b>\$155,138,934</b>	<b>\$259,688,869</b>	<b>\$267,929,930</b>	<b>3.9%</b>

**ANNUAL BUDGET 2016-2017**

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

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
<b><u>Town Council</u></b>					
Wages & Salaries	\$114,359	\$108,892	\$110,541	\$113,274	4.0%
Operating Expense	244,781	250,856	246,695	247,770	-1.2%
Social Security	<u>8,592</u>	<u>8,169</u>	<u>8,295</u>	<u>8,473</u>	3.7%
<b>TOTAL</b>	<b>\$367,732</b>	<b>\$367,917</b>	<b>\$365,531</b>	<b>\$369,517</b>	<b>0.4%</b>
<b><u>Town Clerk</u></b>					
Wages & Salaries	\$144,037	\$160,853	\$162,853	\$168,272	4.6%
Operating Expense	115,793	95,950	95,950	96,450	0.5%
Social Security	<u>8,275</u>	<u>10,743</u>	<u>10,076</u>	<u>10,762</u>	0.2%
<b>TOTAL</b>	<b>\$268,105</b>	<b>\$267,546</b>	<b>\$268,879</b>	<b>\$275,484</b>	<b>3.0%</b>
<b><u>Town Manager</u></b>					
Wages & Salaries	\$259,504	\$267,985	\$267,985	\$267,201	-0.3%
Operating Expense	2,411	4,150	4,150	4,150	
Social Security	<u>15,473</u>	<u>15,496</u>	<u>15,496</u>	<u>15,550</u>	0.3%
<b>TOTAL</b>	<b>\$277,388</b>	<b>\$287,631</b>	<b>\$287,631</b>	<b>\$286,901</b>	<b>-0.3%</b>
<b><u>Corporation Counsel</u></b>					
Wages & Salaries	\$318,518	\$330,932	\$327,032	\$340,240	2.8%
Operating Expense	124,181	71,360	71,360	71,360	
Social Security	<u>22,105</u>	<u>23,400</u>	<u>23,400</u>	<u>23,953</u>	2.4%
<b>TOTAL</b>	<b>\$464,804</b>	<b>\$425,692</b>	<b>\$421,792</b>	<b>\$435,553</b>	<b>2.3%</b>
<b><u>Registrar of Voters</u></b>					
Wages & Salaries	\$200,559	\$216,382	\$220,849	\$234,970	8.6%
Operating Expense	43,850	43,408	44,447	47,243	8.8%
Social Security	<u>11,534</u>	<u>12,625</u>	<u>12,625</u>	<u>12,689</u>	0.5%
<b>TOTAL</b>	<b>\$255,943</b>	<b>\$272,415</b>	<b>\$277,921</b>	<b>\$294,902</b>	<b>8.3%</b>
<b><u>Assessor</u></b>					
Wages & Salaries	\$560,047	\$591,124	\$571,125	\$597,872	1.1%
Operating Expense	39,276	56,815	56,815	58,320	2.6%
Social Security	<u>41,382</u>	<u>43,779</u>	<u>42,249</u>	<u>44,348</u>	1.3%
<b>TOTAL</b>	<b>\$640,705</b>	<b>\$691,718</b>	<b>\$670,189</b>	<b>\$700,540</b>	<b>1.3%</b>

**ANNUAL BUDGET 2016-2017**

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

	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
<b><u>Information Technology</u></b>					
Wages & Salaries	\$420,756	\$445,459	\$453,365	\$463,666	4.1%
Operating Expense	293,456	278,308	280,487	385,500	38.5%
Social Security	<u>29,382</u>	<u>32,525</u>	<u>32,525</u>	<u>33,094</u>	1.7%
<b>TOTAL</b>	<b>\$743,594</b>	<b>\$756,292</b>	<b>\$766,377</b>	<b>\$882,260</b>	<b>16.7%</b>
<b><u>Financial Services</u></b>					
Wages & Salaries	\$1,510,041	\$1,641,165	\$1,668,677	\$1,710,672	4.2%
Operating Expense	465,992	446,038	417,987	430,188	-3.6%
Social Security	<u>108,145</u>	<u>121,340</u>	<u>121,918</u>	<u>124,846</u>	2.9%
<b>TOTAL</b>	<b>\$2,084,178</b>	<b>\$2,208,543</b>	<b>\$2,208,582</b>	<b>\$2,265,706</b>	<b>2.6%</b>
<b><u>Human Resources</u></b>					
Wages & Salaries	\$324,506	\$345,589	\$347,646	\$349,589	1.2%
Operating Expense	54,813	69,650	61,625	76,355	9.6%
Social Security	<u>23,557</u>	<u>25,408</u>	<u>26,595</u>	<u>26,745</u>	5.3%
<b>TOTAL</b>	<b>\$402,876</b>	<b>\$440,647</b>	<b>\$435,866</b>	<b>\$452,689</b>	<b>2.7%</b>
<b><u>Fire</u></b>					
Wages & Salaries	\$9,597,540	\$9,991,390	\$9,941,390	\$9,891,336	-1.0%
Operating Expense	789,937	895,929	890,129	968,058	8.1%
Social Security	<u>143,313</u>	<u>156,418</u>	<u>152,418</u>	<u>153,243</u>	-2.0%
<b>TOTAL</b>	<b>\$10,530,790</b>	<b>\$11,043,737</b>	<b>\$10,983,937</b>	<b>\$11,012,637</b>	<b>-0.3%</b>
<b><u>Police</u></b>					
Wages & Salaries	\$13,771,118	\$13,872,025	\$14,087,605	\$13,757,526	-0.8%
Operating Expense	1,053,295	1,026,513	926,154	917,553	-10.6%
Social Security	<u>283,915</u>	<u>302,032</u>	<u>299,930</u>	<u>303,977</u>	0.6%
<b>TOTAL</b>	<b>\$15,108,328</b>	<b>\$15,200,570</b>	<b>\$15,313,689</b>	<b>\$14,979,056</b>	<b>-1.5%</b>
<b><u>Community Services</u></b>					
Wages & Salaries	\$1,848,460	\$2,028,901	\$2,035,986	\$2,187,175	7.8%
Operating Expense	459,287	474,199	476,052	397,216	-16.2%
Social Security	<u>130,020</u>	<u>152,150</u>	<u>151,023</u>	<u>161,896</u>	6.4%
<b>TOTAL</b>	<b>\$2,437,767</b>	<b>\$2,655,250</b>	<b>\$2,663,061</b>	<b>\$2,746,287</b>	<b>3.4%</b>

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

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
<b><u>Public Works</u></b>					
Wages & Salaries	\$3,982,776	\$4,155,467	\$4,004,340	\$4,141,680	-0.3%
Operating Expense	6,692,407	7,140,071	6,874,582	7,037,047	-1.4%
Social Security	<u>330,287</u>	<u>375,639</u>	<u>363,811</u>	<u>375,501</u>	
<b>TOTAL</b>	<b>\$11,005,470</b>	<b>\$11,671,177</b>	<b>\$11,242,733</b>	<b>\$11,554,228</b>	<b>-1.0%</b>
<b><u>Plant and Facilities Services</u></b>					
Wages & Salaries	\$1,055,876	\$1,147,374	\$1,151,340	\$1,170,060	2.0%
Operating Expense	978,297	867,762	867,762	885,573	2.1%
Social Security	<u>77,853</u>	<u>86,633</u>	<u>86,633</u>	<u>88,309</u>	1.9%
<b>TOTAL</b>	<b>\$2,112,026</b>	<b>\$2,101,769</b>	<b>\$2,105,735</b>	<b>\$2,143,942</b>	<b>2.0%</b>
<b><u>Social Services and Leisure Services</u></b>					
Wages & Salaries	\$1,774,585	\$1,901,710	\$1,862,093	\$1,953,361	2.7%
Operating Expense	964,755	1,025,805	995,677	962,102	-6.2%
Equipment	18,201				
Social Security	<u>217,756</u>	<u>106,851</u>	<u>103,994</u>	<u>109,329</u>	2.3%
<b>TOTAL</b>	<b>\$2,975,297</b>	<b>\$3,034,366</b>	<b>\$2,961,764</b>	<b>\$3,024,792</b>	<b>-0.3%</b>
<b><u>Library</u></b>					
Wages & Salaries	\$2,426,560	\$2,559,954	\$2,539,107	\$2,582,283	0.9%
Operating Expense	615,305	654,187	649,187	647,187	-1.1%
Social Security	<u>170,336</u>	<u>184,235</u>	<u>179,248</u>	<u>180,816</u>	-1.9%
<b>TOTAL</b>	<b>\$3,212,201</b>	<b>\$3,398,376</b>	<b>\$3,367,542</b>	<b>\$3,410,286</b>	<b>0.4%</b>
<b><u>Board of Education</u></b>					
Board of Education	<u>\$144,708,412</u>	<u>\$148,370,424</u>	<u>\$148,070,424</u>	<u>\$153,283,022</u>	3.3%
<b>TOTAL</b>	<b>\$144,708,412</b>	<b>\$148,370,424</b>	<b>\$148,070,424</b>	<b>\$153,283,022</b>	<b>3.3%</b>
<b><u>Capital Financing</u></b>					
Debt and Sundry	<u>\$16,808,341</u>	<u>\$15,119,984</u>	<u>\$15,119,984</u>	<u>\$16,078,411</u>	6.3%
<b>TOTAL</b>	<b>\$16,808,341</b>	<b>\$15,119,984</b>	<b>\$15,119,984</b>	<b>\$16,078,411</b>	<b>6.3%</b>

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ANNUAL BUDGET 2016-2017

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

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
<b><u>Non-Departmental</u></b>					
Wages & Salaries	\$867,581	\$103,006	\$103,006	\$104,889	1.8%
Operating Expense	9,036,370	9,479,304	9,508,744	9,834,040	3.7%
Fringe Benefits and Insurance	<u>28,440,732</u>	<u>30,080,245</u>	<u>30,312,689</u>	<u>33,794,788</u>	12.3%
<b>TOTAL</b>	<b>\$38,344,683</b>	<b>\$39,662,555</b>	<b>\$39,924,439</b>	<b>\$43,733,717</b>	<b>10.3%</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$252,748,640</b>	<b>\$257,976,609</b>	<b>\$257,456,076</b>	<b>\$267,929,930</b>	<b>3.9%</b>

**FULL-TIME POSITION SUMMARY**

The following summary aggregates authorized and funded full-time classified and unclassified Town positions by department and fund. A detailed position schedule can be found in each departmental section. The fiscal year 2017 budget contains 445 full-time funded positions, an increase of 3 positions from fiscal year 2016.

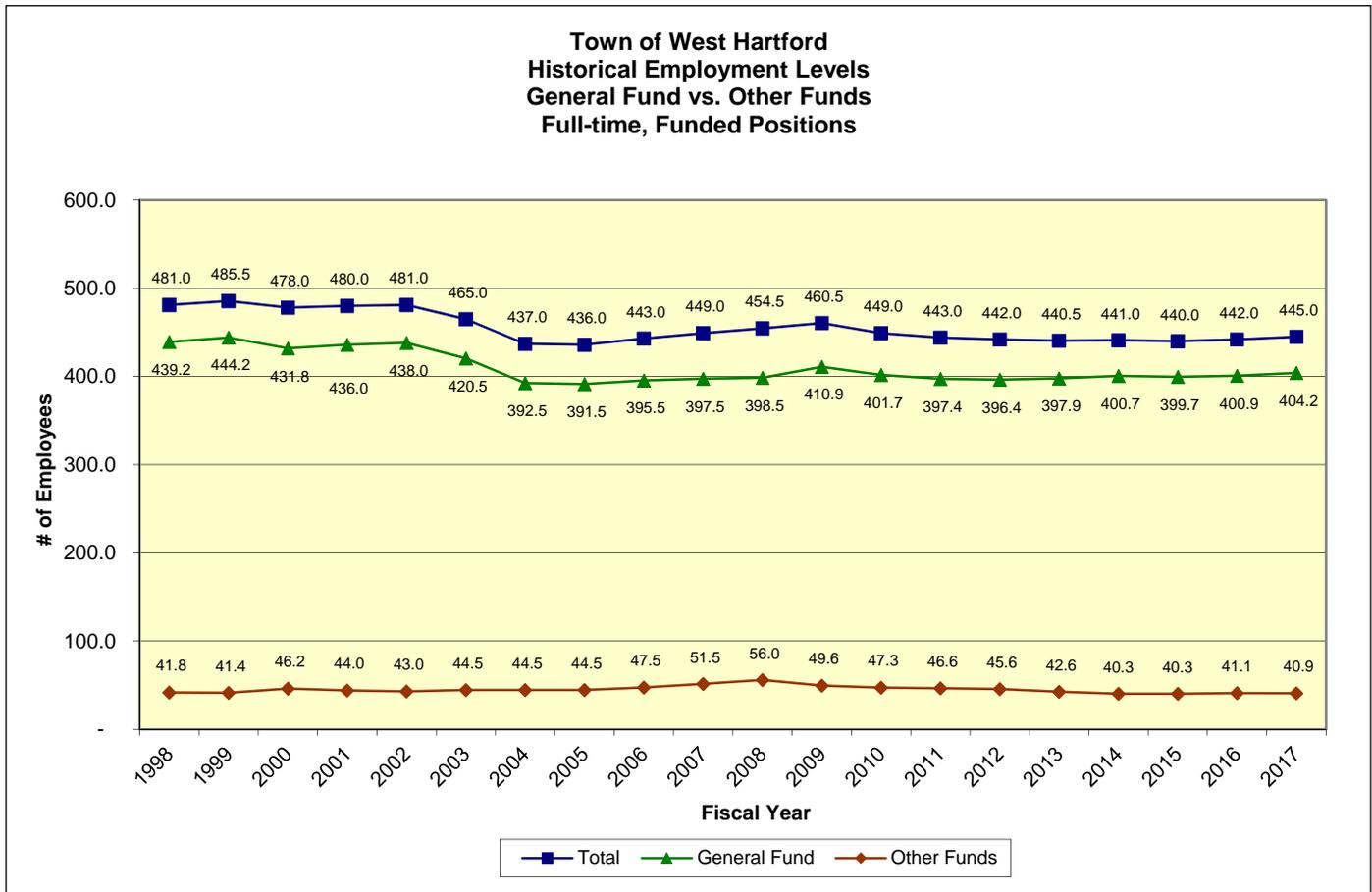
**Authorized and Funded Positions**

	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>Revised 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>
<b><u>General Government</u></b>					
General Fund	16.00	16.00	16.00	16.00	16.00
<b><u>Information Technology</u></b>					
General Fund	4.00	4.00	4.00	4.00	4.00
<b><u>Financial Services</u></b>					
General Fund	17.00	17.00	17.00	17.00	17.00
<b><u>Human Resources</u></b>					
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
<b><u>Fire</u></b>					
General Fund	92.00	92.00	92.00	92.00	92.00
<b><u>Police</u></b>					
General Fund	152.00	152.00	151.00	151.00	151.00
Parking Lot Fund			<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
	<u>152.00</u>	<u>152.00</u>	<u>153.00</u>	<u>153.00</u>	<u>153.00</u>
<b><u>Community Services</u></b>					
General Fund	23.50	23.25	24.25	24.25	25.25
CDGB Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	24.50	24.25	25.25	25.25	26.25
<b><u>Public Works</u></b>					
General Fund	47.00	47.00	47.00	47.00	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	58.00	58.00	60.00
<b><u>Plant and Facilities Services</u></b>					
General Fund	9.00	8.25	8.25	8.25	8.25

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

**Authorized and Funded Positions**

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Revised 2015-16</u>	<u>Adopted 2016-17</u>
<u>Social Services &amp; Leisure Services</u>					
General Fund	11.99	11.99	13.22	13.22	13.45
CDBG Fund	1.00	1.00	1.00	1.00	0.92
Westmoor Park Fund	2.33	2.33	2.30	2.30	2.10
Leisure Services Enterprise Fund	<u>9.68</u>	<u>9.68</u>	<u>8.48</u>	<u>8.48</u>	<u>8.53</u>
<b>TOTAL</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
<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>
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>TOTAL ALL FUNDS</b>	<b>441.00</b>	<b>440.00</b>	<b>442.00</b>	<b>442.00</b>	<b>445.00</b>



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

	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2016</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2017</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>WAGES &amp; SALARIES</u></b>				
<b>REGULAR PAYROLL</b>	<b>\$32,688,265</b>	<b>\$31,707,104</b>	<b>\$32,960,205</b>	<b>0.8%</b>
<p><b>Comment:</b> Regular payroll totals \$32,960,205, an increase of \$271,940 or 0.8% over the fiscal year 2016 adopted budget. This account represents the wages and salaries associated with all full-time employees. The budget includes applicable merit increases and contractual cost of living adjustments for all unions except the Police Union which expired June 30, 2013 and the Fire Union contract which expires June 30, 2016. A separate contingency has been established for potential wage settlements for these public safety unions. This budget includes the addition of an Economic Development Specialist in Community Services; two new Equipment Operators, effective January 1, 2017 to assist in MS4 permit responsibilities; an additional 0.23 full-time equivalents transferred to the General Fund from the Leisure Services Fund (0.15) and Community Development Block Grant Fund (.08), based upon duties performed; and, a full-year of funding for an Assistant Zoning Enforcement Officer hired January 1, 2016 as included in the fiscal year 2016 budget. These increases are offset by a reduction to regular payroll as the fiscal year 2016 budget contemplated the hiring of a full-time position to manage the Emergency Medical Services program, but in fiscal year 2017 the funding is removed and program oversight is instead funded through professional services. A hiring lag in the Police Department is budgeted at \$150,000. The cost of paramedic stipends (\$31,000) is also included within wages and salaries.</p>				
<b>TEMPORARY PAYROLL</b>	<b>2,514,124</b>	<b>2,526,825</b>	<b>2,648,104</b>	<b>5.3%</b>
<p><b>Comment:</b> The appropriation for temporary payroll in the fiscal year 2017 budget is increased \$133,980 over fiscal year 2016. An overall increase is primarily attributed to changes in the following departments: Financial Services (\$15,000), Police (\$12,000), Human and Leisure (\$90,978), and Library (\$26,035), offset by savings in Public Works (\$39,520). The budget for election worker payroll is increased \$15,089 to fund the anticipated probate judge primary and upcoming Presidential election.</p>				
<b>OVERTIME</b>	<b>3,545,225</b>	<b>4,508,222</b>	<b>3,308,087</b>	<b>-6.7%</b>
<p><b>Comment:</b> The overtime appropriation decreases \$237,138 townwide as the Fire Department allocation is reduced (\$54,000) due to initial paramedic credentialing required in fiscal year 2016, and one-time grant funded overtime in the Police department of approximately \$208,000 is removed, offset, in part, by an increase in Public Works (\$26,292).</p>				
<b>HOLIDAY</b>	<b>960,789</b>	<b>960,789</b>	<b>965,670</b>	<b>0.5%</b>
<p><b>Comment:</b> Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off.</p>				

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

<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>ADOPTED</u></b>	<b><u>PERCENT</u></b>
<b><u>FY 2016</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>CHANGE</u></b>

**WAGES & SALARIES (continued)**

<b>EDUCATION PREMIUM PAY</b>	<b><u>159,805</u></b>	<b><u>152,000</u></b>	<b><u>152,000</u></b>	<b>-4.9%</b>
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**Comment:** Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract. Members of the Clerical Union are eligible for education attainment payments of \$480 for an Associate's Degree or \$780 for a Bachelor's Degree. Members of the Police and Fire Unions are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree. The reduction reflects the number of public safety officers currently eligible for this benefit.

<b>TOTAL WAGES AND SALARIES</b>	<b><u>\$39,868,208</u></b>	<b><u>\$39,854,940</u></b>	<b><u>\$40,034,066</u></b>	<b>0.4%</b>
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2016</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2017</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b>				
<b>OFFICE EXPENSE</b>	<b>\$616,785</b>	<b>\$640,655</b>	<b>\$650,590</b>	<b>5.5%</b>
<b>Comment:</b> Includes copying, postage, office supplies, paper and other miscellaneous costs associated with program operation. These costs continue to be carefully scrutinized in all departments. Total office expense costs are increased \$33,805 in fiscal year 2017. This is primarily attributed to increases in the office expense budgets of the Town Clerk (\$5,500) and Registrar of Voters (\$4,130) based upon an anticipated primary for probate judge and Presidential election. In addition, Police is increased (\$13,500) for printing and copying and Detective Bureau supplies (fingerprint powders and ink, evidence tags, bags and boxes, test kits, etc.) consistent with experience.				
<b>DUES AND TRAVEL</b>	<b>199,921</b>	<b>202,272</b>	<b>223,183</b>	<b>11.6%</b>
<b>Comment:</b> Includes individual employee memberships in professional organizations, the Town's membership in outside agencies, as well as conferences, workshops and related travel expense. The increase relates to a \$7,000 annual paramedic certification within the Fire Department and \$15,000 in the Police Department to implement an enhanced recruitment, retention and promotion diversity program.				
<b>TRAINING</b>	<b>59,915</b>	<b>50,082</b>	<b>64,965</b>	<b>8.4%</b>
<b>Comment:</b> Used for customer service training programs as well as department specific training. The increase relates to additional Fire Department training (\$5,200).				
<b>ADVERTISING</b>	<b>64,140</b>	<b>68,492</b>	<b>63,390</b>	<b>-1.2%</b>
<b>Comment:</b> Budgeted primarily for required public notices related to the business of the Town Council and Town Planning and Zoning Commission, recruitment advertising for new employees and advertising for leisure services programs. Advertising costs are reduced \$750 as departments continue to move toward electronic advertising wherever possible. The Town Council budget reflects a \$5,000 savings due to a change in the reporting needs of Town Council agendas. This savings is offset, in part, by additional advertising required in Human Resources (\$3,000) and Social Services and Leisure Services (\$1,500).				
<b>PROFESSIONAL SERVICES</b>	<b>636,054</b>	<b>642,842</b>	<b>418,650</b>	<b>-34.2%</b>
<b>Comment:</b> This appropriation funds services provided by outside consultants and contractual costs such as internal mail, switchboard and copying services (\$95,000), and paramedic communication network operations (\$52,000). The reduction for fiscal year 2017 is attributable to the elimination of a \$50,000 appropriation for capital projects management included in fiscal year 2016, which will be directly expended from capital projects in the upcoming fiscal year; elimination of the fee paid to American Medical Responders for paramedic services (\$160,000); offset by an increased appropriation for a full year of paramedic services bundle billing (\$15,000).				

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

	<u>ADOPTED</u> <u>FY 2016</u>	<u>ESTIMATED</u> <u>FY 2016</u>	<u>ADOPTED</u> <u>FY 2017</u>	<u>PERCENT</u> <u>CHANGE</u>
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**OPERATING EXPENSES (continued)**

<b>CONTRACTUAL SERVICES</b>	<b>4,210,961</b>	<b>4,209,518</b>	<b>4,249,011</b>	<b>0.9%</b>
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**Comment:** Cost of services provided by contract with outside vendors throughout the Town’s departments. This appropriation reflects a net increase of \$38,050 over fiscal year 2016. The Tax Office will save \$8,500 concurrent with a decision to pass on electronic check fees to users and Public Works is expected to save \$42,000 for snow removal contractors in tandem with additional full-time staffing. Savings are offset by increases in Public Works (\$58,450) related to contractual increases with Paines, the Town’s refuse collection contractor, and increases to fund contracts for immediate traffic safety services including motor vehicle accidents (\$15,000).

<b>SOLID WASTE DISPOSAL</b>	<b>1,483,500</b>	<b>1,329,500</b>	<b>1,374,500</b>	<b>-7.3%</b>
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**Comment:** The appropriation for tipping fees paid for refuse and recycling disposal reflects a decrease of \$109,000 from fiscal year 2016. This reduction is attributed to reduced solid waste based on a five year history and a new green waste disposal contract.

<b>PRINTING/BINDING SERVICES</b>	<b>15,830</b>	<b>14,884</b>	<b>16,130</b>	<b>1.9%</b>
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**Comment:** Use of the BOE Print Shop for large departmental printing jobs such as publications, forms and communications.

<b>OFFICE &amp; MINOR EQUIPMENT</b>	<b>170,690</b>	<b>166,490</b>	<b>167,200</b>	<b>-2.0%</b>
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**Comment:** Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works departments.

<b>BOARDS &amp; COMMISSIONS</b>	<b>10,675</b>	<b>12,116</b>	<b>12,116</b>	<b>13.5%</b>
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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.

<b>MEALS</b>	<b>23,200</b>	<b>24,200</b>	<b>24,700</b>	<b>6.5%</b>
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**Comment:** Meal reimbursement payments are required by collective bargaining agreements or appropriated for individuals serving on oral boards and is increased \$1,500 to reflect the level of recruitment activity.

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

	<u>ADOPTED FY 2016</u>	<u>ESTIMATED FY 2016</u>	<u>ADOPTED FY 2017</u>	<u>PERCENT CHANGE</u>
<b><u>OPERATING EXPENSES</u> (continued)</b>				
<b>UNIFORMS &amp; LAUNDRY</b>	<b>228,515</b>	<b>233,221</b>	<b>242,291</b>	<b>6.0%</b>
<b>Comment:</b> Pays for uniform and laundry costs for public safety and Public Works departments, per union contracts. The increase relates to turnout gear replacement (\$7,756) and repair (\$5,500).				
<b>EDUCATION TUITION REIMBURSEMENT</b>	<b>45,000</b>	<b>39,000</b>	<b>45,000</b>	
<b>Comment:</b> This appropriation pays for certain approved employee courses, primarily for public safety employees (\$30,000), but also townwide (\$15,000) in Human Resources.				
<b>GENERAL CONTRIBUTIONS</b>	<b>820,682</b>	<b>818,350</b>	<b>830,824</b>	<b>1.2%</b>
<b>Comment:</b> This appropriation funds costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$503,532), youth services provided by The Bridge, Inc. (\$184,464), 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).				
<b>INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE</b>	<b>405,818</b>	<b>414,583</b>	<b>524,990</b>	<b>29.4%</b>
<b>Comment:</b> Funds a variety of software and hardware related maintenance costs. Annual software support contracts provide for technical assistance, new software updates and new releases of the software. Included in the fiscal year 2017 budget is the appropriation for Microsoft licensing which increases \$11,000. In addition, funding of \$100,000 is included for the cost of Geographic Information System (GIS) maintenance and support for all Town departments. This service, which is provided by Applied Geographic, has previously been funded through the Capital Non-Recurring Expenditure (CNRE) Fund. In addition, the budget includes a full year of software paramedic related software (\$9,992), and increases to Assessment software (\$1,805), offset by a reduction in Public Works (\$10,000) to reflect a one-time purchase made in fiscal year 2016 for diagnostic software for the Fleet Maintenance division.				
<b>MISCELLANEOUS</b>	<b>970</b>	<b>1,670</b>	<b>700</b>	<b>-27.8%</b>
<b>Comment:</b> This appropriation primarily represents incidental administrative expenditures.				

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

	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2016</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2017</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b> (continued)				
<b>UTILITIES</b>	<b>1,243,828</b>	<b>1,243,828</b>	<b>1,250,173</b>	<b>0.5%</b>
<b>Comment:</b> This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement. It was assumed that this project would result in electricity savings of \$70,000 per annum in town buildings. However, to date the project has focused primarily on streetlights, which have experienced significant energy savings (\$86,433 in fiscal year 2017), and building projects have been delayed. The fiscal year 2016 adopted budget included \$100,000 in anticipated savings from a Virtual Net Metering project which has not yet come on-line. The delay of these projects affects projected expenditures in the electricity account, which were funded by an additional contribution in fiscal year 2016.				
<b>MDC</b>	<b>8,430,150</b>	<b>8,430,150</b>	<b>8,956,500</b>	<b>6.2%</b>
<b>Comment:</b> Payment to the MDC results from their adopted budget and is apportioned to the member towns based upon local property tax levy. The Town's payment increases \$526,350 in fiscal year 2017.				
<b>TELECOMMUNICATIONS</b>	<b>226,085</b>	<b>222,310</b>	<b>211,120</b>	<b>-6.6%</b>
<b>Comment:</b> Maintenance and operating costs for the townwide telephone system, data communications network and radio system.				
<b>BUILDING MAINTENANCE</b>	<b>210,157</b>	<b>211,255</b>	<b>236,750</b>	<b>12.7%</b>
<b>Comment:</b> Building repairs, supplies and contractual services are included in this appropriation. The account is increased \$5,000 for additional Facilities Services supplies, \$16,000 for medical equipment repairs, and \$5,300 for maintenance supplies at the fire stations.				
<b>VEHICLES &amp; EQUIPMENT EXPENSE</b>	<b>1,058,250</b>	<b>800,184</b>	<b>816,650</b>	<b>-22.8%</b>
<b>Comment:</b> Includes vehicle fuel and maintenance costs. The budget for gasoline is reduced \$244,700 townwide based on favorable rates.				
<b>OPERATING EXPENSE – MISCELLANEOUS</b>	<b>41,890</b>	<b>41,972</b>	<b>41,913</b>	<b>0.1%</b>
<b>Comment:</b> Includes expenses primarily related to small machines or equipment repairs and maintenance.				

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

	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2016</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2017</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES (continued)</u></b>				
<b> GROUNDS MAINTENANCE</b>	<b>115,181</b>	<b>122,130</b>	<b>115,181</b>	
<b>Comments:</b> Includes grounds supplies such as fertilizer, seeds, plants and irrigation upgrades.				
<b> MAINTENANCE &amp; REPAIRS</b>	<b>549,587</b>	<b>541,123</b>	<b>542,943</b>	<b>-1.2%</b>
<b>Comments:</b> This appropriation pays for equipment repair and maintenance, inclusive of the townwide radio system, which increases \$8,956 in fiscal year 2017. The Police Department budget is reduced \$10,000 to reflect the cost of maintenance agreements for Watch Guard in-car video systems included in fiscal year 2016 but excluded from fiscal year 2017.				
<b> SNOW REMOVAL SUPPLIES</b>	<b>350,550</b>	<b>350,550</b>	<b>350,550</b>	
<b>Comment:</b> The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget for fiscal year 2017 represents funding based upon a three year historical average of events per year and an anticipated increase in the cost of the product.				
<b> STREET MAINTENANCE SUPPLIES</b>	<b>110,675</b>	<b>110,675</b>	<b>110,675</b>	
<b>Comment:</b> Street repair supplies such as cement, sand, bituminous materials and catch basins.				
<b> SIDEWALK MAINTENANCE</b>	<b>4,540</b>	<b>5,108</b>	<b>4,540</b>	
<b>Comment:</b> Minor supplies for maintenance and repair of sidewalks.				
<b> STREET LIGHT MAINTENANCE</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	
<b>Comment:</b> Minor supplies for maintenance of street lights.				
<b> SIGNAL &amp; LIGHT MAINTENANCE</b>	<b>43,200</b>	<b>43,200</b>	<b>43,200</b>	
<b>Comment:</b> Minor supplies for signal and light materials.				
<b> MISCELLANEOUS SUPPLIES</b>	<b>153,900</b>	<b>159,200</b>	<b>188,900</b>	<b>22.7%</b>
<b>Comment:</b> Public safety supplies including self-contained breathing apparatus and emergency medical supplies for the Fire department and bullet-proof vests for the Police department. This budget is increased to reflect a full year of medical supplies for the paramedic services program (\$27,000) and additional fire prevention program materials (\$8,500).				
<b> RECREATIONAL SUPPLIES</b>	<b>30,273</b>	<b>30,123</b>	<b>31,823</b>	<b>5.1%</b>
<b>Comment:</b> The cost of supplies relating to the Town’s Leisure Services recreational programs.				

**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET**

**GENERAL FUND**

	<u>ADOPTED</u> <u>FY 2016</u>	<u>ESTIMATED</u> <u>FY 2016</u>	<u>ADOPTED</u> <u>FY 2017</u>	<u>PERCENT</u> <u>CHANGE</u>
<b><u>OPERATING EXPENSES (continued)</u></b>				
<b>RECREATIONAL CONTRACTUAL</b>	<b>178,789</b>	<b>168,913</b>	<b>190,289</b>	<b>6.4%</b>
<b>Comment:</b> The cost of instructors who run the Town’s recreational programs in the Social Services & Leisure Services department, which is offset by user fees for these programs. This account is increased as the department prepares to enhance its program offerings.				
<b>SPECIAL EVENTS</b>	<b>3,000</b>	<b>3,000</b>	<b>2,750</b>	<b>-8.3%</b>
<b>Comment:</b> Funds special event programming at the West Hartford Senior Center and Elmwood Senior Center. These programs are offset by program registration revenues.				
<b>TOWN ASSISTANCE</b>	<b>333,710</b>	<b>333,710</b>	<b>278,350</b>	<b>-16.6%</b>
<b>Comment:</b> Funds the cost of the Town’s Dial-A-Ride contract (\$240,000), bus transportation to and from Kennedy Park for the Hillcrest Camp program (\$7,000), expenditures related to evictions and foreclosures experienced by Town residents (\$5,000), and administrative costs of Probate Court (\$26,350). This appropriation reflects the elimination of the supplemental Dial-A-Ride grant (\$62,460) for which the Town has not yet received notification for fiscal year 2017; offset, in part, by an increase in the contractual Dial-A-Ride program of \$5,000.				
<b>ADA EXPENDITURES</b>	<b>1,000</b>	<b>413</b>	<b>250</b>	<b>-75.0%</b>
<b>Comment:</b> Miscellaneous costs to administer the Americans with Disabilities Act.				
<b>RENTAL/LEASES</b>	<b>278,394</b>	<b>262,594</b>	<b>267,325</b>	<b>-4.0%</b>
<b>Comment:</b> Various land and operating equipment and system leases within the Information Technology, Financial Services, Public Works, Library and Radio Maintenance departments. In fiscal year 2017 the Public Works department will no longer be leasing garage space for storage of equipment during off season periods, resulting in a decrease to this appropriation.				
<b>INFO SYSTEMS RENTAL &amp; MAINTENANCE EXPENSE</b>	<b>44,625</b>	<b>39,625</b>	<b>39,625</b>	<b>-11.2%</b>
<b>Comment:</b> Primarily funds costs associated with maintaining hardware that provides wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications. A reduction of \$5,000 reflects anticipated savings.				
<b>LIBRARY MATERIALS</b>	<b>447,865</b>	<b>447,865</b>	<b>446,365</b>	<b>-0.3%</b>
<b>Comment:</b> Materials for the public libraries including books, subscriptions, and periodicals.				
<b>TOTAL OPERATING EXPENSES</b>	<b>\$22,880,305</b>	<b>\$22,467,803</b>	<b>\$23,066,112</b>	<b>0.8%</b>

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

	<u>ADOPTED FY 2016</u>	<u>ESTIMATED FY 2016</u>	<u>ADOPTED FY 2017</u>	<u>PERCENT CHANGE</u>
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**FRINGE BENEFITS, INSURANCE &  
MISCELLANEOUS**

<b>SOCIAL SECURITY</b>	<b>\$1,602,156</b>	<b>\$1,574,949</b>	<b>\$1,618,388</b>	<b>1.0%</b>
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**Comment:** Determined by payroll costs and anticipated step or merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.

<b>PENSION</b>	<b>12,146,580</b>	<b>12,146,580</b>	<b>13,990,663</b>	<b>15.2%</b>
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**Comment:** The fiscal year 2017 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 2017 is \$20,551,000, an increase of \$2,634,000 over the fiscal year 2016 adopted budget. The reasons for this increase are discussed in more detail in the Human Resources departmental section. This contribution is split amongst the budgets for the Town, Board of Education, and other funds. The Town portion of this contribution totals \$13,990,663 for fiscal year 2017, an increase of \$1,844,083.

<b>RISK MANAGEMENT EXPENSE</b>	<b>16,059,835</b>	<b>16,059,835</b>	<b>17,230,079</b>	<b>7.3%</b>
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**Comment:** The Town’s General Fund risk management expense increases \$1,170,244, or 7.3%, in fiscal year 2017. Town Health Program expense increases \$1,161,596, reflecting the General Fund’s portion of the \$600,000 increase in the contribution for retiree health and a significant increase in active employee health care costs. Other risk programs experiencing an increase include heart and hypertension (\$40,684), insured (\$49,530), and workers’ compensation (\$2,216) mainly due to increased claims cost/policy costs and amortization of accumulated surplus or deficit. Offsetting these increases is a reduction to the self-insured program of \$83,782 reflecting an expected decline in claims expense and program expense in fiscal year 2017. In addition, a full-time position has been transferred from this program to the Risk Management Administration program.

<b>CONTINGENCY</b>	<b>465,770</b>	<b>465,770</b>	<b>1,035,000</b>	<b>122.2%</b>
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**Comment:** This appropriation is an estimate of potential wage settlements for the Police and Fire collective bargaining agreements that are in negotiation and anticipated benefit payouts.

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

	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2016</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2017</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				
<b>TRANSFERS OUT</b>	<b><u>1,463,347</u></b>	<b><u>1,695,791</u></b>	<b><u>1,594,189</u></b>	<b>8.9%</b>
<b>Comment:</b> The Private School Services Fund subsidy increases \$130,842 to \$1,531,022 for fiscal year 2017. The transfer for the private school transportation program increases \$24,932 as the State grant for this program is reduced \$19,967 and expenditure increase \$4,965 due to the number of buses needed to transport students to school in a timely manner and the contractual increase in the Town’s bus contract. The transfer for the private school nurse program increases \$105,910 from fiscal year 2016 due to salary and benefit increases, and the need to provide health services at an additional non-public school. The State reimbursement percentage for health services is budgeted at 50%, 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.				
<b>TOTAL FRINGE BENEFITS, INSURANCE &amp; MISC.</b>	<b>\$31,737,688</b>	<b>\$31,942,925</b>	<b>\$35,468,319</b>	<b>11.8%</b>
<b>TOTAL TOWN GENERAL FUND</b>	<b>\$94,486,201</b>	<b>\$94,265,668</b>	<b>\$98,568,497</b>	<b>4.3%</b>

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

	<b><u>ADOPTED</u></b> <b><u>FY 2016</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2016</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2017</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>CAPITAL FINANCING</u></b>				
<b>DEBT ADMINISTRATION</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	
<b>Comment:</b>	The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.			
<b>TRANSFER FOR DEBT SERVICE</b>	<b>15,029,984</b>	<b>15,029,984</b>	<b>15,988,411</b>	<b>6.4%</b>
<b>Comment:</b>	Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued totals \$16,438,411 in fiscal year 2017, an increase of \$708,427 from the current year. Debt service includes principal payments of \$12,485,000 and interest payments of \$3,953,411. Of this total, \$15,988,411 is funded via transfer from the General Fund and \$450,000 from bond premiums received on prior debt issuances.			
<b>TRANSFER TO CNRE</b>				
<b>Comment:</b>	Annual contribution to the Capital Non-Recurring Expenditure Fund for the financing of capital projects not eligible to be funded via long term financing per the terms of the Town’s Capital Financing Policy. In fiscal year 2016, these projects were funded out of year-end surplus. In fiscal year 2017, these projects are to be funded out of existing CNRE fund balance, requiring no contribution from the General Fund.			
<b>TOTAL CAPITAL FINANCING</b>	<b>\$15,119,984</b>	<b>\$15,119,984</b>	<b>\$16,078,411</b>	<b>6.3%</b>
<b><u>BOARD OF EDUCATION</u></b>				
<b>DIRECT APPROPRIATION</b>	<b><u>\$148,370,424</u></b>	<b><u>\$148,070,424</u></b>	<b><u>\$153,283,022</u></b>	<b>3.3%</b>
<b>Comment:</b>	Annual direct appropriation to the Board of Education for public education.			
<b>TOTAL BOARD OF EDUCATION</b>	<b>\$148,370,424</b>	<b>\$148,070,424</b>	<b>\$153,283,022</b>	<b>3.3%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$257,976,609</b>	<b>\$257,456,076</b>	<b>\$267,929,930</b>	<b>3.9%</b>

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**GENERAL GOVERNMENT OVERVIEW**

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

<b>BUDGET SUMMARY GENERAL GOVERNMENT</b>					
	<b><u>Actual</u> 2014-2015</b>	<b><u>Adopted</u> 2015-2016</b>	<b><u>Estimated</u> 2015-2016</b>	<b><u>Adopted</u> 2016-2017</b>	<b><u>Percent</u> Change</b>
Town Council	\$ 367,732	\$ 367,917	\$ 365,531	\$ 369,517	0.4%
Town Clerk	268,105	267,546	268,879	275,484	3.0%
Town Manager	277,388	287,631	287,631	286,901	-0.3%
Corporation Counsel	464,804	425,692	421,792	435,553	2.3%
Registrar of Voters	255,943	272,415	277,921	294,902	8.3%
Assessor	<u>640,705</u>	<u>691,718</u>	<u>670,189</u>	<u>700,540</u>	1.3%
<b>TOTAL</b>	<b>\$2,274,677</b>	<b>\$2,312,919</b>	<b>\$2,291,943</b>	<b>\$2,362,897</b>	<b>2.2%</b>

**TOWN COUNCIL**

**MISSION**

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

**BUDGET SUMMARY  
TOWN COUNCIL**

<b><u>Expenditures:</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$ 114,359	\$ 108,892	\$ 51,959	\$ 110,541	\$ 113,274	4.0%
Operating Expense	244,781	250,856	236,807	246,695	247,770	-1.2%
Social Security	<u>8,592</u>	<u>8,169</u>	<u>3,917</u>	<u>8,295</u>	<u>8,473</u>	3.7%
<b>TOTAL</b>	<b>\$367,732</b>	<b>\$367,917</b>	<b>\$292,683</b>	<b>\$365,531</b>	<b>\$369,517</b>	<b>0.4%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised 2015-2016</u></b>	<b><u>Adopted 2016-2017</u></b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>		
General Fund	2.0	1.5	1.5	1.5	1.5

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Council's budget increases \$1,600 or 0.4% in fiscal year 2017. Wages and salaries increase \$4,382, or 4.0%, due to contractual merit and cost-of-living adjustments, as well as an increase in the salary of the Town/Council Clerk position per Town Council resolution. Operating expense decreases \$3,086 as a result of increases in dues to outside agencies (\$1,414) offset by savings in professional services (\$4,500). The change in social security is consistent with wage changes.

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$100,056	\$108,892	\$ 51,959	\$110,541	\$113,274	4.0%
Temporary Payroll	14,303					
Office Expense			1,451	1,451		
Dues	87,603	92,828	92,828	92,828	94,242	1.5%
Professional Services	43,650	44,500	38,000	38,888	40,000	-10.1%
General Contribution	113,528	113,528	104,528	113,528	113,528	
Social Security	<u>8,592</u>	<u>8,169</u>	<u>3,917</u>	<u>8,295</u>	<u>8,473</u>	3.7%
<b>Total Department</b>	<b>\$367,732</b>	<b>\$367,917</b>	<b>\$292,683</b>	<b>\$365,531</b>	<b>\$369,517</b>	<b>0.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Town Clerk	1	1	1	1	1
Assistant to Town Council	1				
Assistant Town Clerk		<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>2</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

**TOWN COUNCIL– BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Town Council office is staffed with 1.5 full time positions. A Town/Council Clerk is elected every four years with the salary set by Town Council resolution on a biennial basis. The Assistant Town Clerk position is shared with the Town Clerk’s office. The increase in this appropriation reflects contractual merit and cost-of-living increases, and Town Council adoption of a salary increase for the Town/Council Clerk position.

**Dues and Travel:** The Town pays dues to several organizations as detailed in the chart below. Dues for fiscal year 2017 increase \$1,414.

**Dues to Outside Agencies**

<u>Agency</u>	<u>Actual 2015</u>	<u>Adopted 2016</u>	<u>Estimated 2016</u>	<u>Adopted 2017</u>
Capital Region Council of Governments (CRCOG)	\$38,332	\$43,557	\$43,557	\$44,338
Greater Hartford Transit District (GHTD)	8,225	8,225	8,225	8,858
CT Conference of Municipalities (CCM)	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>
<b>TOTAL</b>	<b>\$87,603</b>	<b>\$92,828</b>	<b>\$92,828</b>	<b>\$94,242</b>

**Professional Services:** This appropriation, which reflects a reduction of \$4,500, funds the cost of the Town Council’s annual financial audit. The Town submitted a Request for Proposal for auditing services, resulting in the reduced cost. The Town and the Board of Education split the cost of the audit equally.

**General Contribution:** This appropriation funds contributions to numerous not-for-profit organizations as detailed below. These contributions are level funded with the prior fiscal year.

<b>Contributions to Outside Agencies</b>				
<u>Agency</u>	<u>Actual</u> <u>2015</u>	<u>Adopted</u> <u>2016</u>	<u>Estimated</u> <u>2016</u>	<u>Adopted</u> <u>2017</u>
West Hartford Youth League	\$34,000	\$34,000	\$34,000	\$34,000
Noah Webster Foundation	30,000	30,000	30,000	30,000
West Hartford Community Television	20,100	20,100	20,100	20,100
West Hartford Art League	5,000	5,000	5,000	5,000
Playhouse on Park	5,000	5,000	5,000	5,000
North Central Regional Mental Health	4,428	4,428	4,428	4,428
Community Renewal Team	4,000	4,000	4,000	4,000
Interval House	3,000	3,000	3,000	3,000
West Hartford Community Theater	4,000	4,000	4,000	4,000
West Hartford Symphony	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
<b>TOTAL</b>	<b>\$113,528</b>	<b>\$113,528</b>	<b>\$113,528</b>	<b>\$113,528</b>

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Calendar Year)</b>					
	<u>Actual</u> <u>2011</u>	<u>Actual</u> <u>2012</u>	<u>Actual</u> <u>2013</u>	<u>Actual</u> <u>2014</u>	<u>Actual</u> <u>2015</u>
Number of Public Hearings	20	22	26	34	19
Number of Town Council Meetings	20	20	19	20	19
Special Services District Meetings	5	5	5	5	5

**TOWN CLERK**

**MISSION**

The Connecticut General Statutes require that every Town elect or appoint a Town Clerk. The mission of the Town Clerk’s office is to carry out the duties and responsibilities of this office as prescribed in the Connecticut General Statutes. This is done to ensure uniformity throughout the State and to provide for the proper maintenance of important documents, issuance of various licenses and permits, and a place where the public can become informed about on-going events in local government.

<b>BUDGET SUMMARY TOWN CLERK</b>						
<b><u>Revenues:</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Intergovernmental	\$ 7,500	\$ 4,000	\$ 4,000	\$ 4,000	\$	-100.0%
Licenses and Permits	27,548	28,950	10,053	28,950	28,950	
Charges for Services	<u>1,377,226</u>	<u>1,439,800</u>	<u>842,519</u>	<u>1,475,100</u>	<u>1,437,300</u>	-0.2%
<b>TOTAL</b>	<b>\$1,412,274</b>	<b>\$1,472,750</b>	<b>\$856,572</b>	<b>\$1,508,050</b>	<b>\$1,466,250</b>	<b>-0.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$144,037	\$160,853	\$ 78,023	\$162,853	\$168,272	4.6%
Operating Expense	115,793	95,950	44,181	95,950	96,450	0.5%
Social Security	<u>8,275</u>	<u>10,743</u>	<u>3,924</u>	<u>10,076</u>	<u>10,762</u>	0.2%
<b>TOTAL</b>	<b>\$268,105</b>	<b>\$267,546</b>	<b>\$126,128</b>	<b>\$268,879</b>	<b>\$275,484</b>	<b>3.0%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised 2015-2016</u></b>	<b><u>Adopted 2016-2017</u></b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>		
General Fund	2	1.9	1.9	1.9	1.9

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Clerk’s budget increases \$7,938, or 3.0%, in fiscal year 2017. A payroll increase of \$7,419 or 4.6% reflects contractual merit and cost-of-living increases, as well as an increase in temporary payroll attributed to more absentee ballots projected for the November 2016 presidential election. Operating expense increases \$500, or 0.5%, due to increases in office expense (\$5,500) offset by a reduction in advertising (\$5,000).

Revenues in the Town Clerk’s office reflect a net reduction of \$31,500. Zoning petition revenue (\$40,000) has been moved to the Community Services department, and the historical document preservation grant (\$4,000) has not been awarded yet for fiscal year 2017. Offsetting these reductions is an increase of \$10,000 in the electronic recording (MERS) fees and \$2,500 in other charges.

**SUMMARY OF REVENUES**

<u>Revenues</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Intergovernmental Revenue	\$ 7,500	\$ 4,000	\$ 4,000	\$ 4,000	\$	-100.0%
Licenses and Permits	27,548	28,950	10,053	28,950	28,950	
Conveyance Taxes	904,232	950,000	535,074	950,000	975,000	2.6%
Land Records Fee	243,549	250,000	127,888	250,000	250,000	
Charges for Services	<u>229,445</u>	<u>239,800</u>	<u>179,557</u>	<u>275,100</u>	<u>212,300</u>	-11.5%
<b>Total Department</b>	<b>\$1,412,274</b>	<b>\$1,472,750</b>	<b>\$856,572</b>	<b>\$1,508,050</b>	<b>\$1,466,250</b>	<b>-0.4%</b>

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$105,392	\$116,924	\$ 53,406	\$116,924	\$119,960	2.6%
Temporary Payroll	38,333	43,617	24,487	45,617	48,000	10.0%
Education Premium Pay	312	312	130	312	312	
Office Expense	40,447	30,000	19,025	30,000	35,500	18.3%
Dues and Travel	460	550	490	550	550	
Advertising	13,749	13,000	5,693	13,000	8,000	-38.5%
Professional Services	25,350	15,000	6,038	15,000	15,000	
Printing/Binding Services	161	400	200	400	400	
Office Equipment	499	2,000	499	2,000	2,000	
Information Technology	32,971	33,000	11,898	33,000	33,000	
Telecommunications	2,156	2,000	338	2,000	2,000	
Social Security	<u>8,275</u>	<u>10,743</u>	<u>3,924</u>	<u>10,076</u>	<u>10,762</u>	0.2%
<b>Total Department</b>	<b>\$268,105</b>	<b>\$267,546</b>	<b>\$126,128</b>	<b>\$268,879</b>	<b>\$275,484</b>	<b>3.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Deputy Town Clerk		0.4	0.4	0.4	0.4
Assistant to Town Council	1				
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>
<b>TOTAL</b>	<b>2</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>

## TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Department was restructured in fiscal year 2015 such that a supervisory position is shared with the Registrar of Voters department, and an Assistant Town Clerk position is shared with the Town Council’s office. The appropriation for fiscal year 2017 includes contractual merit and cost-of-living adjustments.

**Temporary Payroll:** The temporary payroll appropriation reflects an increase of \$4,383 in anticipation of the staff hours that will be needed for the presidential election. In addition to daily responsibilities, the temporary staff also covers lunch hours, vacations, high volume periods and special projects (elections, dog licensing month).

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

**Office Expense:** The office expense appropriation is increased by \$5,500 or 18.3%. The appropriations for supplies, printing and postage have been increased \$9,500 based upon anticipated need in a presidential election year. The Town has not yet been notified if it will receive a Historic Document Preservation grant for fiscal year 2017, resulting in a decrease to both revenue and appropriations of \$4,000.

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

**Advertising:** This appropriation is used for publishing meeting dates, agendas, ordinances and elections as required under FOI rules and is decreased \$5,000 due to a change in the reporting needs of Town Council agendas.

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

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

**Office Equipment:** Replacement of printers, toner, ink cartridges, label makers associated with printing and binding Land Records and Vital Statistics.

**Information Technology:** This appropriation finances the cost of annual software maintenance contracts for the land records system, General Code and Clerk Index, as well as the contract for Web Hosting and the offsite Electronic Backup system for Land Records for enhanced security.

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>	<b>Actual <u>2015</u></b>
Absentee Ballots Processed	572	5,431	812	2,032	1,036
Annual Births	619	580	612	596	569
Annual Deaths	780	713	662	698	786
Burial/Cremation permits	568	541	417	584	772
Certified Copies Vital Statistics	4,379	3,981	3,751	4,041	4,183
Copies of Land Records	45,347	49,360	48,790	37,798	44,415
Dog Licenses	2,952	2,965	2,900	3,100	2,840
E Search Subscriptions	12	19	13	26	31
Land Records Processed	10,851	12,666	12,158	8,856	9,295
Liquor permits	144	126	136	122	129
Maps	149	204	184	450	289
Marriage Certificates	391	431	438	550	486
Military Discharges Filed	398	48	136	141	396
Notary Commission	115	121	158	144	137
Notary Fees	437	455	446	385	412
Trade Names	128	167	144	150	153

**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.

<b>BUDGET SUMMARY TOWN MANAGER</b>						
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
<b><u>Revenues:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Charges for Services	\$ 23	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$ 23</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$259,504	\$267,985	\$ 124,338	\$267,985	\$267,201	-0.3%
Operating Expense	2,411	4,150	871	4,150	4,150	
Social Security	<u>15,473</u>	<u>15,496</u>	<u>5,628</u>	<u>15,496</u>	<u>15,550</u>	0.3%
<b>TOTAL</b>	<b>\$277,388</b>	<b>\$287,631</b>	<b>\$130,837</b>	<b>\$287,631</b>	<b>\$286,901</b>	<b>-0.3%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2016-2017</u></b>
General Fund	2	2	2	2	2

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for the Town Manager’s office for fiscal year 2017 is consistent with the prior year. Wages and salaries reflect a cost-of-living adjustment and other applicable wages for the staff position. Operating expenses are level funded. 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 REVENUES**

<u>Revenues</u>	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 23	\$	\$	\$	\$	
<b>Total Department</b>	<b>\$ 23</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$258,704	\$267,185	\$124,005	\$267,185	\$266,401	-0.3%
Education Premium Pay	800	800	333	800	800	
Office Expense	1,498	3,100	730	3000	3,100	
Dues and Travel	295	500	60	600	500	
Printing/Binding Services		50		50	50	
Office Equipment	132					
Telecommunications	486	500	81	500	500	
Social Security	<u>15,473</u>	<u>15,496</u>	<u>5,628</u>	<u>15,496</u>	<u>15,550</u>	0.3%
<b>Total Department</b>	<b>\$277,388</b>	<b>\$287,631</b>	<b>\$130,837</b>	<b>\$287,631</b>	<b>\$286,901</b>	<b>-0.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Town Manager	1	1	1	1	1
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The department is staffed with two full-time employees. The appropriation for the Executive Assistant, a non-union position, includes a cost-of-living adjustment and other applicable wages.

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

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

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

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

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

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

**CORPORATION COUNSEL**

**MISSION**

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

<b>BUDGET SUMMARY CORPORATION COUNSEL</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Charges for Services	\$ 225	\$ 50	\$	\$	\$	-100.0%
<b>TOTAL</b>	<b>\$ 225</b>	<b>\$ 50</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>-100.0%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$318,518	\$330,932	\$158,897	\$327,032	\$340,240	2.8%
Operating Expense	124,181	71,360	27,962	71,360	71,360	
Social Security	22,105	23,400	9,855	23,400	23,953	2.4%
<b>TOTAL</b>	<b>\$464,804</b>	<b>\$425,692</b>	<b>\$196,714</b>	<b>\$421,792</b>	<b>\$435,553</b>	<b>2.3%</b>

<b><u>Full-Time Positions:</u></b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2016-2017</u></b>
General Fund	3	3	3	3	3

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Corporation Counsel’s budget is increased \$9,861 or 2.3% in fiscal year 2017. Wages and salaries reflect applicable salary ranges, anticipated merit increases, and cost-of-living adjustments for applicable personnel. Operating expense and social security are consistent with the prior year.

**Fund: General Fund**

**Department: Corporation Counsel**

**SUMMARY OF REVENUES**

<u>Revenues</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Copies	\$ 9	\$ 50	\$	\$	\$	-100.0%
Miscellaneous	216					
<b>Total Department</b>	<b>\$ 225</b>	<b>\$ 50</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>-100.0%</b>

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$318,518	\$330,932	\$158,897	\$327,032	\$340,240	2.8%
Office Expense	12,323	19,100	6,610	19,100	19,100	
Dues and Travel	610	700	287	700	700	
Professional Services	67,715	8,000		8,000	8,000	
Contractual Services	42,663	42,500	20,923	42,500	42,500	
Printing/Binding Services		60		60	60	
Telecommunications	870	1,000	142	1,000	1,000	
Social Security	22,105	23,400	9,855	23,400	23,953	2.4%
<b>Total Department</b>	<b>\$464,804</b>	<b>\$425,692</b>	<b>\$196,714</b>	<b>\$421,792</b>	<b>\$435,553</b>	<b>2.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</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>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Consistent with the prior year, the department is staffed with 3 full-time positions. The budget reflects anticipated merit increases and cost-of-living adjustments 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.

**Dues and Travel:** This appropriation is used to fund the Town’s membership in the Connecticut Association of Municipal Attorneys, annual filings required for attorneys (2) by the State of Connecticut, and payment for seminars as required.

**Professional Services:** This appropriation is for outside legal services and is consistent with the prior year.

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

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

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

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

**REGISTRAR OF VOTERS**

**MISSION**

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

**BUDGET SUMMARY  
REGISTRAR OF VOTERS**

<b><u>Expenditures:</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$200,559	\$216,382	\$ 114,256	\$220,849	\$234,970	8.6%
Operating Expense	43,850	43,408	22,919	44,447	47,243	8.8%
Social Security	<u>11,534</u>	<u>12,625</u>	<u>5,106</u>	<u>12,625</u>	<u>12,689</u>	0.5%
<b>TOTAL</b>	<b>\$255,943</b>	<b>\$272,415</b>	<b>\$142,281</b>	<b>\$277,921</b>	<b>\$294,902</b>	<b>8.3%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised 2015-2016</u></b>	<b><u>Adopted 2016-2017</u></b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>		
General Fund	-	0.6	0.6	0.6	0.6

**BUDGET AND PROGRAM HIGHLIGHTS**

The Registrar of Voters' fiscal year 2017 budget increases \$22,487 or 8.3%. Wages and salaries reflect an increase of \$18,588. Regular payroll includes contractual cost-of-living adjustments, temporary payroll increases \$2,500 to meet office needs, and election workers increases \$15,089 in anticipation of a presidential election. Operating expense increases \$3,835, or 8.8%, primarily due to an increase in printing costs for ballots (\$4,130) and training registrations (\$1,000), offset by telephone savings (\$1,100). The increase to social security reflects wage modifications.

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

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$ 49,698	\$54,952	\$ 25,376	\$54,756	\$55,951	1.8%
Temporary Payroll	150,393	160,962	88,684	165,625	178,551	10.9%
Education Premium Pay	468	468	196	468	468	
Office Expense	24,049	19,375	10,325	20,114	23,505	21.3%
Dues and Travel	3,529	4,075	1,489	4,375	5,175	27.0%
Advertising	147	500		500	250	-50.0%
Professional Services	240	1,445	450	1,445	1,400	-3.1%
Printing/Binding Services	377	1,000	205	1,000	1,000	
Telecommunications	4,242	5,100	1,167	5,100	4,000	-21.6%
Operating Expense – Miscellaneous	11,266	11,913	9,283	11,913	11,913	
Social Security	<u>11,534</u>	<u>12,625</u>	<u>5,106</u>	<u>12,625</u>	<u>12,689</u>	0.5%
<b>Total Department</b>	<b>\$255,943</b>	<b>\$272,415</b>	<b>\$142,281</b>	<b>\$277,921</b>	<b>\$294,902</b>	<b>8.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Deputy Town Clerk	—	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
<b>TOTAL</b>		<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Calendar Year)

	<b><u>Actual 2011</u></b>	<b><u>Actual 2012</u></b>	<b><u>Actual 2013</u></b>	<b><u>Actual 2014</u></b>	<b><u>Actual 2015</u></b>
Percent Voting:					
Gubernatorial				61%	
Municipal	30%		27%		29%
Presidential		81%			
Number of Eligible Voters	37,387	39,733	38,826	39,517	38,266

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

**Regular Payroll:** Beginning in fiscal year 2015, a full-time supervisory position with administrative oversight is shared with the Town Clerk department. The increase in this appropriation reflects a contractual cost-of-living adjustment.

**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, which reflects an increase of \$2,500 to meet workflow needs; and, election workers, which is increased \$15,089 in anticipation of a primary and the presidential election.

	<b>Actual 2015</b>	<b>Adopted 2016</b>	<b>Estimated 2016</b>	<b>Adopted 2017</b>
Registrars/Deputy Registrars	\$91,000	\$91,000	\$91,000	\$91,000
Office Staff	13,309	12,500	14,475	15,000
Election Workers	<u>46,084</u>	<u>57,462</u>	<u>60,150</u>	<u>72,551</u>
Total Temporary Payroll	\$150,393	\$160,962	\$165,625	\$178,551

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

**Office Expense:** Office expense includes office supplies, postage and printing/copying costs for the operation of the office, all election costs (including ballots) and the annual State mandated voter canvass. An increase of \$4,130 is reflected based upon the number of ballots required for a presidential election.

**Dues and Travel:** This appropriation funds the cost of membership in the Registrar of Voters Association of CT, as well as costs for semi-annual conferences, meals for poll workers, and mileage reimbursement. The appropriation reflects an increase of \$1,100 for new State-mandated training.

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

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

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

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

**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.

<b>BUDGET SUMMARY ASSESSOR'S OFFICE</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Charges for Services	\$2,132	\$2,000	\$ 851	\$2,000	\$2,000	
<b>TOTAL</b>	<b>\$2,132</b>	<b>\$2,000</b>	<b>\$ 851</b>	<b>\$2,000</b>	<b>\$2,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$560,047	\$591,124	\$258,925	\$571,125	\$597,872	1.1%
Operating Expense	39,276	56,815	21,971	56,815	58,320	2.6%
Social Security	41,382	43,779	20,081	42,249	44,348	1.3%
<b>TOTAL</b>	<b>\$640,705</b>	<b>\$691,718</b>	<b>\$300,977</b>	<b>\$670,189</b>	<b>\$700,540</b>	<b>1.3%</b>

<b><u>Full-Time Positions:</u></b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2016-2017</u></b>
General Fund	7	7	7	7	7

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2017 budget for the Assessor's Office increases \$8,822, or 1.3%, from the prior year budget. Wages and salaries reflect contractual cost-of-living adjustments, anticipated merit increases, and deferred compensation matching. Operating expense increases \$1,505, or 2.6%, due to software maintenance licenses offset by savings in printing costs. Social security increases reflect changes to wages and salaries.

**ANNUAL BUDGET 2016-2017**

**SUMMARY OF REVENUES**

<u>Revenues</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Copies	\$2,132	\$2,000	\$ 851	\$2,000	\$2,000	
<b>TOTAL</b>	<b>\$2,132</b>	<b>\$2,000</b>	<b>\$ 851</b>	<b>\$2,000</b>	<b>\$2,000</b>	

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$557,738	\$587,490	\$256,874	\$567,490	\$594,187	1.1%
Overtime	749	2,074	1,661	2,075	2,125	2.5%
Education Premium Pay	1,560	1,560	390	1,560	1,560	
Office Expense	18,991	19,955	7,589	19,955	19,955	
Dues and Travel	2,535	3,100	908	3,100	3,100	
Training	2,145	4,515	654	4,515	4,515	
Advertising		200		200	200	
Printing/Binding Services	720	2,220	60	2,220	1,920	-13.5%
Information Technology	11,300	23,875	11,575	23,875	25,680	7.6%
Telecommunications	2,146	2,000	602	2,000	2,000	
Vehicles & Equipment Expense	1,439	950	583	950	950	
Social Security	41,382	43,779	20,081	42,249	44,348	1.3%
<b>Total Department</b>	<b>\$640,705</b>	<b>\$691,718</b>	<b>\$300,977</b>	<b>\$670,189</b>	<b>\$700,540</b>	<b>1.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	2	2	2	1	1
Staff Assistant	—	—	—	1	1
<b>TOTAL</b>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>

## ASSESSMENT OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Assessment office is staffed with 7 full-time positions. Regular payroll reflects contractual cost-of-living adjustments, 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 \$480 for an Associate's Degree or \$780 for a Bachelor's Degree.

**Office Expense:** The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications. The budget for fiscal year 2017 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 reduced for fiscal year 2017.

**Information Technology:** This appropriation funds the annual cost of web hosting for Vision software (\$3,800) and software maintenance and support contracts for Vision (\$7,775) and Quality Data Systems (\$14,105) and reflects an increase of \$1,805.

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(calendar year)</b>				
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b><u>(GL 2009)</u></b>	<b><u>(GL 2010)</u></b>	<b><u>(GL 2011)</u></b>	<b><u>(GL 2012)</u></b>	<b><u>(GL 2013)</u></b>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,678	2,668	2,629	2,650	2,740
Timeliness of property transfers entered into CAMA system	1 month				
Inspections (Sales and Permits)	2,034	2,038	2,119	2,492	2,916
Real property transfers	2,015	1,946	2,014	2,238	2,148
Elderly, veterans, blind and disability applications	*	1,072	982	1,022	1,172

\* Data not available

DEPARTMENT: GENERAL GOVERNMENT

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant to Town Council	1				
Assistant Town Clerk	-	0.5	0.5	0.5	0.5
TOTAL	2	1.5	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk		0.4	0.4	0.4	0.4
Assistant Town Clerk	1				
Clerk of Vital Statistics	1	1	1	1	1
Assistant Town Clerk	-	0.5	0.5	0.5	0.5
TOTAL	2	1.9	1.9	1.9	1.9
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
TOTAL	2	2	2	2	2
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel	1	1	1	1	1
Assistant Corporation Counsel	1	1	1	1	1
Legal Administrative Assistant	1	1	1	1	1
TOTAL	3	3	3	3	3
<u>REGISTRAR OF VOTERS</u>					
Deputy Town Clerk	-	0.6	0.6	0.6	0.6
TOTAL		0.6	0.6	0.6	0.6
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II	2	2	2	2	2
Administrative Assessment Technician	2	2	2	1	1
Staff Assistant	-	-	-	1	1
TOTAL	7	7	7	7	7
TOTAL GENERAL GOVERNMENT	16	16	16	16	16

**DEPARTMENT OF INFORMATION TECHNOLOGY**

**MISSION**

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

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

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF INFORMATION TECHNOLOGY</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Expenditures:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$420,756	\$445,459	\$ 211,705	\$453,365	\$463,666	4.1%
Operating Expense	293,456	278,308	221,388	280,487	385,500	38.5%
Social Security	<u>29,382</u>	<u>32,525</u>	<u>16,137</u>	<u>32,525</u>	<u>33,094</u>	1.7%
<b>TOTAL</b>	<b>\$743,594</b>	<b>\$756,292</b>	<b>\$449,230</b>	<b>\$766,377</b>	<b>\$882,260</b>	<b>16.7%</b>

<b><u>Full-Time Positions:</u></b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2016-2017</u></b>
General Fund	4	4	4	4	4

**BUDGET & PROGRAM HIGHLIGHTS**

In total, the fiscal year 2017 budget for the Department of Information Technology increases \$125,968 or 16.7%. Wages and salaries increase \$18,207, or 4.1%, based upon anticipated merit increases and cost-of-living adjustments, as well as funding of an existing part-time position (\$7,867). Operating expenses increase \$107,192 or 38.5%. This is predominantly attributed to funding for Geographic Information System (GIS) maintenance and support (\$100,000) which was previously funded via the Capital Non-Recurring Expenditure (CNRE) Fund and an increase in the cost of Microsoft licenses. The social security adjustment reflects estimated cost based upon wages and withholdings.

**COST CENTER: INFORMATION TECHNOLOGY**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$412,889	\$445,459	\$ 207,654	\$445,459	\$455,799	2.3%
Temporary Payroll	7,867		4,012	7,867	7,867	
Overtime			39	39		
Office Expense	948		1,349	1,349	500	
Dues and Travel	57	1,000	528	985	1,000	
Training	90	10,000	100	6,600	10,000	
Professional Services	22,901	25,000	22,858	25,000	25,000	
Information Technology	134,279	134,000	142,553	142,553	245,000	82.8%
Telecommunications	39,746	35,000	9,034	38,000	38,000	8.6%
Rental & Leases	24,523	33,308	11,819	31,000	31,000	-6.9%
Information Systems	70,912	40,000	33,147	35,000	35,000	-12.5%
Social Security	<u>29,382</u>	<u>32,525</u>	<u>16,137</u>	<u>32,525</u>	<u>33,094</u>	1.7%
<b>TOTAL</b>	<b>\$743,594</b>	<b>\$756,292</b>	<b>\$449,230</b>	<b>\$766,377</b>	<b>\$882,260</b>	<b>16.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Specialist	3	3	3	3	3
Network Engineer*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	4.0	4.0	4.0	4.0	4.0

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

**INFORMATION TECHNOLOGY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Information Technology is staffed with five full-time employees, two of whom are shared equally with the Board of Education. The appropriation reflects anticipated contractual cost-of-living and merit increases.

**Temporary Payroll:** This appropriation is for an existing 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, and is funded at \$500.

**Dues and Travel:** This appropriation (\$1,000) is used to provide mileage reimbursements to employees for the use of personal vehicles on town business and provides membership to the Government Chief Information Officer Association.

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

**Professional Services:** This appropriation for outside consultants funds professional services to maintain and enhance our existing applications for business software and the GIS application. 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 the first time software purchases and licenses used by the various Town departments. Maintenance contracts for software are later transferred to department budgets. There are also annual license fees associated with software products used to protect and defend our computer network. These software licenses include anti-virus software for desktop computers and servers, web filtering software, and spam firewall. The appropriation for Microsoft licensing increases \$11,000. In addition, funding of \$100,000 is included for the cost of Geographic Information System (GIS) maintenance and support for all Town departments. This service, which is provided by Applied Geographic, has previously been funded through the Capital Non-Recurring Expenditure (CNRE) Fund.

**Telecommunications:** The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. This appropriation increases \$3,000 due to additional VoIP licensing. 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 and is decreased \$2,308 based upon costs associated with connection to the State network.

**Information Systems:** Funds costs associated with maintaining hardware that provides wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications. A reduction of \$5,000 reflects anticipated savings.

**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 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Estimated FY 2016</u>
Number of Municipal/School Sites on Town Owned Fiber	n/a	26	28	27	40
Number of Physical Servers Consolidated to Virtual Servers	n/a	80	84	86	88
Number of Sites with Building-wide Wireless	2	19	19	23	23
Percentage of PCs still with Windows XP	95%	3%	2%	1%	.17%
Number of Municipal/School Sites on Voice over IP (VoIP)	8	16	32	35	38 (100%)

**IT Helpdesk:**

Number of Town Work Orders Received	n/a	224**	1,099	1,837	2,187
Number of BOE Work Orders Received	5,525	6,341	7,097	7,177	9,030
Percentage Completed	100%	100%	100%	100%	100%
Average Number of Days to Complete	6.5	4.1	5.7	4.1	3.2

**Website Statistics:**

Unique Visitors to www.westhartfordct.gov	n/a	121,944	217,908	336,000	TBD
Unique Visitors to West Hartford's GIS Site	n/a	10,272	16,260	19,692	TBD

n/a – not applicable

\* Department established in fiscal year 2013.

\*\* Reflects 3 months of history.

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

## TECHNOLOGY INVESTMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Charges for Services	\$ 19,573	\$ 18,150	\$ 18,150	\$ 18,150
Interest on Investments	<u>111</u>	<u>200</u>	<u>200</u>	<u>200</u>
Total Revenues & Other Resources	\$ 19,684	\$ 18,350	\$ 18,350	\$ 18,350

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Technology Investments	\$ 46,978	\$ 34,684	\$ 34,684	\$ 21,700
Total Expenditures & Other Uses	\$ 46,978	\$ 34,684	\$ 34,684	\$ 21,700

CHANGE IN FUND BALANCE	(\$ 27,294)	(\$16,334)	(\$16,334)	(\$ 3,350)
BEGINNING BALANCE	\$ 46,978	\$ 19,684	\$ 19,684	\$ 3,350
ENDING BALANCE	\$ 19,684	\$ 3,350	\$ 3,350	\$

**Fund: Technology Investment Fund**  
**Department: Information Technology**

**PURPOSE**

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

**LONG-TERM STRATEGY**

The surcharge revenue and revenue from sale of electronic information will be maintained at their current levels in order to provide a consistent revenue stream. Although it is not expected that fund balance will grow significantly, the annual revenue achieved will enable expenditures that support the Town’s goal to provide more of its services via the internet to improve customer service. In fiscal year 2017 this fund will be utilized exclusively for the maintenance of the fiber optic network which is the backbone for all e-business activity.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>	<u><b>2014</b></u>	<u><b>2015</b></u>
<b><u>Revenues:</u></b>					
Charges for Services	\$28,000	\$33,000	\$27,000	\$25,000	\$20,000
Interest Income					
<b>TOTAL REVENUES</b>	<b>\$28,000</b>	<b>\$33,000</b>	<b>\$27,000</b>	<b>\$25,000</b>	<b>\$20,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$97,000	\$44,000	\$31,000	\$20,000	\$47,000
<b>TOTAL EXPENDITURES</b>	<b>\$97,000</b>	<b>\$44,000</b>	<b>\$31,000</b>	<b>\$20,000</b>	<b>\$47,000</b>
<b>OPERATING RESULTS</b>	<b>(\$69,000)</b>	<b>(\$11,000)</b>	<b>(\$4,000)</b>	<b>\$5,000</b>	<b>(\$27,000)</b>
<b>FUND BALANCE</b>	<b>\$ 57,000</b>	<b>\$ 46,000</b>	<b>\$ 42,000</b>	<b>\$ 47,000</b>	<b>\$ 20,000</b>

**FISCAL YEAR 2016 OPERATING RESULTS**

The Fund is projected to earn revenue in the amount of \$18,350. Expenditures are expected to total \$34,684 and are comprised of costs to maintain the fiber optic network. A fund balance of \$3,350 is anticipated at June 30, 2016.

**FISCAL YEAR 2017 BUDGET**

The budget for fiscal year 2017 assumes revenues derived from charges for services of \$18,150 and \$200 from interest income. Expenditures for the maintenance of the fiber optic network are expected to total \$21,700, fully expending fund balance.

DEPARTMENT: INFORMATION TECHNOLOGY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<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	3.0	3.0
Network Engineer*	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL INFORMATION TECHNOLOGY	4.0	4.0	4.0	4.0	4.0

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

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**DEPARTMENT OF FINANCIAL SERVICES**

**MISSION**

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

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

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

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF FINANCIAL SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Charges for Services	\$ 6,453	\$ 5,000	\$ 374	\$ 570	\$ 400	-92.0%
Fines & Forfeitures	660	500	549	750	750	50.0%
Transfers from Other Funds	<u>67,000</u>	<u>67,000</u>	<u>    </u>	<u>67,000</u>	<u>67,000</u>	
<b>TOTAL</b>	<b>\$74,113</b>	<b>\$72,500</b>	<b>\$ 923</b>	<b>\$68,320</b>	<b>\$68,150</b>	<b>-6.0%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,510,041	\$1,641,165	\$774,962	\$1,668,677	\$1,710,672	4.2%
Operating Expense	465,992	446,038	211,873	417,987	430,188	-3.6%
Social Security	<u>108,145</u>	<u>121,340</u>	<u>56,844</u>	<u>121,918</u>	<u>124,846</u>	2.9%
<b>TOTAL</b>	<b>\$2,084,178</b>	<b>\$2,208,543</b>	<b>\$1,043,679</b>	<b>\$2,208,582</b>	<b>\$2,265,706</b>	<b>2.6%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2016-2017</u></b>
General Fund	17	17	17	17	17

**BUDGET & PROGRAM HIGHLIGHTS**

The Department of Financial Services budget reflects an increase of \$57,163 or 2.6% from the current fiscal year. Wages and salaries increase \$69,507, or 4.2%, and reflect anticipated merit increases and cost-of-living adjustments. Staffing reflects the reclassification of a Financial Systems Analyst I to a II, consistent with responsibility, and an additional \$15,000 in temporary payroll for financial management system implementation. Operating expense decreases \$15,850, primarily attributable to a reduction to postage (\$6,000) consistent with experience for the mailing of bills and delinquent parking notices, a reduction to bank services (\$9,000) consistent with the decision to pass on electronic check fees to users, a reduction to other professional services (\$6,000) for anticipated costs of utilizing TaxServ, offset by an increase in paper products (\$7,000) consistent with the expected cost to print bills and acquire envelopes. Social Security reflects wage and salary changes.

**COST CENTER: FINANCIAL OPERATIONS**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
NSF Check Fees	\$ 660	\$ 500	\$ 549	\$ 750	\$ 750	50.0%
Transfer In	<u>67,000</u>	<u>67,000</u>	—	<u>67,000</u>	<u>67,000</u>	
<b>TOTAL</b>	<b>\$67,660</b>	<b>\$67,500</b>	<b>\$ 549</b>	<b>\$67,750</b>	<b>\$67,750</b>	<b>0.4%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$625,584	\$679,296	\$326,699	\$682,505	\$703,323	3.5%
Temporary Payroll	27,580	27,659	10,795	26,000	27,659	
Overtime	1,038	2,128	1,430	2,000	2,128	
Education Premium Pay	960	960	400	960	960	
Office Expense	12,202	16,650	6,928	17,045	16,585	-0.4%
Dues and Travel	834	2,810	815	2,400	2,650	-5.7%
Professional Services	764	750	741	765	775	3.3%
Contractual Services	34,357	21,000		21,000	21,000	
Printing/Binding Services	1,091	1,000	170	1,000	1,200	20.0%
Information Technology	33,269					
Telecommunications	1,661	1,750	285	1,750	1,750	
Social Security	<u>47,233</u>	<u>51,308</u>	<u>24,093</u>	<u>51,308</u>	<u>52,963</u>	3.2%
<b>TOTAL</b>	<b>\$786,573</b>	<b>\$805,311</b>	<b>\$372,356</b>	<b>\$806,733</b>	<b>\$830,993</b>	<b>3.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Supervisor of Payroll & Accounting	1	1	1	1	1
Accountant Auditor	1				
Financial Analyst	1	1	1	1	1
Accountant I		1	1	1	1
Accounting Specialist	1	1	1	1	1
Payroll Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Financial Operations is staffed with 7 full-time positions. The budget reflects anticipated step and merit increases for eligible employees.

**Temporary Payroll:** Temporary payroll totals \$27,659 for a Senior Staff Assistant (900 hours) who provides staffing for weekly office functions, supports the accounts payable process and produces the annual budget and capital improvement program documents.

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

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

**Office Expense:** This appropriation is used primarily for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies (toner cartridges, printer maintenance) associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB announcements, GAAP updates and legal changes to payroll requirements.

**Dues & Travel:** The appropriation for dues and travel funds memberships and attendance at educational seminars that are important to the core mission of the financial operations activity. The appropriation for fiscal year 2017 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. During fiscal year 2009, the Town implemented a new contract for banking services with a fixed monthly rate, generating significant savings for the Town. Beginning February 2014 the Town's fee structure changed from a fixed amount to activity based. However, it is anticipated that the earnings interest credit on available balances offered by the bank will offset any increase in fees.

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

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b> <b><u>2011</u></b>	<b><u>Actual</u></b> <b><u>2012</u></b>	<b><u>Actual</u></b> <b><u>2013</u></b>	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>
<b>Financial Reporting:</b>					
GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Audit Findings of Material Weakness	None	None	None	None	None
<b>Financial Operations:</b>					
% of FT Employees on Direct Deposit	98%	98%	97%	97%	99%
% of FT Electronic Direct Deposit Stmt	93%	94%	90%	93%	99%
% of Electronic Payments	24%	24%	25%	26%	27%
Fund Balance as a % of General Fund Expenditures	8.2%	7.5%	8.0%	8.1%	8.2%
<b>Investment Strategy:</b>					
Short-Term Investment Fund Return	0.23%	0.16%	0.16%	0.14%	0.15%
Other Investment Vehicle Return*	0.90%	0.46%	0.49%	0.38%	0.39%
<b>Capital Financing:</b>					
Debt Service as a % of General Fund Expenditures (excluding BBS)	7.1%	6.7%	5.9%	5.5%	5.5%
Debt per Capita	\$2,293	\$2,302	\$2,104	\$2,226	\$2,435
Long Term Bonded Debt to Net Assessed Value	2.9%	2.9%	2.3%	2.4%	2.5%
WH General Obligation Bond Rate	2.37%	1.92%	n/a	2.49%	2.03%
Benchmark GO Bond Rate	2.87%	2.37%	n/a	3.04%	2.08%

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

\* Investments with maturity terms of 3-6 months

**ANNUAL BUDGET 2016-2017**

**COST CENTER: PURCHASING**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$5,855	\$4,000	\$ 170	\$ 170	\$	-100.0%
<b>TOTAL</b>	<b>\$5,855</b>	<b>\$4,000</b>	<b>\$ 170</b>	<b>\$ 170</b>	<b>\$</b>	<b>-100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$330,157	\$354,509	\$166,975	\$356,576	\$365,441	3.1%
Temporary Payroll	17,282	23,404	9,114	23,404	23,404	
Office Expense	3,276	3,800	1,753	3,800	3,800	
Dues and Travel	1,365	1,520	625	1,520	1,370	-9.9%
Training		200		200	300	50.0%
Advertising	4,009	3,500	1,238	3,500	3,500	
Printing/Binding Services	270	200	20	200	200	
Information Technology	18,482					
Telecommunications	550	540	91	540	540	
Vehicles & Equipment Expense		50	106	142	150	200.0%
Social Security	25,589	28,716	13,930	28,716	29,363	2.3%
<b>TOTAL</b>	<b>\$400,980</b>	<b>\$416,439</b>	<b>\$193,852</b>	<b>\$418,598</b>	<b>\$428,068</b>	<b>2.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Accounting Manager	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Accounting Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

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

**Regular Payroll:** The purchasing activity is staffed with four (4) full-time positions. The requested budget reflects anticipated merit and cost-of-living increases.

**Temporary Payroll:** The FY 2017 budget continues to include 900 hours of part-time Accounting Assistant staffing.

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

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

**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.

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

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

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

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

**COST CENTER: REVENUE COLLECTION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 598	\$1,000	\$ 204	\$ 400	\$ 400	-60.0%
<b>TOTAL</b>	<b>\$ 598</b>	<b>\$1,000</b>	<b>\$ 204</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>-60.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$282,727	\$303,877	\$140,292	\$304,324	\$309,850	2.0%
Temporary Payroll	27,899	38,542	15,700	38,542	38,542	
Overtime	1,249	2,660	1,234	2,501	2,500	-6.0%
Education Premium Pay	480	480	200	480	480	
Office Expense	78,743	89,750	16,220	87,050	88,750	-1.1%
Dues and Travel	571	1,700	208	755	1,700	
Training		350			350	
Advertising	469	800	306	612	800	
Professional Services	20,963	30,700	7,907	20,000	25,000	-18.6%
Contractual Services	33,917	37,500	14,946	25,200	27,400	-26.9%
Printing/Binding Services	776	2,200	211	750	2,200	
Information Technology	50,238	16,000	14,825	14,825	16,000	
Miscellaneous						
Administrative Expense	15,131					
Telecommunications	898	1,500	151	1,000	1,500	
Maintenance & Repairs	583	1,100	255	1,100	1,100	
Social Security	<u>21,147</u>	<u>25,617</u>	<u>10,725</u>	<u>25,617</u>	<u>25,866</u>	1.0%
<b>TOTAL</b>	<b>\$535,791</b>	<b>\$552,776</b>	<b>\$223,180</b>	<b>\$522,756</b>	<b>\$542,038</b>	<b>-1.9%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Revenue Collector	1	1	1	1	1
Revenue Services Representative	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The revenue collection office is staffed with four (4) full-time positions and the budget maintains existing staffing levels.

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

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

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

**Office Expense:** The office expense appropriation reflects the cost of postage (\$50,000) for the mailing of tax bills, the increased 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 (\$800) funds legal advertisements in the newspaper for public notice of property tax bills.

**Professional Services:** This appropriation funds the annual contract with ComPlus for the management information system and delinquent billing services associated with the parking ticket and ordinance violation collection programs. A reduced amount is budgeted in fiscal year 2017 for TaxServ, a company the Town has contracted with to collect delinquent parking tickets.

**Contractual Services:** This appropriation finances the portion of the contract for banking services (\$20,000) used by the Revenue Collection Office and the contract for the hearing officer (\$7,400) for parking ticket and ordinance violation appeals. The reduction in fiscal year 2017 relates primarily to the decision to pass on electronic check fees to users.

**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.

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

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b> <b><u>2011</u></b>	<b><u>Actual</u></b> <b><u>2012</u></b>	<b><u>Actual</u></b> <b><u>2013</u></b>	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>
<b>Revenue Collection:</b>					
Current Year Tax Collection Rate	98.9%	99.1%	99.1%	99.2%	99.2%
% of Parking Tickets Collected	82.1%	76.4%	81.8%	76.7%	71.8%
% Ordinance Violations Collected	74.5%	63.9%	71.0%	66.1%	54.5%

**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.

The number of registered users to the online bill payment system in calendar year 2015 has more than doubled 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 also doubled over the previous year. Autopay 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 number of payments and overall revenue collected through on-line bill payment increased slightly in 2015, yet the number of credit card transactions has increased by 15% over the 2014 calendar year. The tax department continues to seek ways to enhance and add value to the customer experience and is now considering adding a “Pay by Text” feature to attract the smartphone generation.

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 has resulted in taxpayers obtaining payment information for income tax purposes with greater ease.

**COST CENTER: FINANCIAL SYSTEMS**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$195,085	\$207,650	\$98,763	\$216,385	\$221,385	6.6%
Temporary Payroll			3,360	15,000	15,000	
Office Expense	8,916	8,900	9,743	10,165	9,000	1.1%
Dues and Travel	1,547	200	1,249	1,250	1,000	400.0%
Professional Services		3,000	1,300	3,000	3,000	
Information Technology	41,959	97,443	81,937	97,443	97,443	
Information Systems	3,210	4,625	445	4,625	4,625	
Social Security	<u>14,176</u>	<u>15,699</u>	<u>8,096</u>	<u>16,277</u>	<u>16,654</u>	6.1%
<b>TOTAL</b>	<b>\$264,893</b>	<b>\$337,517</b>	<b>\$204,893</b>	<b>\$364,145</b>	<b>\$368,107</b>	<b>9.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
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>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The division is staffed with two (2) full-time positions. The appropriation includes cost-of-living adjustments and merits for eligible staff, as well as the reclassification of the Financial Systems Analyst position from I to II.

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

**Office Expense:** The office expense appropriation (\$9,000) covers office supplies, paper products, and printing and copying.

**Dues and Travel:** This appropriation funds the annual Government Finance Officers Association membership for the Financial Systems Manager, and required conference training for the financial management system implementation and associated travel costs.

**Professional Services:** This appropriation is for outside consultants and funds professional services 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. In fiscal year 2016, the annual license fees for the Performance Series Financial System were consolidated in this division. Corresponding reductions are seen in the Financial Operations and Purchasing divisions.

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

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

**COST CENTER: MAIL & DELIVERY SERVICES**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Office Expense	\$ 1,434	\$ 1,500	\$ 1,332	\$ 1,350	\$ 1,500	
Professional Services	<u>94,507</u>	<u>95,000</u>	<u>48,066</u>	<u>95,000</u>	<u>95,000</u>	
<b>TOTAL</b>	<b>\$95,941</b>	<b>\$96,500</b>	<b>\$49,398</b>	<b>\$96,350</b>	<b>\$96,500</b>	

**MAIL & DELIVERY SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

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

**Professional Services:** The Town and Board of Education have a joint contract with an outside contractor to provide mailroom and courier services to all facilities.

DEPARTMENT: FINANCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Supervisor of Payroll & Accounting	1	1	1	1	1
Accountant Auditor	1				
Financial Analyst	1	1	1	1	1
Accountant I		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>	-	-
<b>TOTAL FINANCIAL SERVICES</b>	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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF HUMAN RESOURCES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2014-15</b>	<b>2015-16</b>	<b>6 Months</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Change</b>
Miscellaneous Revenue	\$40,000	\$40,000	\$	\$40,000	\$40,000	
<b>TOTAL</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$</b>	<b>\$40,000</b>	<b>\$40,000</b>	
<b>Expenditures:</b>						
Wages & Salaries	\$324,506	\$345,589	\$155,228	\$347,646	\$349,589	1.2%
Operating Expense	54,813	69,650	23,174	61,625	76,355	9.6%
Social Security	23,557	25,408	11,918	26,595	26,745	5.3%
<b>TOTAL</b>	<b>\$402,876</b>	<b>\$440,647</b>	<b>\$190,320</b>	<b>\$435,866</b>	<b>\$452,689</b>	<b>2.7%</b>

<b>Full-Time Positions:</b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
General Fund	3.2	3.2	3.2	3.2	3.2
Risk Management Fund	4.7	4.7	4.7	4.7	4.7
Pension Fund	1.6	1.6	1.6	1.6	1.6
<b>TOTAL</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

**BUDGET AND PROGRAM HIGHLIGHTS**

The budget of the Department of Human Resources, formerly the Department of Employee Services, reflects an increase of \$12,042 or 2.7%, from the prior year. Wages and salaries reflect appropriate merit and cost-of-living adjustments. Operating expense increases \$6,705 due primarily to increases in advertising (\$3,000) and meals (\$1,500) with minor variances in other accounts. Social security is estimated based upon employee withholdings and the social security base wage rate.

**ANNUAL BUDGET 2016-2017**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Transfers In	\$ 40,000	\$ 40,000	\$ _____	\$ 40,000	\$ 40,000	
<b>TOTAL</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ _____</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$323,856	\$344,789	\$154,895	\$346,846	\$348,789	1.2%
Education Premium Pay	650	800	333	800	800	
Office Expense	5,114	8,250	2,196	8,275	8,850	7.3%
Dues and Travel	1,288	1,650	566	1,650	1,650	
Training	5,015	10,000	145	6,000	10,000	
Advertising	14,065	9,000	4,278	10,000	12,000	33.3%
Professional Services	6,895	10,500	1,150	10,500	10,500	
Contractual Services	2,294	3,600	2,890	3,500	3,780	5.0%
Printing/Binding Services	417	1,000		1,000	1,500	50.0%
Meals	1,652	2,000	1,382	3,000	3,500	75.0%
Education Tuition Reimbursement	8,734	15,000	4,110	9,000	15,000	
Information Technology	7,601	7,000	6,171	7,000	7,775	11.1%
Telecommunications	1,738	1,650	286	1,700	1,800	9.1%
Social Security	<u>23,557</u>	<u>25,408</u>	<u>11,918</u>	<u>26,595</u>	<u>26,745</u>	5.3%
<b>Total Department</b>	<b>\$402,876</b>	<b>\$440,647</b>	<b>\$190,320</b>	<b>\$435,866</b>	<b>\$452,689</b>	<b>2.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Executive Director of Human Resources*	0.4	0.4	0.4	0.4	0.4
Assistant Director of Human Resources	0.8	0.8	0.8	0.8	0.8
Human Resources Specialist	1.0	1.0	1.0	1.0	1.0
Office Operations Specialist	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
<b>TOTAL</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>

\* Position is shared with the Board of Education

## BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Human Resources operation is staffed with 3.2 full-time equivalent positions, consistent with the prior year. The budget reflects anticipated merit and cost-of-living adjustments.

**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. An increase of \$600 is reflected for printing and miscellaneous costs related to collective bargaining agreements.

**Dues & Travel:** This budget will be utilized for memberships in the Society for Human Resource Management (SHRM) and Connecticut Personnel Labor Relations Association (PELRA). In addition, funds for attendance at various professional workshops, seminars and training sessions have been included in the budget.

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

**Advertising:** This appropriation is increased \$3,000 due to the significant increase in open competitive hiring and commitment to diversity outreach.

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

**Contractual Services:** This appropriation, which is increased \$180, 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. It is increased \$500 in anticipation of contract settlements and the printing of new contracts, as well as the transition of the department name to Department of Human Resources.

**Meals:** This appropriation pays for the meals associated with panel members brought in to assist in promotional and open competitive recruitment processes and is increased \$1,500 to reflect the level of recruitment activity.

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

**Information Technology:** This request finances the software maintenance contract for Applitrack, the on-line application system, and the Human Resource Information System (ABRA) for software support and new releases of the software and reflects a slight increase.

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>Fiscal Year</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>
<b><u>Applications Processed</u></b>					
Police Officer	236	336	260	146	54
Open Competitive	972	269	379	626	805
Promotional	<u>107</u>	<u>314</u>	<u>68</u>	<u>85</u>	<u>53</u>
Total Applications Processed	1,315	919	707	857	912
<b><u>New Hires</u></b>					
Public Safety	7	9	20	8	21
Non-Public Safety	<u>6</u>	<u>4</u>	<u>11</u>	<u>15</u>	<u>10</u>
Total New Hires	13	13	31	23	31
<b><u>Terminations</u></b>					
Public Safety	7	26	22	10	10
Non-Public Safety	<u>6</u>	<u>5</u>	<u>14</u>	<u>11</u>	<u>13</u>
Total Terminations	13	31	36	21	23
<b><u>Reason for Separation (All Personnel)</u></b>					
Retirement	9	26	31	17	16
Resignation	3	4	4	3	7
Dismissal	1	0	1	1	0
Layoff	0	1	0	0	0

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

# BUDGET IN BRIEF

## RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
<b><u>TOWN PROGRAM</u></b>				
Employee Benefit Contributions	\$ 875,741	\$ 900,000	\$ 900,000	\$ 900,000
Interest on Investment	196,310	160,000	25,000	140,000
Amortization		520,000		465,000
Subrogation/Recoveries	230,385	100,000	80,000	75,000
Transfer In	<u>17,685,114</u>	<u>19,189,399</u>	<u>19,189,399</u>	<u>20,810,443</u>
Total Revenues & Other Resources	\$ 18,987,550	\$ 20,869,399	\$ 20,194,399	\$ 22,390,443
<b><u>SCHOOL PROGRAM</u></b>				
Employee Benefit Contributions	\$ 4,547,315	\$ 4,986,315	\$ 4,600,299	\$ 4,313,586
Amortization		894,988		709,039
Interest on Investment	38,076			
Transfer In	<u>23,725,870</u>	<u>22,046,864</u>	<u>22,008,002</u>	<u>23,243,326</u>
Total Revenues & Other Resources	\$ 28,311,261	\$ 27,928,167	\$ 26,608,301	\$ 28,265,951
Total Revenues & Other Resources	\$ 47,298,811	\$ 48,797,566	\$ 46,802,700	\$ 50,656,394

EXPENSES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Administration-Human Resources	\$ 215,604	\$ 214,144	\$ 226,043	\$ 290,006
Town Program Expense	18,242,876	20,655,255	20,833,301	22,100,437
School Program Expense	<u>25,816,468</u>	<u>27,928,167</u>	<u>27,068,667</u>	<u>28,265,951</u>
Total Expenses & Other Uses	\$ 44,274,948	\$ 48,797,566	\$ 48,128,011	\$ 50,656,394

**ANNUAL BUDGET 2016-2017**

**RISK MANAGEMENT FUND**

**MISSION**

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

**BUDGET SUMMARY  
DEPARTMENT OF HUMAN RESOURCES**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 404,279	\$ 399,492	\$ 403,963	\$ 394,748	-1.2%
Operating Expense	17,975,383	20,389,369	20,577,302	21,915,458	7.5%
Fringe Benefits	78,818	80,538	78,079	80,237	-0.4%
<b>TOTAL</b>	<b>\$18,458,480</b>	<b>\$20,869,399</b>	<b>\$21,059,344</b>	<b>\$22,390,443</b>	<b>7.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Exec. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Asst. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Claims Administrator	1	1	1		
Safety Analyst	1	1	1	1	1
Senior Staff Assistant				1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>	<b>4.7</b>

**SUMMARY OF EXPENSES BY PROGRAM**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Program</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Risk Management					
Administration	\$ 215,604	\$ 214,144	\$ 226,043	\$ 290,006	35.4%
Workers' Compensation	2,179,182	2,366,115	2,493,379	2,615,630	10.5%
Health Program	13,675,225	15,720,044	15,924,078	16,906,293	7.5%
Heart and Hypertension	109,100	79,639	7,500	167,736	110.6%
Self-Insured Program	925,020	1,241,007	1,249,259	1,106,128	-10.9%
Insured Program	<u>1,354,349</u>	<u>1,248,450</u>	<u>1,159,085</u>	<u>1,304,650</u>	4.5%
<b>TOTAL</b>	<b>\$18,458,480</b>	<b>\$20,869,399</b>	<b>\$21,059,344</b>	<b>\$22,390,443</b>	<b>7.3%</b>

**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.

<b>SUMMARY OF EXPENSES RISK MANAGEMENT ADMINISTRATION</b>					
<b><u>Expenses</u></b>	<b><u>Actual</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Estimated</u> <u>2015-16</u></b>	<b><u>Adopted</u> <u>2016-17</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$186,627	\$183,934	\$195,503	\$253,476	37.8%
Office Expense	3,575	2,800	2,800	3,800	35.7%
Dues and Travel	1,615	2,500	1,945	2,500	
Printing/Binding Services		300	300	300	
Telecommunications	455	500	500	500	
Social Security	13,293	14,071	14,956	19,391	37.8%
Transfers Out	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
<b>TOTAL</b>	<b>\$215,604</b>	<b>\$214,144</b>	<b>\$226,043</b>	<b>\$290,006</b>	<b>35.4%</b>

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

**Workers' Compensation Program**

The contribution required from other funds to support this program totals \$2,611,632 in fiscal year 2017, an increase of \$89,859 from FY 2016. This increase in expenses results from an increase in estimated claims payments (\$222,565) and workers compensation assessments from the State (\$26,000).

<b>WORKERS' COMPENSATION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
<b><u>Revenues</u></b>					
Interest on Investments	\$ 68,191	\$ 80,000	\$	\$ 70,000	-12.5%
Subrogation	<u>197,427</u>	<u>50,000</u>	<u>80,000</u>	<u>50,000</u>	
<b>Total Revenues</b>	<b>\$265,618</b>	<b>\$130,000</b>	<b>\$ 80,000</b>	<b>\$120,000</b>	<b>-7.7%</b>
<b><u>Expenses</u></b>					
Dues and Travel	\$	\$250	\$250	\$200	-20.0%
Professional Services	5,431	28,000	28,000	25,000	-10.7%
Claims Administration	112,410	116,500	116,500	119,500	2.6%
Insurance Services	(6,272)	15,500	15,500	16,500	6.5%
Bank Fee		1,000	1,000	1,000	
Excess Insurance	179,755	210,000	199,946	210,000	
WC Assessments-State	93,087	74,000	74,622	100,000	35.1%
Workers' Compensation Claims	<u>1,794,771</u>	<u>1,920,865</u>	<u>2,057,561</u>	<u>2,143,430</u>	11.6%
<b>Total Expenses</b>	<b>\$2,179,182</b>	<b>\$2,366,115</b>	<b>\$2,493,379</b>	<b>\$2,615,630</b>	<b>10.5%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$86,242	\$85,658	\$90,417	\$116,002	35.4%
Program Amortization		200,000			-100.0%
Operating Income/(Loss)	<u>629,720</u>		<u>17,977</u>		
<b>NET CONTRIBUTION (INTERFUND TRANSFER)</b>	<b>\$2,629,526</b>	<b>\$2,521,773</b>	<b>\$2,521,773</b>	<b>\$2,611,632</b>	<b>3.6%</b>

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

**Health Benefits Program**

Health Claims Cost

The net contribution from other funds for this program totals \$15,696,293, an increase of \$1,231,249 or 8.5%. The contribution to the retiree health care reserve for FY 2017 is \$10,780,000 split between the Town and Board of Education. The Town's contribution for FY 2017 is \$7,872,000, 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 (\$204,500) was transferred to this program from the Insured program in fiscal year 2016. The appropriation for claims expense in FY 2017 increases \$548,996 or 8.2% based upon experience.

<b>HEALTH BENEFITS PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Interest on Investments	\$ 31,848	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	875,741	900,000	900,000	900,000	
<b>Total Revenues</b>	<b>\$907,589</b>	<b>\$925,000</b>	<b>\$925,000</b>	<b>\$925,000</b>	
<b><u>Expenses</u></b>					
Regular Payroll	\$124,404	\$125,384	\$134,938	\$140,772	12.3%
Education Premium	500	800	500	500	-37.5%
Office Expenses	2,090	1,700	2,200	2,400	41.2%
Active Employee Claims	5,844,946	6,710,318	6,947,579	7,259,314	8.2%
Normal Retirement Cost	6,622,000	7,272,000	7,272,000	7,872,000	8.3%
Life/Long-term Disability		204,500	201,500	204,500	
Program Expense	848,615	1,120,000	1,125,000	1,157,000	3.3%
Stop Loss Insurance	184,079	235,750	190,000	219,000	-7.1%
Social Security	8,591	9,592	10,361	10,807	12.7%
Transfer Out	40,000	40,000	40,000	40,000	
<b>Total Expenses</b>	<b>\$13,675,225</b>	<b>\$15,720,044</b>	<b>\$15,924,078</b>	<b>\$16,906,293</b>	<b>7.5%</b>
<b><u>Other</u></b>					
Program Amortization	\$	\$(330,000)	\$	\$(285,000)	-13.6%
Operating Income/(Loss)	13,682		(534,034)		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$12,781,318</b>	<b>\$14,465,044</b>	<b>\$14,465,044</b>	<b>\$15,696,293</b>	<b>8.5%</b>

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

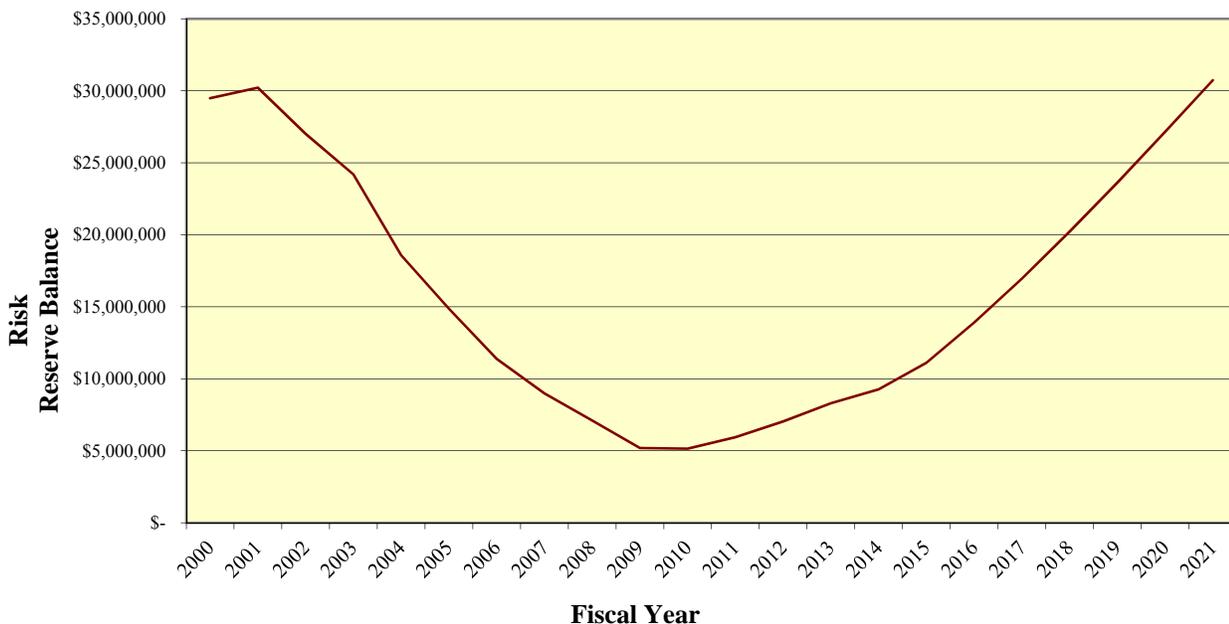
Risk Management Health Reserve

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2013, is \$118,864,906. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 in response to the elimination of the General Fund’s contribution to the reserve fund in fiscal years 2003 and 2004 and the continued use of the reserve to pay all retiree health care claims. As a result of these actions, the balance of the reserve fund declined 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 \$10,780,000 in fiscal year 2017 split between the Town (\$7,872,000) and Board of Education (\$2,908,000).

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

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. A trust fund was established for these employees and the annual required contribution to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has 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 \$76,737 from other funds is required to support this program in FY 2017, an increase of \$37,684. The heart and hypertension claims expense increases to reflect projected claims, offset by amortization of \$100,000 in accumulated surplus.

<b>HEART AND HYPERTENSION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
<b><u>Revenues</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Interest on Investments	\$19,405	\$25,000	\$	\$20,000	-20.0%
<b>Total Revenues</b>	<b>\$19,405</b>	<b>\$25,000</b>	<b>\$</b>	<b>\$20,000</b>	<b>-20.0%</b>
<b><u>Expenses</u></b>					
Medical Exams	\$ 650	\$5,525	\$2,500	\$3,900	-29.4%
Insurance Services	4,000	4,500	4,000	4,500	
Claims Administration	1,490	1,000	1,000	1,000	
Claims Expense	102,960	68,614		158,336	130.8%
<b>Total Expenses</b>	<b>\$109,100</b>	<b>\$79,639</b>	<b>\$7,500</b>	<b>\$167,736</b>	<b>110.6%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$21,560	\$21,414	\$22,604	\$29,001	35.4%
Program Amortization		(40,000)		(100,000)	150.0%
Operating Income/(Loss)	116,114		5,949		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$227,369</b>	<b>\$36,053</b>	<b>\$36,053</b>	<b>\$76,737</b>	<b>112.8%</b>

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

**Self-Insured Program**

The Town utilizes a Self-Insured Retention (SIR) program for general liability, automobile liability and law enforcement liability with a retention level of \$250,000. The Town purchases excess insurance to cover core catastrophic losses. 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 2017 is \$1,002,130, a decrease of \$44,535 from the FY 2016 contribution. This reduction of 4.3% results from an expected decline in claims expense and program expense in fiscal year 2017. In addition, a full-time position has been transferred from this program to the Risk Management Administration program, offset by an increase in claims administration expense. In order to protect the Town from an unknown liability, the stated goal of the Self-Insurance program is to maintain reserved retained earnings of approximately \$1,500,000.

<b>SELF-INSURED PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Interest on Investments	\$ 76,866	\$ 30,000	\$	\$ 25,000	-16.7%
Subrogation	<u>32,958</u>	<u>50,000</u>	_____	<u>25,000</u>	-50.0%
<b>Total Revenues</b>	<b>\$109,824</b>	<b>\$80,000</b>	<b>\$</b>	<b>\$50,000</b>	<b>-37.5%</b>
<b><u>Expenses</u></b>					
Regular Payroll	\$92,748	\$89,374	\$73,022	\$	-100.0%
Professional Services	7,124	50,000	50,000	50,000	
Claims Administration Expense	97,752	116,700	167,000	160,400	37.4%
SIR Retention Claims (GL/AL/LEL)	480,105	668,097	698,014	608,728	-8.9%
Other SIR Program Expense	240,396	310,000	258,500	287,000	-7.4%
Social Security	<u>6,895</u>	<u>6,836</u>	<u>2,723</u>	_____	-100.0%
<b>Total Expenses</b>	<b>\$925,020</b>	<b>\$1,241,007</b>	<b>\$1,249,259</b>	<b>\$1,106,128</b>	<b>-10.9%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$86,242	\$85,658	\$90,417	\$116,002	35.4%
Program Amortization		(200,000)		(170,000)	-15.0%
Operating Income/(Loss)	<u>(235,244)</u>	_____	<u>(293,011)</u>	_____	
<b>NET CONTRIBUTION (INTERFUND TRANSFER)</b>	<b>\$666,194</b>	<b>\$1,046,665</b>	<b>\$1,046,665</b>	<b>\$1,002,130</b>	<b>-4.3%</b>

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

**Insured Program**

The insured program includes premiums paid for insurance coverages that are in excess of the self-insured retention. The insured program also includes premiums paid for coverage that the Town and Board of Education elect not to self-insure. These include special events, sports accidents, surety bonds, property life and long-term disability. An interfund transfer of \$1,248,651 will be required in FY 2017 to meet the costs of the insured program, an increase of \$128,787. This variance results primarily from the estimated cost of property insurance as well as planned reduction of \$65,000 in amortization of accumulated surplus for this program.

<b>INSURED PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Expenses</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Purchased Insurance	\$1,354,349	\$1,248,450	\$1,159,085	\$1,304,650	4.5%
<b>Total Expenses</b>	<b>\$1,354,349</b>	<b>\$1,248,450</b>	<b>\$1,159,085</b>	<b>\$1,304,650</b>	<b>4.5%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$21,560	\$21,414	\$22,604	\$29,001	35.4%
Program Amortization		(150,000)		(85,000)	-43.3%
Operating Income/(Loss)	4,798		(61,825)		
<b>NET CONTRIBUTION</b>					
<b>(INTERFUND TRANSFER)</b>	<b>\$1,380,707</b>	<b>\$1,119,864</b>	<b>\$1,119,864</b>	<b>\$1,248,651</b>	<b>11.5%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

# BUDGET IN BRIEF

## PENSION OPERATING FUND

<b>REVENUES AND OTHER RESOURCES</b>	<b>ACTUAL 2014-2015</b>	<b>ADOPTED 2015-2016</b>	<b>ESTIMATED 2015-2016</b>	<b>ADOPTED 2016-2017</b>
Employee Contributions	\$ 2,578,237	\$ 2,600,000	\$ 2,800,000	\$ 2,800,000
Interest Income	865			
Pension Buyback	96,816			
Trust Fund Contribution	5,568,000	5,720,578	6,258,395	4,621,886
Transfer In	<u>17,712,000</u>	<u>17,917,000</u>	<u>17,917,000</u>	<u>20,551,457</u>
Total Revenues & Other Resources	\$25,955,918	\$26,237,578	\$26,975,395	\$27,973,343

<b>EXPENDITURES AND OTHER USES</b>	<b>ACTUAL 2014-2015</b>	<b>ADOPTED 2015-2016</b>	<b>ESTIMATED 2015-2016</b>	<b>ADOPTED 2016-2017</b>
Human Resources –				
Administration	\$ 582,331	\$ 612,578	\$ 625,395	\$ 598,343
Regular Payments	24,084,490	24,500,000	25,200,000	26,200,000
Survivor Payments	1,080,406	1,100,000	1,125,000	1,150,000
Pension Refunds	<u>44,527</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$25,791,754	\$26,237,578	\$26,975,395	\$27,973,343

**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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF HUMAN RESOURCES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 130,020	\$ 137,550	\$ 50,753	\$ 149,827	\$ 148,989	8.3%
Operating Expense	316,484	332,100	84,306	329,850	332,300	0.1%
Fringe Benefits	<u>25,345,250</u>	<u>25,767,928</u>	<u>11,162,846</u>	<u>26,495,718</u>	<u>27,492,054</u>	6.7%
<b>TOTAL</b>	<b>\$25,791,754</b>	<b>\$26,237,578</b>	<b>\$11,297,905</b>	<b>\$26,975,395</b>	<b>\$27,973,343</b>	<b>6.6%</b>

<b><u>Full-Time Positions:</u></b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>	<b>1.6</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2017 Pension Fund budget increases \$1,735,765, or 6.6%, over the prior year. This increase results primarily from anticipated payments to retired employees under the terms of the Town's Pension Plan (\$1,700,000). The budget reflects appropriate merit and cost-of-living adjustments for full-time employees and maintains \$25,000 in temporary payroll to assist with workflow needs.

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

**SUMMARY OF REVENUES**

<b>Revenues:</b>	<b>Actual 2014-15</b>	<b>Adopted 2015-16</b>	<b>Actual 6 Months</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Percent Change</b>
Employee Contributions	\$2,578,237	\$2,600,000	\$1,391,485	\$2,800,000	\$2,800,000	7.7%
Interest Income	865					
Pension Buyback	96,816		559			
Trust Fund Contribution	5,568,000	5,720,578	(6,097,000)	6,258,395	4,621,886	-19.2%
Transfer In	<u>17,712,000</u>	<u>17,917,000</u>	<u>17,917,000</u>	<u>17,917,000</u>	<u>20,551,457</u>	14.7%
<b>Total Department</b>	<b>\$25,955,918</b>	<b>\$26,237,578</b>	<b>\$13,212,044</b>	<b>\$26,975,395</b>	<b>\$27,973,343</b>	<b>6.6%</b>

**SUMMARY OF EXPENDITURES**

<b>Expenditures:</b>	<b>Actual 2014-15</b>	<b>Adopted 2015-16</b>	<b>Actual 6 Months</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Percent Change</b>
Regular Payroll	\$ 104,175	\$ 111,750	\$ 37,853	\$ 123,427	\$ 123,189	10.2%
Temporary Payroll	25,845	25,000	12,900	25,800	25,000	
Education Premium Pay		800		600	800	
Office Expense	1,646	3,750	776	2,250	3,450	-8.0%
Dues and Travel		850	237	500	850	
Professional Services	313,265	325,500	82,023	325,500	325,500	
Printing Services	197	300		150	300	
Meals		50		50	50	
Information Technology	1,250	1,450	1,250	1,250	2,000	37.9%
Telecommunications	126	200	20	150	150	-25.0%
Social Security	8,207	8,610	3,858	11,400	11,398	32.4%
Pension Payments	25,209,423	25,625,000	11,091,682	26,350,000	27,375,000	6.8%
Pension Expense	35,513	37,323	37,323	37,323	44,260	18.6%
Risk Management Expense	55,076	59,964	29,983	59,964	24,365	-59.4%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	<b>\$25,791,754</b>	<b>\$26,237,578</b>	<b>\$11,297,905</b>	<b>\$26,975,395</b>	<b>\$27,973,343</b>	<b>6.6%</b>

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

Pension Trust Fund

In 2015, the Pension Board and Town Administration determined that a request for proposals (RFP) should be issued for Actuarial Services. The process culminated with the selection of a new actuarial firm. During the preparation of the July 1, 2015 pension valuation by the new firm, it was determined that a number of pension benefits had not previously been fully valued. This resulted in a significant increase in the actuarially determined contribution (ADC), which is the amount that the Town must pay annually to fully fund future pension liabilities. As a result of this dramatic increase, the Actuaries were requested to recommend changes aimed at improving the plan's funding status while mitigating future potentially significant year-over-year increases. The changes adopted by the Town and incorporated in this plan are:

1. Reduce the assumed rate of return from 7.54% to 7.50%.
2. Re-set the amortization period to 30 years.
3. Reduce the payroll growth assumption from 4.0% to 2.5% and further reduce by 0.25% annually.
4. Change the amortization method from percentage of payroll to the level dollar method.

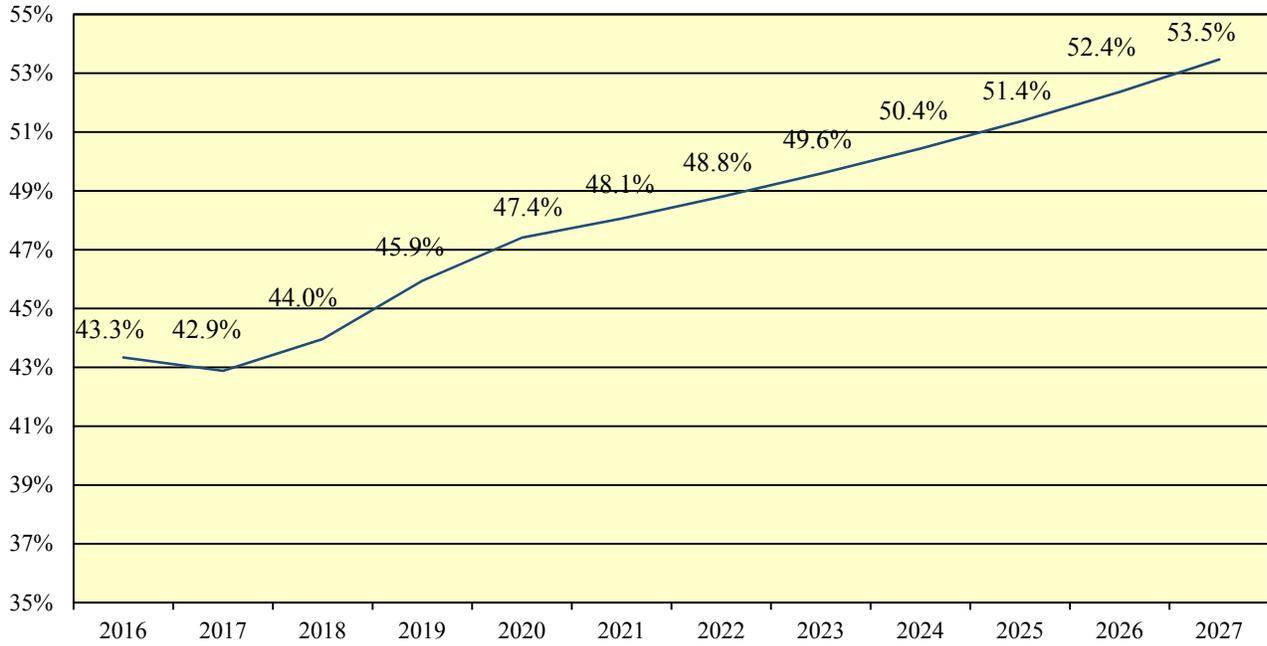
As a result of these changes, the ADC for fiscal year 2017 was limited to \$2,634,000. As indicated in the July 1, 2015 valuation, the unfunded accrued liability increased by \$22.4 million from July 1, 2014 to July 1, 2015. As a result, the funded status was slightly reduced from 43.3% to 42.9%. This was primarily due to the discovery and valuation of unfunded liabilities, offset by modification of the amortization methodology and term. The Plan's market value increased by \$8,632,823 from July 1, 2014 to July 1, 2015, while the actuarial value increased by \$19,015,922. As part of the valuation, the actuarial value of assets was calculated to determine the ADC for the plan for 2017. 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 Actuaries also prepared a 10 year projection, based on the new changes, aimed at gradually increasing the Plan's funded ratio while mitigating year to year ADC increases and reducing annual Town Normal Cost. Town 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.

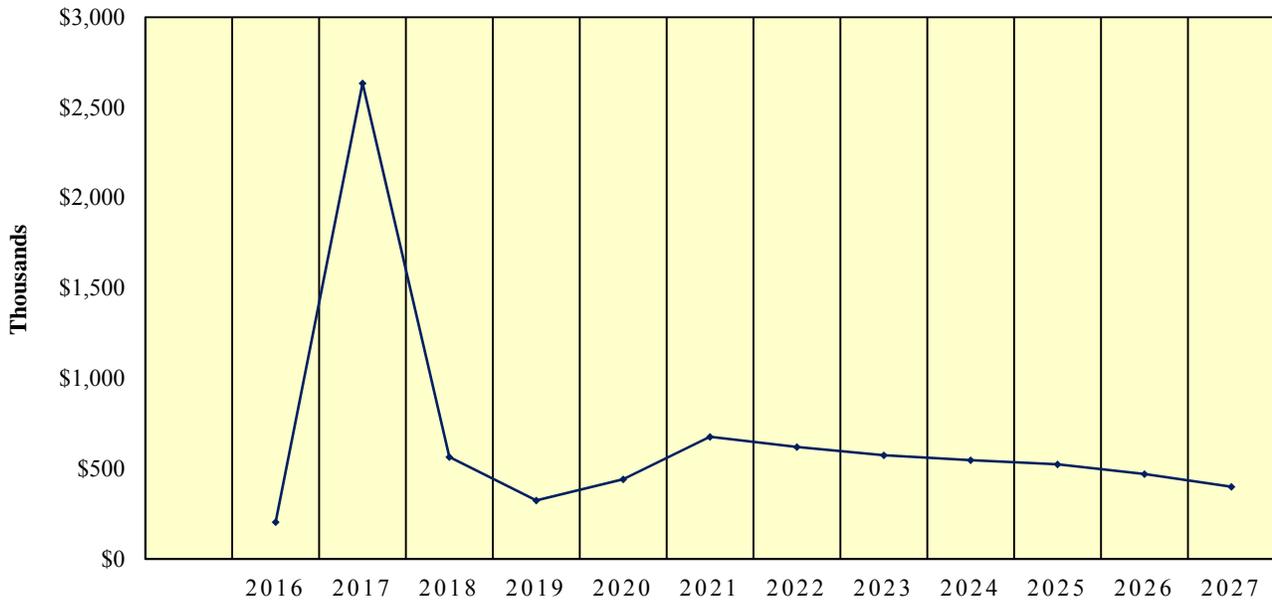
The following charts indicate projected funding ratios as well as projected incremental increases in ADC levels.

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

**Projected Funded Ratio of Pension Fund**



**Year Over Year Actuarially Determined Contribution Increase**



DEPARTMENT: HUMAN RESOURCES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<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	1	1	1	1
Safety Analyst	1	1	1	1	1
Senior Staff Assistant				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

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

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**FIRE DEPARTMENT**

**MISSION**

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

The Fire Department's primary goals are to:

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

<b>BUDGET SUMMARY FIRE DEPARTMENT</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2014-15</b>	<b>2015-16</b>	<b>6 Months</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Change</b>
Intergovernmental	\$ 19,108	\$	\$ 2,500	\$ 2,500	\$ 11,286	
Licenses & Permits	661,556	300,000	285,014	550,000	550,000	83.3%
Charges for Services		188,000	4,375	67,041	376,000	100.0%
Miscellaneous Revenue	280		267	267		
<b>TOTAL</b>	<b>\$680,944</b>	<b>\$488,000</b>	<b>\$292,156</b>	<b>\$619,808</b>	<b>\$937,286</b>	<b>92.1%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$9,597,540	\$9,991,390	\$4,556,254	\$9,941,390	\$9,891,336	-1.0%
Operating Expense	789,937	895,929	376,517	890,129	968,058	8.1%
Social Security	143,313	156,418	64,104	152,418	153,243	-2.0%
<b>TOTAL</b>	<b>\$10,530,790</b>	<b>\$11,043,737</b>	<b>\$4,996,875</b>	<b>\$10,983,937</b>	<b>\$11,012,637</b>	<b>-0.3%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
General Fund	92	92	92	92	92
<b>TOTAL</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Fire Department's budget decreases \$31,100 or -0.3% in fiscal year 2017. Wages and salaries reflect merit and step increases, when applicable, but exclude cost-of-living adjustments for Fire Union employees as the contract expires June 30, 2016. Total wages and salaries is reduced \$100,054. This is primarily attributed to reductions in Emergency Medical Services. The current year budget includes additional overtime in this division for paramedic credentialing. Operating expenses show an increase of \$72,129 or 8.1%. The non-personal services increase is primarily attributed to a full year of in-house paramedic services, compared to the current year which partially funds the program. Social security is reflective of budgeted wages and employee withholdings.

**COST CENTER: MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Contributions	\$ 280	\$ _____	\$ 267	\$ 267	\$ _____	
<b>TOTAL</b>	<b>\$ 280</b>	<b>\$ _____</b>	<b>\$ 267</b>	<b>\$ 267</b>	<b>\$ _____</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$302,422	\$325,058	\$154,263	\$325,058	\$331,212	1.9%
Overtime	266		160	160		
Office Expense	8,923	7,200	5,691	8,850	9,500	31.9%
Dues and Travel	1,653	1,900	514	1,900	1,900	
Professional Services	20,680	32,350	195	32,350	24,500	-24.3%
Printing/Binding Services	257					
Office Equipment	443	200		200		-100.0%
Uniforms & Laundry	219	1,000	245	1,000	1,000	
Telecommunications	26,516	20,000	11,669	20,000	20,000	
Social Security	<u>6,493</u>	<u>8,773</u>	<u>2,973</u>	<u>8,773</u>	<u>8,937</u>	1.9%
<b>TOTAL</b>	<b>\$367,872</b>	<b>\$396,481</b>	<b>\$175,710</b>	<b>\$398,291</b>	<b>\$397,049</b>	<b>0.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</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>
<b>TOTAL</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

**Overtime:** This account funded overtime for the department's Executive Assistant.

**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. The account is increased to include office supplies for all five fire stations.

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

**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. This appropriation is reduced based upon experience and anticipated use of professional services in fiscal year 2017.

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

**Office Equipment:** This appropriation is eliminated for fiscal year 2017.

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

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

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

**COST CENTER: EMERGENCY MANAGEMENT**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$18,608	\$	\$	\$	\$ 11,286	
<b>TOTAL</b>	<b>\$18,608</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$ 11,286</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$28,717	\$29,907	\$14,869	\$29,907	\$30,044	0.5%
Office Expense	964	700	322	800	700	
Professional Services		2,000		2,000	2,000	
Printing/Binding Services		300		300	300	
Office Equipment	150	500		500	500	
Information Technology	15,940	18,000	15,940	18,000	18,000	
Miscellaneous						
Administrative Expense	1,599	500	1,181	1,200	500	
Telecommunications	475	800	306	875	800	
Social Security	419	403	182	403	405	0.5%
<b>TOTAL</b>	<b>\$48,264</b>	<b>\$53,110</b>	<b>\$32,800</b>	<b>\$53,985</b>	<b>\$53,249</b>	<b>0.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Fire Chief	0.2	0.2	0.2	0.2	0.2
<b>TOTAL</b>	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 fiscal year 2016 or 2017.

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

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

**Printing/Binding Services:** This appropriation finances the costs associated with printing, binding and the use of the BOE’s print shop. These costs include large volume training documents and forms that are used. Funding remains level at \$300.

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

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

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

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

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

**COST CENTER: FIREFIGHTING**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ _____	\$ _____	\$ 4,375	\$ 4,375	\$ _____	
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 4,375</b>	<b>\$ 4,375</b>	<b>\$ _____</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,051,320	\$6,973,140	\$3,309,795	\$6,825,714	\$6,961,090	-0.2%
Overtime	2,272,814	1,456,560	813,174	1,660,560	1,456,560	
Holiday	375,432	452,495	1,034	452,495	453,848	0.3%
Education Premium Pay	37,834	39,000	14,917	35,000	35,000	-10.3%
Office Expense	1,900	2,000	1,249	2,263	2,000	
Minor Equipment	26,685	34,940	979	34,940	31,500	-9.8%
Uniforms & Laundry	127,956	76,607	28,734	77,107	89,863	17.3%
Education Tuition Reimbursement	6,235	10,000	5,235	10,000	10,000	
Utilities	116,333	153,467	76,734	153,467	152,733	-0.5%
Operating Expense-Misc.	4,591	3,000	1,065	3,000	3,000	
Maintenance & Repairs	9,069	21,500	5,506	21,500	16,500	-23.3%
Miscellaneous Supplies	56,682	39,200	39,631	45,000	39,200	
Social Security	<u>122,696</u>	<u>127,930</u>	<u>54,231</u>	<u>128,717</u>	<u>127,861</u>	-0.1%
<b>TOTAL</b>	<b>\$9,209,547</b>	<b>\$9,389,839</b>	<b>\$4,352,284</b>	<b>\$9,449,763</b>	<b>\$9,379,155</b>	<b>-0.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</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>
<b>TOTAL</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>

## **FIREFIGHTING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects anticipated merits, as applicable. A slight reduction is attributed to retirement vacancies which when filled, are filled at the start of the position's range and related benefit elections which vary with new personnel. Cost-of-living adjustments are not included as the Fire Union contract expires June 30, 2016.

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

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

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

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

**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 including gloves, flash hoods, safety goggles, etc. (\$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). In fiscal year 2017 this account is increased \$7,756 consistent with anticipated turnout gear required.

**Education Tuition Reimbursement:** Represents contractual requirement to cover 75% of approved tuition costs per union member up to a cap of \$1,000 per employee. Fiscal year 2017 funding is \$10,000 as required by the union contract.

**Utilities:** This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission. This cost is reduced \$734 in fiscal year 2017 based upon actual cost and amortization of accumulated deficit for this cost in the Utilities Services Fund.

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

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

**Miscellaneous Supplies:** This appropriation covers the following items:

**Emergency Medical Service Supplies-** Funds the cost of expendable medical supplies used in the treatment of patients (\$14,000).

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

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

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>Fire Call Volume</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
Number of Fire Related Calls	182	180	168	184	228
Number of Emergency Medical/ Rescue Calls	1,492	1,445	1,602	1,742	5,646*
Number of Hazardous Material Calls	313	170	189	157	157
Number of Other Calls for Service	<u>5,045**</u>	<u>1,868</u>	<u>1,832</u>	<u>1,814</u>	<u>2,202</u>
<b>Total Calls</b>	<b>7,032</b>	<b>3,663</b>	<b>3,791</b>	<b>3,897</b>	<b>8,233</b>
<b><u>Fire Effectiveness Measures</u></b>					
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.

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

**COST CENTER: EMERGENCY MEDICAL SERVICES**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ _____	\$188,000	\$ _____	\$62,666	\$376,000	100.0%
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$188,000</b>	<b>\$ _____</b>	<b>\$62,666</b>	<b>\$376,000</b>	<b>100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ _____	\$62,000	\$ _____	\$12,000	\$30,820	-50.3%
Overtime		94,000		94,000	40,000	-57.4%
Office Expense		6,000		6,000	8,100	35.0%
Dues and Travel					7,000	
Professional Services		15,000		2,500	30,000	100.0%
Information Technology					9,992	
Telecommunications					280	
Maintenance & Repairs					16,000	
Miscellaneous Supplies		80,000		80,000	107,000	33.8%
Social Security	_____	<u>4,000</u>	_____	_____	_____	-100.0%
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$261,000</b>	<b>\$ _____</b>	<b>\$194,500</b>	<b>\$249,192</b>	<b>-4.5%</b>

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

**Regular Payroll:** The fiscal year 2016 budget contemplated the hiring of a full-time position to manage the Emergency Medical Services program. In fiscal year 2017 the funding is removed and program oversight is instead funded through professional services. Regular payroll also includes funding of paramedic stipends.

**Overtime:** Funding for overtime is included to fund annual paramedic recertification. Recertification requires less time away than the initial credentialing process, which is included in the fiscal year 2016 budget.

**Office Expense:** This appropriation will fund a full year of patient care monitoring to provide access to patient care reports.

**Dues and Travel:** Funds recertification costs for paramedics.

**Professional Services:** This line funds a full year of private bundle billing services.

**Information Technology:** Funds Priority Dispatch software (\$8,192) and Operative IQ software (\$1,800).

**Telecommunications:** This appropriation will fund the service cost for an ePCR Tablet service.

**Maintenance & Repairs:** Includes funding for equipment maintenance.

**Miscellaneous Supplies:** Reflects funding for a full year of medical supplies and medications, oxygens and gases, and medical waste costs.

**COST CENTER: PREVENTION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Grants	\$ 500	\$	\$ 2,500	\$ 2,500	\$	
Fire Occupancy/Use Permits	661,556	300,000	63,859	100,000	100,000	-66.7%
Fire Plan Review Fees			221,155	450,000	450,000	
<b>TOTAL</b>	<b>\$662,056</b>	<b>\$300,000</b>	<b>\$287,514</b>	<b>\$552,500</b>	<b>\$550,000</b>	<b>83.3%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$302,881	\$313,331	\$145,678	\$313,331	\$313,147	-0.1%
Temporary Payroll	21,137	23,929	10,764	23,929	23,929	
Overtime	3,611	5,100	4,884	5,100	5,100	
Education Premium Pay	2,500	2,500	1,042	2,500	2,500	
Office Expense	4,869	6,200	3,457	6,700	3,700	-40.3%
Dues	80					
Printing/Binding Services	480	200	149	200	200	
Office Equipment	1,040	1,000	145	1,000	1,000	
Uniforms & Laundry	651	800		800	800	
Miscellaneous Supplies	2,786	4,500	1,834	4,500	13,000	188.9%
Social Security	11,568	12,206	5,891	12,206	13,041	6.8%
<b>TOTAL</b>	<b>\$351,603</b>	<b>\$369,766</b>	<b>\$173,844</b>	<b>\$370,266</b>	<b>\$376,417</b>	<b>1.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Assistant Fire Chief	1	1	1	1	1
Fire Inspector	2	2	2	2	2
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects salaries and benefit elections for 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 covers the use of Fire Inspectors for assisting in fire investigations and fire prevention education activities.

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

**Office Expense:** This appropriation covers office supplies, printing/copying and postage costs for the division. The account is reduced consistent with experience.

**Dues:** In fiscal year 2015 \$80 was expended to the Connecticut Fire Marshalls Association. In fiscal year 2016 and fiscal year 2017 dues are budgeted in the Management division.

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

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

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

**Miscellaneous Supplies:** Cost of buying NFPA, Insurance Industry, and updated professional material for fire safety education programs. This account is increased for additional fire prevention programming materials.

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

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
Percent of Applicable Properties with Completed or Updated Pre-Plans	88%	91%	94%	95%	96%
Percent of Inspections Completed	27%	27%	39%	29%	19%
Percent of Annual Residential Inspections Completed	16%	8%	17%	12%	11%
Percent of Tri-annual Inspections Completed	3%	1%	19%	14%	12%
Percent of Licensing Inspections Completed	80%	72%	62%	100%	100%
Percent of Violations Corrected	100%	100%	100%	100%	100%

**COST CENTER: STATION OPERATIONS & MAINTENANCE**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Utilities	\$83,880	\$98,215	\$49,107	\$98,215	\$94,440	-3.8%
Telecommunications		2,100		800	800	-61.9%
Building Maintenance	53,540	41,700	18,315	41,800	47,000	12.7%
Grounds Maintenance	<u>914</u>	<u>2,200</u>	<u>11,469</u>	<u>13,089</u>	<u>2,200</u>	
<b>TOTAL</b>	<b>\$138,334</b>	<b>\$144,215</b>	<b>\$78,891</b>	<b>\$153,904</b>	<b>\$144,440</b>	<b>0.2%</b>

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

**Utilities:**     **Electricity** – This appropriation covers the cost of electrical service to each of the five (5) fire stations (\$53,685), which reflects a reduction based upon consumption and rates.

**Natural Gas** – This appropriation (\$32,400) covers the cost of natural gas at all stations, and is increased slightly based upon consumption and rates.

**Water** – Covers the cost of water service to each of the five (5) fire stations (\$8,355).

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

**Building Maintenance:** This appropriation covers the cost of both planned and unplanned station maintenance (door repair, furnace repairs, etc.), and the cost of expendable supplies used in the stations (paper products, cleaners, etc.). This appropriation includes increased funding based upon experience and anticipated needs of the stations.

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

**COST CENTER: EQUIPMENT OPERATIONS & MAINTENANCE**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$83,772	\$93,000	\$24,621	\$42,604	\$89,106	-4.2%
Overtime	4,937	12,462	2,728	6,220	12,462	
Office Expense	250		18	18		
Vehicles & Equipment Expense	187,378	185,000	75,369	170,000	170,000	-8.1%
Social Security	<u>1,277</u>	<u>1,574</u>	<u>64</u>	<u>787</u>	<u>1,472</u>	-6.5%
<b>TOTAL</b>	<b>\$277,614</b>	<b>\$292,036</b>	<b>\$102,800</b>	<b>\$219,629</b>	<b>\$273,040</b>	<b>-6.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Fire Lieutenant Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**EQUIPMENT OPERATIONS & MAINTENANCE DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Reflects salary and applicable benefits for the Fire Lieutenant Mechanic 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.

**Office Expense:** In fiscal year 2015 and 2016 office supplies were purchased from this account.

**Vehicle & Equipment Maintenance:** This appropriation covers the costs for fuel (\$60,000) and vehicle maintenance (\$110,000) for all department vehicles. Fuel is reduced \$15,000 consistent with current rates.

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

**COST CENTER: TRAINING**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$98,446	\$102,908	\$ 49,588	\$102,908	\$102,518	-0.4%
Overtime	9,451	4,000	7,904	7,904	4,000	
Education Premium Pay	2,000	2,000	833	2,000		-100.0%
Office Expense	2,959	1,350	1,362	2,550	1,350	
Training	14,719	18,800	16,842	18,800	24,000	27.7%
Professional Services	5,375	5,000	1,600	5,000	5,000	
Printing/Binding Services	355	200	25	200	200	
Office Equipment	3,219	1,500	424	1,500	1,500	
Vehicles & Equipment						
Expense	172		1,205	1,205		
Social Security	<u>860</u>	<u>1,532</u>	<u>763</u>	<u>1,532</u>	<u>1,527</u>	-0.3%
<b>TOTAL</b>	<b>\$137,556</b>	<b>\$137,290</b>	<b>\$80,546</b>	<b>\$143,599</b>	<b>\$140,095</b>	<b>2.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Fire Captain – Training	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

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

**Overtime:** Covers the cost of overtime for required night or weekend training programs and alarm activity. In fiscal year 2015 and 2016 additional overtime was used to offset a vacancy in the division.

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

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

**Training:** This appropriation reflects all expenditures related to maintaining the skill levels of firefighting personnel including leadership, general firefighting, apparatus operation, emergency medical training, hazardous material training, and extrication skills. The increase is related to additional training programs the department plans to offer in fiscal year 2017.

**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).

**Vehicles & Equipment Expense:** Minor equipment and vehicle maintenance expenditures were funded in this 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 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Fire Chief	1	1	1	1	1
Assistant Fire Chief	2	2	2	2	2
Executive Assistant	1	1	1	1	1
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter	40	40	40	40	40
Fire Inspector	2	2	2	2	2
Fire Captain-Training	1	1	1	1	1
Fire Lieutenant Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	92	92	92	92	92

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**POLICE DEPARTMENT**

**MISSION**

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

The Police Department's primary goals are:

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

<b>BUDGET SUMMARY POLICE DEPARTMENT</b>						
<b><u>Revenues:</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Intergovernmental Revenues	\$363,854	\$349,106	\$161,241	\$357,774	\$141,000	-59.6%
Licenses & Permits	11,910	12,200	5,060	12,300	12,300	0.8%
Charges for Services	136,823	39,900	23,272	40,135	39,900	
Fines & Forfeitures	330,096	291,200	170,189	310,200	305,200	4.8%
Miscellaneous Revenue	<u>125,308</u>	<u>125,000</u>	<u>266</u>	<u>125,266</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$967,991</b>	<b>\$817,406</b>	<b>\$360,028</b>	<b>\$845,675</b>	<b>\$623,400</b>	<b>-23.7%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$13,771,118	\$13,872,025	\$6,781,051	\$14,087,605	\$13,757,526	-0.8%
Operating Expense	1,053,295	1,026,513	452,601	926,154	917,553	-10.6%
Social Security	<u>283,915</u>	<u>302,032</u>	<u>133,422</u>	<u>299,930</u>	<u>303,977</u>	0.6%
<b>TOTAL</b>	<b>\$15,108,328</b>	<b>\$15,200,570</b>	<b>\$7,367,074</b>	<b>\$15,313,689</b>	<b>\$14,979,056</b>	<b>-1.5%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>		
General Fund	153*	153*	152*	152*	152*
Parking Lot Fund	—	—	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>153</b>	<b>153</b>	<b>154</b>	<b>154</b>	<b>154</b>

\* One Police Officer position is unfunded.

**BUDGET & PROGRAM HIGHLIGHTS**

The Police Department's fiscal year 2017 budget is reduced \$221,514, or 1.5%. The \$114,499 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 Union employees as their contract is still in negotiation. In addition, this budget includes a \$208,000 reduction to overtime attributed to non-recurring DUI, Underage Drinking and Distracted Driving grants received in fiscal year 2016. Operating expense decreases \$108,960 or 10.6%, primarily due to a \$120,000 savings in gasoline due to more favorable gasoline rates than expected in fiscal year 2016. This savings is offset, in part, by an enhanced recruitment, retention and promotion diversity program (\$15,000) in fiscal year 2017. The social security appropriation reflects budgeted wages.

**COST CENTER: POLICE MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$12,190	\$12,200	\$ 5,226	\$12,466	\$12,200	
Alarm Fees	22,082	22,000	11,703	22,000	22,000	
<b>TOTAL</b>	<b>\$34,272</b>	<b>\$34,200</b>	<b>\$16,929</b>	<b>\$34,466</b>	<b>\$34,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$552,671	\$643,834	\$287,190	\$645,484	\$656,021	1.9%
Temporary Payroll	18,946					
Office Expense	21,150	12,500	5,798	12,500	12,500	
Dues and Training	5,232	23,509	7,052	23,509	38,509	63.8%
Boards & Commissions	2,000	5,000		5,000	5,000	
Education Tuition Reimbursement	18,699	20,000	19,125	20,000	20,000	
Maintenance & Repairs	6,700	6,700		6,700	6,700	
Social Security	16,856	18,683	8,231	21,235	21,662	15.9%
<b>TOTAL</b>	<b>\$642,254</b>	<b>\$730,226</b>	<b>\$327,396</b>	<b>\$734,428</b>	<b>\$760,392</b>	<b>4.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</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
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>

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

**Mission:** To manage the Police Department, which handles over 66,000 requests for service each year, makes over 7,200 arrests, investigates over 2,200 accidents, and consists of 153 full-time and 4 part-time employees. This division also manages 41 crossing guards working for the Board of Education. Also included in this area are the costs associated with maintaining the department's radio and computer system.

**Regular Payroll:** This portion of the budget accounts for the salary of the Police Chief, one full-time Administrative Assistant to the Chief, two Assistant Chiefs, one full-time Senior Staff Assistant to the Assistant Chiefs, and one Information Technology Specialist. Appropriate merit increases and cost-of-living adjustments are included in the fiscal year 2017 budget.

**Temporary Payroll:** This budget accounted for the salary of one part-time clerical position that was removed in the fiscal year 2016 budget. These tasks are performed by full-time staff.

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

**Dues and Training:** This account provides executive training and dues for management within the department. The budget is increased \$15,000 in fiscal year 2017 to fund 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. To that end, 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 a yearly week-long summer training camp.

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

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

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

**PROGRAM PERFORMANCE MEASURES AND INDICATORS**

	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Reported Crimes or Town Ordinance Violations	13,451	11,405	11,279	11,673	11,601
Service and Medical Calls	33,713	33,181	31,807	32,532	33,625
Motor Vehicle Accidents	3,181	3,103	2,848	2,286	2,422
Number of Motor Vehicle Stops	9,290	7,897	7,028	7,187	8,533
Total Calls for Service	62,918	58,429	60,773	66,835	66,888
Number of Criminal Arrests	2,442	1,918	1,839	1,848	1,881
Number of Motor Vehicle Arrests	8,223	6,997	6,034	5,423	6,203
Number of DUI	198	177	226	215	199

**COST CENTER: SPECIAL INVESTIGATIONS**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$447,902	\$457,624	\$243,689	\$494,391	\$451,441	-1.4%
Overtime	27,973	39,051	29,618	39,051	39,051	
Holiday	20,627	20,753	10,934	20,753	20,526	-1.1%
Education Premium Pay	9,000	9,000	3,833	9,000	10,000	11.1%
Office Expense	10,423	4,500	2,881	4,500	4,500	
Professional Services		4,000	149	4,000	4,000	
Uniforms	4,850	4,950	5,693	5,693	5,050	2.0%
Social Security	<u>7,688</u>	<u>7,850</u>	<u>4,153</u>	<u>7,850</u>	<u>8,500</u>	8.3%
<b>TOTAL</b>	<b>\$528,463</b>	<b>\$547,728</b>	<b>\$300,950</b>	<b>\$585,238</b>	<b>\$543,068</b>	<b>-0.9%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</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>
<b>TOTAL</b>	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 \$1,010 per officer for fiscal year 2017—a \$20 increase per officer compared to fiscal year 2016.

**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>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$1,275	\$1,200	\$ 580	\$1,200	\$1,200	
<b>TOTAL</b>	<b>\$1,275</b>	<b>\$1,200</b>	<b>\$ 580</b>	<b>\$1,200</b>	<b>\$1,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$145,439	\$153,988	\$ 66,980	\$151,858	\$153,410	-0.4%
Temporary Payroll	25,483	32,090	14,085	32,090	32,090	
Overtime	15,090	15,186	8,589	15,186	15,186	
Holiday	6,906	6,965	6,157	6,965	6,938	-0.4%
Education Premium Pay	4,000	4,000	1,667	4,000	4,000	
Office Expense	9,398	10,000	3,420	10,000	10,000	
Advertising	620	650	167	650	650	
Printing/Binding Services		200		200	200	
Office Equipment		2,000		2,000	2,000	
Social Security	<u>3,426</u>	<u>3,516</u>	<u>1,633</u>	<u>3,516</u>	<u>3,690</u>	4.9%
<b>TOTAL</b>	<b>\$210,362</b>	<b>\$228,595</b>	<b>\$102,698</b>	<b>\$226,465</b>	<b>\$228,164</b>	<b>-0.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## ANIMAL CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

**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>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$	\$	\$ 100	\$ 100	\$ 100	
Charges for Services	21,042	16,900	11,044	17,135	16,900	
Fines & Forfeitures	<u>625</u>	<u>1,000</u>	<u>450</u>	<u>1,000</u>	<u>1,000</u>	
<b>TOTAL</b>	<b>\$21,667</b>	<b>\$17,900</b>	<b>\$11,594</b>	<b>\$18,235</b>	<b>\$18,000</b>	<b>0.6%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$298,850	\$314,651	\$156,547	\$313,085	\$315,422	0.2%
Temporary Payroll	49,318	18,000	24,602	27,000	30,000	66.7%
Overtime	447	1,000	321	1,000	1,000	
Office Expense	42,740	34,000	13,217	37,000	37,000	8.8%
Printing/Binding Services	840	1,000	15	1,000	1,000	
Maintenance & Repairs	87,247	103,510	52,724	103,510	103,510	
Social Security	<u>24,102</u>	<u>25,553</u>	<u>13,187</u>	<u>25,314</u>	<u>25,658</u>	0.4%
<b>TOTAL</b>	<b>\$503,544</b>	<b>\$497,714</b>	<b>\$260,613</b>	<b>\$507,909</b>	<b>\$513,590</b>	<b>3.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Staff Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## **RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS**

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

**Regular Payroll:** This budget accounts for the salary of a Records Division Supervisor, an Assistant Records Supervisor and three Staff Assistants.

**Temporary Payroll:** This appropriation accounts for the salary of two part-time staff assistants. The staff assistants give the department the ability to keep the office open throughout the work day and to maintain full service levels during incidence of illness, vacation, training or other leave time. This appropriation also funded a part-time person in the Chief's Office in fiscal year 2015. In fiscal year 2016 the part-time position for the Chief's Office was eliminated.

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

**Office Expense:** This appropriation is used to cover the cost of supplies for the Police Department. In addition to the normal office expenses (paper, pens, envelopes) there are some unique purchases such as parking ticket books and prisoner food.

**Printing and Binding:** This appropriation is used to pay for printing costs of certain internal forms and business cards for officers.

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

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

**COST CENTER: EQUIPMENT OPERATIONS**

<b>SUMMARY OF EXPENDITURES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Vehicles & Equipment Expense	\$262,177	\$345,000	\$ 84,035	\$225,000	\$225,000	-34.8%
<b>TOTAL</b>	<b>\$262,177</b>	<b>\$345,000</b>	<b>\$ 84,035</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>-34.8%</b>

**EQUIPMENT OPERATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

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

**Vehicles & Equipment:** This appropriation pays for gas, oil and other supplies for the police fleet of vehicles. In addition, it funds the costs for service, routine washing and minor repairs. It is also used to replace safety equipment (such as lights, sirens and flashlights) that are damaged or fail. All towing of vehicles come from this account, whether they are cruisers or civilian cars towed due to criminal investigation. This appropriation is reduced \$120,000 consistent with current consumption and reduced rates per gallon of gasoline.

**COST CENTER: UNIFORMED PATROL**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$3,909	\$	\$ 6,127	\$ 6,127	\$	
Miscellaneous Revenue	<u>28</u>	_____	_____	_____	_____	
<b>TOTAL</b>	<b>\$3,937</b>	<b>\$</b>	<b>\$6,127</b>	<b>\$6,127</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,219,543	\$6,643,674	\$2,854,987	\$5,979,504	\$6,717,890	1.1%
Overtime	1,390,144	764,951	720,775	1,384,551	762,400	-0.3%
Holiday	293,917	309,936	172,066	309,936	313,639	1.2%
Education Premium Pay	57,042	56,000	23,000	52,000	52,000	-7.1%
Office Expense	47,968	29,900	14,315	30,875	29,900	
Office Equipment	5,730	10,000	10,000	10,000	10,000	
Uniforms	99,331	80,123	30,145	80,123	80,123	
General Contributions	555	500		500	500	
Maintenance & Repairs	3,730	14,000	3,569	14,000	4,000	-71.4%
Miscellaneous Supplies	20,888	23,200	20,291	23,200	23,200	
Social Security	<u>127,078</u>	<u>132,914</u>	<u>56,488</u>	<u>125,706</u>	<u>128,508</u>	-3.3%
<b>TOTAL</b>	<b>\$8,265,926</b>	<b>\$8,065,198</b>	<b>\$3,905,636</b>	<b>\$8,010,395</b>	<b>\$8,122,160</b>	<b>0.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</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>
<b>TOTAL</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

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

**Regular Payroll:** This budget accounts for the 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 consistent with fiscal year 2016. 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 2017 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 some other authorized leave.

**Holiday:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. The Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.” The budget for fiscal year 2017 is consistent with regular payroll.

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

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

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

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

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

**Maintenance & Repairs:** These funds pay for the upkeep of police equipment including maintenance costs associated with a Cogent Livescan finger printing machine. The fiscal year 2016 budget was increased \$10,000 to fund the cost of ten maintenance agreements for Watch Guard in-car video systems. This cost is excluded in fiscal year 2017.

**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>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$140,595	\$141,000	\$105,608	\$141,000	\$141,000	
<b>TOTAL</b>	<b>\$140,595</b>	<b>\$141,000</b>	<b>\$105,608</b>	<b>\$141,000</b>	<b>\$141,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$649,356	\$726,578	\$312,883	\$726,578	\$739,069	1.7%
Overtime	39,821	35,780	21,268	37,553	38,400	7.3%
Holiday	33,417	35,785	18,517	35,785	36,400	1.7%
Office Expense	1,566	1,000		1,000	1,000	
Professional Services	47,762	50,326	50,326	50,326	52,446	4.2%
Office Equipment	1,299	2,500		2,500	2,500	
Telecommunications	53,454	65,000	15,924	65,000	55,000	-15.4%
Social Security	53,518	62,204	24,657	60,784	61,617	-0.9%
<b>TOTAL</b>	<b>\$880,193</b>	<b>\$979,173</b>	<b>\$443,575</b>	<b>\$979,526</b>	<b>\$986,432</b>	<b>0.7%</b>

**FULL-TIME POSITION SCHEDULE**

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

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

**Mission:** The mission of the Emergency Reporting Center (ERC) is to answer the over 66,000 telephone calls received each year from citizens reporting emergencies, requesting aid or needing information. These calls are either handled directly by the ERC staff or entered into the West Hartford Police Department Computer Aided Dispatch (CAD) system so that a police officer can be dispatched. ERC also provides dispatching service for the West Hartford Fire Department and makes notification to a variety of agencies (ambulance, wrecker, utilities, etc.) requesting a response for a specialized skill or piece of equipment. These dispatchers have received specialized training in the handling of emergency calls.

**Regular Payroll:** This budget accounts for the salaries for twelve Public Safety Dispatchers (PSD). Merit increases and cost-of-living adjustments are budgeted for eligible union positions.

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

**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 2017 is consistent with regular payroll.

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

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

**Office Equipment:** This budget covers the cost of yearly replacement of three (3) chairs for the three work stations within the division which receive 24 hour usage, 7 days a week.

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

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

**COST CENTER: JUSTICE ASSISTANCE GRANT**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Justice Assistance Grants	\$22,000	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$22,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Office/Minor Equipment	\$22,000	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$22,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

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

**Mission:** In fiscal year 2015 the Town was awarded monies under the Edward Byrne Memorial State and Local Law Enforcement Grant program, administered by the U.S. Department of Justice. This is a partnership among Federal, State, and local governments to create safer communities. Grants are awarded to States and units of local government to improve the functioning of the criminal justice system. Grants were used to provide personnel, equipment, training, technical assistance, and information systems for more widespread apprehension, prosecution, adjudication, detention, and rehabilitation of offenders who violate State and local laws. The Town has not been notified of any grant funding under this program in fiscal year 2017; therefore no revenue and expenditure appropriations have been included.

**COST CENTER: DETECTIVE BUREAU**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 800	\$1,000	\$ 525	\$1,000	\$1,000	
<b>TOTAL</b>	<b>\$ 800</b>	<b>\$1,000</b>	<b>\$ 525</b>	<b>\$1,000</b>	<b>\$1,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,165,246	\$1,185,249	\$675,068	\$1,276,448	\$1,180,783	-0.4%
Overtime	95,034	120,800	102,349	200,800	120,800	
Holiday	52,932	53,805	20,108	53,805	53,599	-0.4%
Education Premium Pay	17,667	17,500	7,333	17,500	15,000	-14.3%
Office Expense	22,729	13,000	15,287	23,500	23,500	80.8%
Dues & Travel	415	835	400	835	835	
Office Equipment		500		500	500	
Uniforms	13,095	12,870	15,345	15,345	13,130	2.0%
Maintenance & Repairs	3,730	10,570	3,099	10,570	10,570	
Miscellaneous Supplies	3,253	5,000	4,035	5,000	5,000	
Social Security	19,535	19,630	10,920	22,225	20,124	2.5%
<b>TOTAL</b>	<b>\$1,393,636</b>	<b>\$1,439,759</b>	<b>\$853,944</b>	<b>\$1,626,528</b>	<b>\$1,443,841</b>	<b>0.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Police Captain	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Detective	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
<b>TOTAL</b>	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. Merit increases are budgeted for these union positions.

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

**Holiday:** The Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year, or grant them additional leave time considered as “holiday days.” This appropriation is consistent with regular payroll for the cost center. The budget is consistent with regular payroll.

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

**Office Expense:** This appropriation is used to cover the cost of certain supplies for the Detective Bureau such as fingerprint powders and ink, evidence tags, bags and boxes, photographic supplies, blood test kits, gun powder residue test kits and other miscellaneous evidence supplies. The appropriation is increased \$10,500 consistent with experience for these supplies.

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

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

**Uniforms:** Due to the nature of the work, the detectives and supervisors of this unit work in plain clothes, purchased by the officers. Since they are not in uniform, per union contract they are paid a “uniform allowance” budgeted at \$1,010 per officer for fiscal year 2017—a \$20 increase per officer compared to fiscal year 2016.

**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 along with an allocated amount of \$2,000 for the Bomb Squad.

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

**COST CENTER: POLICE COMMUNITY RELATIONS**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Special Events	\$92,897	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$92,897</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$653,774	\$673,930	\$312,928	\$684,946	\$670,936	-0.4%
Overtime	29,312	33,580	14,067	33,580	33,580	
Holiday	29,778	30,640	17,887	30,640	30,503	-0.4%
Education Premium Pay	6,250	6,500	3,208	6,500	9,500	46.2%
Office Expense	7,328	3,000	1,870	3,000	3,000	
SWAT Challenge	94,575					
Office Equipment		500		500	500	
Uniforms	2,910	2,970	2,723	2,723	3,030	2.0%
Maintenance & Repairs	200	1,500		1,500	1,500	
Social Security	<u>10,561</u>	<u>11,202</u>	<u>4,781</u>	<u>11,202</u>	<u>11,202</u>	
<b>TOTAL</b>	<b>\$834,688</b>	<b>\$763,822</b>	<b>\$357,464</b>	<b>\$774,591</b>	<b>\$763,751</b>	

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</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>
<b>TOTAL</b>	8	8	8	8	8

**POLICE COMMUNITY RELATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

**Mission:** The Police Community Relations area has two distinct elements, the Youth Services Division and the Community Relations Division.

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

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

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

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

**Holiday Pay:** Since the department is open 24 hours a day and 7 days a week, many officers are required to work holidays. As a result of this, the Town of West Hartford is contractually obligated to either pay police officers for the 12 holidays that fall each year or grant them additional leave time considered as “holiday days.” The variance for fiscal year 2017 is consistent with regular payroll.

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

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

**SWAT Challenge:** In fiscal year 2015 expenditures for the SWAT challenge were accumulated in this account and corresponding revenues were appropriated via budget resolution.

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

**Uniforms:** The lieutenant and detectives with a plain clothes assignment and are given a uniform allowance (\$1,010) 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**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$9,986	\$	\$ 232	\$ 232	\$	
<b>TOTAL</b>	<b>\$9,986</b>	<b>\$</b>	<b>\$ 232</b>	<b>\$ 232</b>	<b>\$</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$243,906	\$261,251	\$115,595	\$261,251	\$260,264	-0.4%
Overtime	6,666	10,200	3,219	10,200	10,200	
Holiday	11,770	11,897	11,270	11,897	11,851	-0.4%
Education Premium Pay	2,000	2,000	833	2,000	2,000	
Office Expense	79,439	75,000	35,656	76,414	75,000	
Dues and Training	41,473	33,800	28,992	33,800	33,800	
Printing/Binding Services	24		781	781		
Office Equipment	2,929	8,000	4,015	8,000	8,000	
Social Security	<u>3,743</u>	<u>4,360</u>	<u>1,757</u>	<u>4,360</u>	<u>4,360</u>	
<b>TOTAL</b>	<b>\$391,950</b>	<b>\$406,508</b>	<b>\$202,118</b>	<b>\$408,703</b>	<b>\$405,475</b>	<b>-0.3%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Police Lieutenant	1	1	1	1	1
Police Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	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. Merits are budgeted, as applicable.

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

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

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

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

**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. These need to be replaced at least yearly due to the frequency of shooting.

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

**COST CENTER: TRAFFIC CONTROL**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Federal Revenue	\$ 49,415	\$ 10,929	\$ 13,238	\$ 13,238	\$	-100.0%
DUI Enforcement Grant	137,949	197,177	36,036	197,177		-100.0%
Moving Vehicle Violations	46,541	35,000	35,005	50,000	45,000	28.6%
Ordinance Violations	15,099	4,000	5,217	8,000	8,000	100.0%
Parking Violations	266,558	250,000	128,937	250,000	250,000	
Transfer In	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$640,562</b>	<b>\$622,106</b>	<b>\$218,433</b>	<b>\$643,415</b>	<b>\$428,000</b>	<b>-31.2%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$815,161	\$845,166	\$382,090	\$846,061	\$840,719	-0.5%
Overtime	149,066	84,971	56,501	120,517	74,042	-12.9%
Overtime – DUI Enforcement	137,949	197,177	50,133	197,177		-100.0%
Holiday	39,257	38,513	27,212	38,513	38,366	-0.4%
Education Premium Pay	9,458	10,000	3,542	10,000	10,500	5.0%
Office Expense	3,624	2,200	382	2,200	2,200	
Contractual Services	1,212	1,700	567	1,700	1,700	
Office Equipment		1,000	603	1,000	1,000	
Social Security	<u>17,408</u>	<u>16,120</u>	<u>7,615</u>	<u>17,738</u>	<u>18,656</u>	15.7%
<b>TOTAL</b>	<b>\$1,173,135</b>	<b>\$1,196,847</b>	<b>\$528,645</b>	<b>\$1,234,906</b>	<b>\$987,183</b>	<b>-17.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Police Captain	1	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Officer	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Traffic Division is to respond to and investigate motor vehicle accidents (2,422 in 2015) that occur in West Hartford each year, to conduct traffic enforcement in order to reduce the number and severity of accidents in West Hartford, and to supervise the school crossing guard program, which is funded by the Board of Education. This division also responds to calls for service to assist the Patrol Division.

**Regular Payroll:** This appropriation funds the salary of one Traffic Captain, one Traffic Lieutenant and eight Traffic Officers. Merit increases and deferred compensation matches are budgeted for eligible union positions.

**Overtime:** This budget is used to pay traffic officers when they are required to work overtime or recalled to investigate an accident. Overtime will also be used to hire extra officers to work during times of inclement weather (such as ice storms) in which there is a higher than normal accident rate or to cover for shortages due to illness, training, vacation or other leave time. This appropriation is reduced \$10,929 due to a non-recurring Distracted Driving grant received in fiscal year 2016.

**Overtime – DUI Enforcement:** Overtime incurred under eligible State traffic grants are accounted for in this line item. The appropriation is eliminated, in tandem with the DUI and Underage Drinking grants received in fiscal year 2016. If additional grants are received in fiscal 2017, 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 2017.

**TOWN OF WEST HARTFORD**  
**Fiscal Year 2016-2017**  
**BUDGET IN BRIEF**  
**POLICE PRIVATE DUTY**  
**SERVICE FUND**

<b>REVENUES AND OTHER RESOURCES</b>	<b>ACTUAL 2014-2015</b>	<b>ADOPTED 2015-2016</b>	<b>ESTIMATED 2015-2016</b>	<b>ADOPTED 2016-2017</b>
Charges for Services	\$1,792,259	\$2,100,000	\$1,900,000	\$2,100,000
Interest Income	<u>285</u>	<u>        </u>	<u>        </u>	<u>        </u>
Total Revenues & Other Resources	\$1,792,544	\$2,100,000	\$1,900,000	\$2,100,000

<b>EXPENDITURES AND OTHER USES</b>	<b>ACTUAL 2014-2015</b>	<b>ADOPTED 2015-2016</b>	<b>ESTIMATED 2015-2016</b>	<b>ADOPTED 2016-2017</b>
Private Duty Pay	\$1,354,923	\$1,410,000	\$1,300,000	\$1,400,000
Gasoline	19,363	30,000	15,000	17,500
Pension	473,570	483,645	483,645	522,746
Transfer Out	<u>125,000</u>	<u>225,000</u>	<u>225,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$1,972,856	\$2,148,645	\$2,023,645	\$2,065,246

CHANGE IN FUND BALANCE	(\$180,312)	(\$ 48,645)	(\$ 123,645)	\$ 34,754
BEGINNING BALANCE	\$ 752,263	\$ 571,951	\$ 571,951	\$ 448,306
ENDING BALANCE	\$ 571,951	\$ 523,306	\$ 448,306	\$ 483,060

**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**

<b>Five Year History of Operating Results</b>					
	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>	<u><b>2014</b></u>	<u><b>2015</b></u>
<b><u>Revenues:</u></b>					
Charges for Services	\$1,652,000	\$1,756,000	\$2,244,000	\$2,048,000	\$1,793,000
<b>TOTAL REVENUES</b>	<b>\$1,652,000</b>	<b>\$1,756,000</b>	<b>\$2,244,000</b>	<b>\$2,048,000</b>	<b>\$1,793,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$1,297,000	\$1,324,000	\$1,995,000	\$1,955,000	\$1,848,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,297,000</b>	<b>\$1,324,000</b>	<b>\$1,995,000</b>	<b>\$1,955,000</b>	<b>\$1,848,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$350,000)</b>	<b>(\$225,000)</b>	<b>(\$75,000)</b>	<b>(\$75,000)</b>	<b>(\$125,000)</b>
<b>OPERATING RESULTS</b>	<b>\$5,000</b>	<b>\$207,000</b>	<b>\$174,000</b>	<b>\$18,000</b>	<b>(\$180,000)</b>
<b>FUND BALANCE</b>	<b>\$353,000</b>	<b>\$560,000</b>	<b>\$734,000</b>	<b>\$752,000</b>	<b>\$572,000</b>

**Fund: Police Private Duty Fund**  
**Department: Police**

**REVIEW OF PERFORMANCE**

The Police Private Duty rates charged for the program cover direct program costs including a reimbursement to the General Fund for costs associated with administering the program and to the Pension Fund for benefit costs. In fiscal year 2015, the Fund had operating expenses of \$1,374,286, reimbursed the General Fund (\$125,000) for administrative services and contributed to the Pension Fund (\$473,570), resulting in a loss of \$180,312 for the year. The Fund had an accumulated fund balance of \$571,951 as of June 30, 2015.

**FISCAL YEAR 2016 OPERATING RESULTS**

Operating revenues are projected to total \$1,900,000 with anticipated expenditures for the current fiscal year of \$2,023,645, inclusive of a \$483,645 transfer to the Pension Fund, a \$125,000 transfer to the General Fund to reimburse administrative costs, and a transfer of \$100,000 to the Capital Non-Recurring Expenditure (CNRE) Fund for the purchase of police vehicles. Fund balance is estimated to be \$448,306 at June 30, 2016.

Accounts receivable related to police private duty services totaled approximately \$425,000 as of February 2016 and are included in the 2016 estimated fund balance. The accounts receivable balance can fluctuate significantly on a monthly basis due to the timing of monthly billing and collections.

**FISCAL YEAR 2017 BUDGET**

The fiscal year 2017 budget reflects a continued demand for private duty officers. Operating expenses consist of private duty pay to officers, with \$522,746 transferred to the Pension Fund and \$125,000 transferred to the General Fund.

DEPARTMENT: POLICE

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<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	91	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
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	153	152	152	152
<u>PARKING LOT FUND</u>					
Police Officer	-	-	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL PARKING LOT FUND			2	2	2
TOTAL POLICE – ALL FUNDS	153	153	154	154	154

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

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**DEPARTMENT OF COMMUNITY SERVICES**

**MISSION**

The mission of the Community Services Department is to maintain and preserve the Town’s infrastructure and to ensure the quality of private development in the community through a system of building inspection, zoning enforcement, land-use planning and economic development, as well as to maintain relationships with citizens and businesses through public communication and engagement.

The Community Services Department’s primary goals are:

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

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF COMMUNITY SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Intergovernmental	\$ 4,000	\$	\$	\$	\$	
Licenses & Permits	2,072,617	1,820,500	963,965	1,825,500	1,625,500	-10.7%
Charges for Services	26,624	27,100	12,816	28,025	47,750	76.2%
Miscellaneous Revenue	<u>164,815</u>	<u>150,000</u>	<u>8,094</u>	<u>110,000</u>	<u>80,000</u>	-46.7%
<b>TOTAL</b>	<b>\$2,268,056</b>	<b>\$1,997,600</b>	<b>\$984,875</b>	<b>\$1,963,525</b>	<b>\$1,753,250</b>	<b>-12.2%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,848,460	\$2,028,901	\$ 945,337	\$2,035,986	\$2,187,175	7.8%
Operating Expense	459,287	474,199	240,322	476,052	397,216	-16.2%
Social Security	<u>130,020</u>	<u>152,150</u>	<u>73,180</u>	<u>151,023</u>	<u>161,896</u>	6.4%
<b>TOTAL</b>	<b>\$2,437,767</b>	<b>\$2,655,250</b>	<b>\$1,258,839</b>	<b>\$2,663,061</b>	<b>\$2,746,287</b>	<b>3.4%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b><u>2013-2014</u></b>	<b><u>2014-2015</u></b>	<b><u>2015-2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2016-2017</u></b>
General Fund	23.5	24.25*	24.25	24.25	25.25
CDBG Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>24.5</b>	<b>25.25</b>	<b>25.25</b>	<b>25.25</b>	<b>26.25</b>

\*One position was unfunded in fiscal year 2015.

**BUDGET & PROGRAM HIGHLIGHTS**

The Community Services Department budget reflects an increase of \$91,037 or 3.4% from fiscal year 2016. A net payroll increase of \$158,274 (7.8%) reflects funding of the department’s Assistant Zoning Enforcement Officer for a full year (in fiscal year 2016 the position was funded for six months, starting January 1), and a new Economic Development Specialist effective July 1, 2016. Payroll merits and cost-of-living adjustments are included. These increases are offset by a reduction in temporary payroll. Operating expenditures have decreased \$76,983 (-16.2%). This reduction is primarily attributed to a reduction in the contribution to the Utilities Services Fund due to the implementation of an energy savings program which has had a significant impact on street lighting costs. The increase in social security is consistent with wages and withholdings.

**COST CENTER: MANAGEMENT DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Regular Payroll	\$239,949	\$251,274	\$117,529	\$252,881	\$321,824	28.1%
Education Premium Pay	195	195	81	195	195	
Office Expense	4,988	5,900	1,544	5,400	5,900	
Dues and Travel		500		500	500	
Professional Services	100	1,000		1,000	1,000	
Printing/Binding Services	71	500	30	500	500	
Telecommunications	2,429	2,000	699	1,900	2,500	25.0%
Vehicles & Equipment Expense	11,615	20,500	4,890	16,500	16,500	-19.5%
Miscellaneous Supplies		500				-100.0%
Social Security	<u>16,913</u>	<u>17,558</u>	<u>8,216</u>	<u>17,558</u>	<u>22,761</u>	29.6%
<b>TOTAL</b>	<b>\$276,260</b>	<b>\$299,927</b>	<b>\$132,989</b>	<b>\$296,434</b>	<b>\$371,680</b>	<b>23.9%</b>

<b>FULL-TIME POSITION SCHEDULE</b>						
	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>	
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	
Director of Community Services	1	1	1	1	1	
Public Relations Specialist	1	1	1	1	1	
Economic Development Specialist					1	
Administrative Assistant*	<u>0.5</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	
<b>TOTAL</b>	<b>2.5</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>3.25</b>	

\* Position shared with Facilities Services.

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

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

**Regular Payroll:** The Management Division budget reflects 3.25 full-time employees. The fiscal year 2017 budget includes an Economic Development Specialist position.

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

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

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

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

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

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

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

**Miscellaneous Supplies:** This line item funds educational materials for the department and is eliminated based on anticipated need.

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

**Management Division: Public Communication Office**

- The Public Communications Office is often the Town of West Hartford's first point of contact with residents, community organizations, outside agencies and the media. This is accomplished by connecting residents and visitors with appropriate town departments, coordinating town services to support special events and projects, and maintaining relationships with news agencies that has resulted in 100 news stories a year. During times of emergencies, the Public Relations Specialist serves as the Public Information Officer.
- The Public Communications Office 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 on timely information is sent to over 6,700 subscribers.
- The Public Relations Specialist serves as a news writer, editor, graphic designer and TV producer for West Hartford Community TV. A bi-weekly newsletter, *Council Briefs*, is written on behalf of the Town Manager as well as *Council Notes*, a report for the Town Manager and Mayor to be read at the televised Town Council meetings.
- The Public Communications Office creates public awareness campaigns regarding issues such as the introduction of the PassportParking app, DEEP Flood Control Maintenance, the Emerald Ash Borer threat, LaSalle Road-Farmington Avenue exploratory excavation, the Guinness World Record for the largest origami butterfly, One Book, One Town initiative, textile recycling and the new Recycling Center operator Supreme Forest Products.
- The Public Relations Specialist also offers seasonal reminders on leaf collection, spring yard collection, hazardous waste, snow removal, flu immunizations and assessment appeals.
- The Public Communications Office 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 Communications Office helps organize special events, road races and charity walks by serving as the liaison between town departments and community organizations. In 2015, the most notable events included the Dr. Martin Luther King Jr. celebration, Mayor's Charity Ball, the Japan Summer Festival, the Ferrari Club of America Concorso Show, Om Street Yoga, the Pink Party, Halloween Stroll, the Holiday Stroll, Chanukah Celebration, and 15 charity walks and road races including the West Hartford 20-mile Relay, Hartford Marathon Foundation's (HMF) Half Marathon, HMF Mitten Run, Johnny's Jog for Charity and West Hartford Freedom Run.
- The Public Communications Office 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 2015, the Public Relations Specialist booked 210 events that brought vitality to the business district and to all of West Hartford. The events included concerts, theatrical performances, comedy acts, yoga classes, talent shows, holiday sing-a-longs, bake sales, community survey polling, filming for commercials, and public awareness for charitable organizations.

**COST CENTER: ENGINEERING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$108,452	\$ 85,500	\$46,362	\$ 85,500	\$ 85,500	
Copies	132		25	75	50	
Transfer In	<u>114,815</u>	<u>100,000</u>	<u>8,094</u>	<u>60,000</u>	<u>30,000</u>	-70.0%
<b>TOTAL</b>	<b>\$223,399</b>	<b>\$185,500</b>	<b>\$54,481</b>	<b>\$145,575</b>	<b>\$115,550</b>	<b>-37.7%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$732,514	\$866,227	\$398,924	\$870,689	\$902,268	4.2%
Temporary Payroll	72,552		1,809	1,809		
Office Expense	6,271	5,700	1,609	5,700	5,300	-7.0%
Dues and Travel	2,014	1,875	438	1,875	1,875	
Training	75	500	110	500	500	
Printing/Binding Services	73		8	8		
Uniforms & Laundry	400	400	400	400	500	25.0%
Utilities	348,251	344,124	172,062	344,124	259,991	-24.4%
Telecommunications	7,228	9,700	3,492	9,700	9,700	
Vehicles & Equipment Expense	109		31	31		
Field Operations	823	1,700	987	2,022	2,000	17.6%
Social Security	<u>54,884</u>	<u>65,606</u>	<u>31,748</u>	<u>65,606</u>	<u>67,204</u>	2.4%
<b>TOTAL</b>	<b>\$1,225,194</b>	<b>\$1,295,832</b>	<b>\$611,618</b>	<b>\$1,302,464</b>	<b>\$1,249,338</b>	<b>-3.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Town Engineer	1	1	1	1	1
Civil Engineer II	4	4	4	4	4
Engineering Party Chief	1	1	1	1	1
Engineering Technician II	2	2	2	2	2
Engineering Aide II	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## ENGINEERING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

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

**Regular Payroll:** The Engineering Division is currently staffed with 10 full-time employees. The chart on the following page reflects the reduction in the Engineering Division from 29 positions in 1980 to 10 positions in 2015 through the fiscal year 2017 budget. The budget reflects applicable merit increases.

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

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

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

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

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

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

**Utilities:** This budget reflects an \$84,133 (24.4%) decrease from the current year. Savings are due to an energy savings program townwide, which includes installation of LED streetlights. This program is discussed more fully within the Utility Services Fund section.

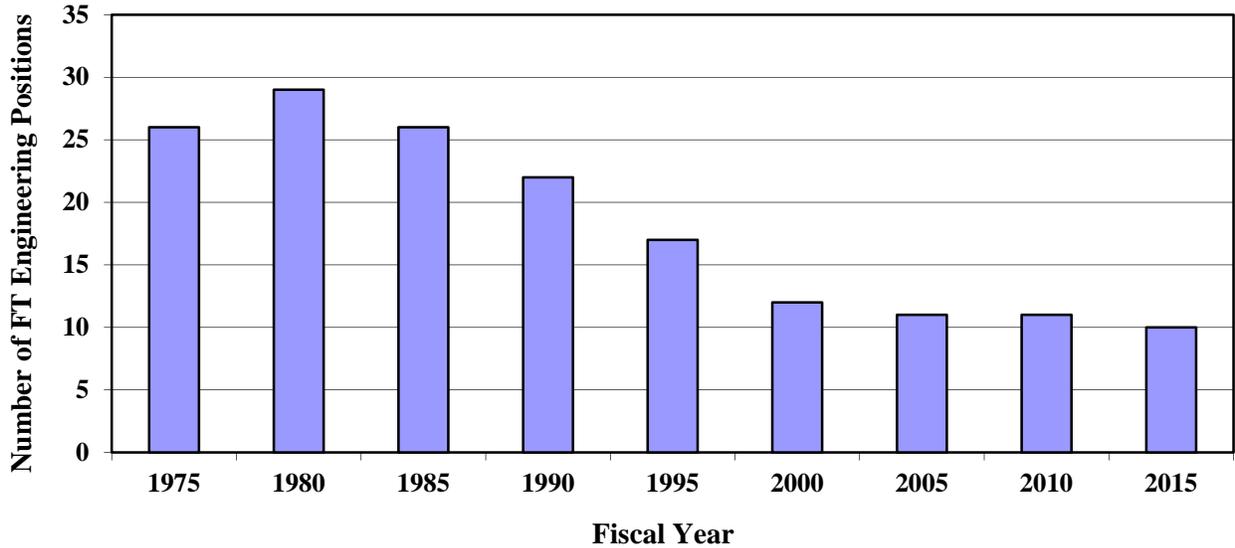
**Telecommunications:** This item funds the costs associated with the desktop telephone services for maintenance, long distance calls and circuits, as well as cellular phones, and wireless devices that interface with the Town's work order system.

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

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

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

**Engineering Division  
Full Time Position History**



**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Calendar Year)

	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Estimated 2016</u>
Street Excavation and Driveway Permits Issued	1,171	1,316	1,654	1,731	1,700
Linear Miles of Street Resurfaced	8.30 miles	6.23 miles	6.04 miles	9.65 miles	6.80 miles
Lane Miles of Street Resurfaced	16.73 miles	13.02 miles	13.12 miles	21.52 miles	14.46 miles
Number of Properties Impacted	876	679	608	1,015	680
Linear Miles of Street Reconstructed	1.45 miles	1.80 miles	1.23 miles	0.98 miles	2.24 miles
Lane Miles of Street Reconstructed	2.90 miles	3.83 miles	2.63 miles	2.41 miles	4.48 miles
Number of Properties Impacted	183	135	152	102	262
Sidewalk Repairs – Number of Properties Impacted	295	500	254	330	400
Private Development Plan Reviews	120	47	80	55	55

**COST CENTER: BUILDING INSPECTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous State Revenue	\$ 4,000	\$	\$	\$	\$	
Building Permits	1,921,666	1,700,000	897,417	1,700,000	1,500,000	-11.8%
Copies	753	500	299	500	500	
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$1,976,419</b>	<b>\$1,750,500</b>	<b>\$897,716</b>	<b>\$1,750,500</b>	<b>\$1,550,500</b>	<b>-11.4%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$463,214	\$518,877	\$234,487	\$506,622	\$530,819	2.3%
Temporary Payroll	33,231	31,914	33,993	45,900	30,000	-6.0%
Overtime	474	532	1,229	1,729	500	-6.0%
Office Expense	6,980	9,300	2,083	7,000	9,000	-3.2%
Dues and Travel	645	1,000	1,096	1,096	1,000	
Training	3,363	2,000		2,000	2,000	
Printing/Binding Services	74	500	93	500	500	
Uniforms & Laundry	388	500	460	600	500	
Information Technology	28,437	28,000	30,746	30,746	32,000	14.3%
Telecommunications	4,480	7,000	2,382	7,000	7,000	
Social Security	<u>36,568</u>	<u>42,165</u>	<u>20,836</u>	<u>41,038</u>	<u>41,744</u>	-1.0%
<b>TOTAL</b>	<b>\$577,854</b>	<b>\$641,788</b>	<b>\$327,405</b>	<b>\$644,231</b>	<b>\$655,063</b>	<b>2.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	2	3	3	3	3
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## **BUILDING INSPECTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

The Building Inspection Division administers the permitting of residential and commercial construction within the community in conformance with national 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 currently staffed with four full-time Building Inspectors, one Supervisor of Inspectors who serves as the Building Official, and two Staff Assistants.

**Temporary Payroll:** The temporary payroll appropriation for fiscal year 2017 is decreased to reflect anticipated need.

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

**Office Expense:** The reduction in office expense reflects anticipated subscription costs for the purchase of code books and postage costs for demolition notices.

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

**Training:** The fiscal year 2015 appropriation relates to a non-recurring grant from Sunrise New England for training pertaining to solar photovoltaic installation and permitting. In fiscal years 2016 and 2017, funds are included for training of division employees.

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

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

**Information Technology:** This appropriation finances the cost of the annual software maintenance contract and license for the building inspection and permitting system. The software automates the issuance and management of building permits and provides remote connectivity to inspectors in the field. The maintenance contract provides technical support, as well as annual updates and new releases of the software. The fiscal year 2017 budget includes the anticipated increase in the costs associated with CityView.

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

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(fiscal year)

	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>	<b>Actual <u>2015</u></b>	<b>6 Months Actual <u>2016</u></b>
<b><u>Building Permits &amp; Inspections</u></b>						
Number of total permits	4,534	4,268	5,265	6,091	5,574	3,276
Value of Permits (in 000's)	\$58,648	\$56,560	\$67,298	\$71,572	\$151,336*	\$52,111
Inspections made	9,551	8,475	9,802	8,812	10,474	6,118
Average turnaround time on inspection requests	2-4 days	2-4 days	5-7 days	6-9 days	6-9 days	6-9 days
Frequency of re-inspections to total inspections	27%	29%	25%	26%	27%	21%
Inspections made per Inspector	1,842	1,951	2,003	2,074	2,094	1,224
Average value per permit	\$23,351	\$25,101	\$25,531	\$23,841	\$27,150	\$15,907
Average value of construction per Inspector (in 000's)	\$11,802	\$15,562	\$14,955	\$15,905	\$27,515	\$9,475

\* 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>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Zoning Permits	\$42,499	\$35,000	\$20,186	\$40,000	\$40,000	14.3%
TPZ Applications	23,399	25,000	10,755	25,000	25,000	
Zoning Petitions					20,000	
Other Charges for Services	<u>2,340</u>	<u>1,600</u>	<u>1,737</u>	<u>2,450</u>	<u>2,200</u>	37.5%
<b>TOTAL</b>	<b>\$68,238</b>	<b>\$61,600</b>	<b>\$32,678</b>	<b>\$67,450</b>	<b>\$87,200</b>	<b>41.6%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$306,331	\$354,563	\$157,285	\$356,161	\$401,569	13.3%
Temporary Payroll		5,319				-100.0%
Office Expense	11,385	9,500	3,915	10,500	12,000	26.3%
Dues and Travel	365	1,500	365	2,000	2,000	33.3%
Advertising	11,053	10,000	5,445	10,000	10,000	
Contractual Services	6,200	8,000	7,025	13,000	13,000	62.5%
Printing/Binding Services	235					
Telecommunications	1,235	2,000	412	1,450	1,450	-27.5%
Social Security	<u>21,655</u>	<u>26,821</u>	<u>12,380</u>	<u>26,821</u>	<u>30,187</u>	12.5%
<b>TOTAL</b>	<b>\$358,459</b>	<b>\$417,703</b>	<b>\$186,827</b>	<b>\$419,932</b>	<b>\$470,206</b>	<b>12.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer*	1	1	1	1	1
Planning Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

\* This position was unfunded in fiscal year 2015.

## **PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

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

**Regular Payroll:** The Planning and Zoning Division currently has five full-time employees. In fiscal year 2016, the Assistant Zoning Enforcement Officer was funded for six months, effective January 1; accordingly, the fiscal year 2017 budget includes a full year of funding.

**Temporary Payroll:** This appropriation provides support for the Planning and Zoning program and is eliminated in tandem with the refill of the Assistant Zoning Enforcement Officer position.

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

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

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

**Contractual Services:** Reflects cost for transcription of hearings, which is increased based upon activity level, and third party, consultant reviews for the Town Plan and Zoning Commission.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
<b><u>Planning &amp; Zoning</u></b>					
<b><u>Applications</u></b>					
Site Plan	9	13	10	8	12
Special Use Permit	35	17	14	21	16
IWW	13	21	44	55	38
Lot Line Revision	4	7	9	5	7
Lot Split	1	2	3	6	4
SDD	9	13	11	24	22
SUB			5	5	1
ZBA	44	41	36	36	30
Zoning Permits	<u>187</u>	<u>199</u>	<u>172</u>	<u>231</u>	<u>260</u>
<b>TOTAL</b>	<b>302</b>	<b>313</b>	<b>304</b>	<b>391</b>	<b>390</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Community Development Block Grant	\$1,014,734	\$ 696,863	\$1,164,331	\$ 699,003
Prior Year Carryover		467,468		
Total Revenues & Other Resources	\$1,014,734	\$1,164,331	\$1,164,331	\$ 699,003

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Housing Services	\$ 291,896	\$ 296,720	\$ 296,720	\$ 311,439
Public Service & CDBG Administration	722,838	867,611	867,611	387,564
Total Expenditures & Other Uses	\$1,014,734	\$1,164,331	\$1,164,331	\$ 699,003

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

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

**PURPOSE**

One of two segregated funds to account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. There are guidelines from HUD, which place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

**LONG-TERM STRATEGY**

The Town provides Housing Services and Public Services through this fund. The Community Services Department is responsible for Housing Services and the Social Services & Leisure Services Department is responsible for Public Services. The fund will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$844,000	\$904,000	\$599,000	\$539,000	\$1,014,734
<b>TOTAL REVENUES</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$539,000</b>	<b>\$1,014,734</b>
<b><u>Expenditures:</u></b>					
Grant Activities	844,000	904,000	599,000	539,000	1,014,734
<b>TOTAL EXPENDITURES</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$539,000</b>	<b>\$1,014,734</b>
<b>OPERATING RESULTS</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>FUND BALANCE</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>	<b>\$21,000</b>

<b>COMBINED FUND</b>					
<b>BALANCE</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>	<b>\$21,000</b>

**Fund: Community Development Block Grant Fund**

**Department: Community Services**

**REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that is used to support eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners. This fund also accounts for loan repayments. In order to accurately present fund balance, both funds must be combined and viewed as one. A fiscal year may end with a negative balance only because the drawdown from HUD lags expenditures. Expenditures are shown on a budgetary basis and include end of year encumbrances.

**FISCAL YEAR 2016 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 2017 BUDGET**

The grant entitlement award for fiscal year 2017 is \$874,003, an increase of \$27,140 from the prior year. Of this total, \$311,439 is budgeted in the CDBG Fund for: Housing Rehabilitation Administration (\$161,439) 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 Services Department. The remaining \$387,564 is budgeted for Public Service, Public Facility Improvements and CDBG administration and is managed by the Social Services & Leisure Services Department.

<b>Community Block Grant Entitlement</b>			
<b><u>Fund</u></b>	<b><u>Department</u></b>	<b><u>Program</u></b>	<b><u>FY 2017 Adopted</u></b>
CDBG (Fund 13)	Community Services	Housing Rehab Administration	\$161,439
CDBG (Fund 13)	Community Services	Code Enforcement	150,000
CDBG – Housing Rehab (Fund 14)	Community Services	Housing Rehabilitation	175,000
CDBG (Fund 13)	Social & Leisure	Hillcrest Outreach	79,269
CDBG (Fund 13)	Social & Leisure	Volunteer Services	50,621
CDBG (Fund 13)	Social & Leisure	Public Facility Improvements	116,500
CDBG (Fund 13)	Social & Leisure	CDBG Administration	<u>141,174</u>
		<b>TOTAL</b>	<b>\$874,003</b>

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

**SUMMARY OF EXPENDITURES BY PROGRAM**

<u>Program</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Housing Rehabilitation Services	\$141,896	\$146,720	\$85,290	\$146,720	\$161,439	10.0%
Code Enforcement	150,000	150,000	50,000	150,000	150,000	
<b>Total Housing Services</b>	<b>\$291,896</b>	<b>\$296,720</b>	<b>\$135,290</b>	<b>\$296,720</b>	<b>\$311,439</b>	<b>5.0%</b>

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$74,757	\$73,575	\$36,853	\$73,575	\$81,389	10.6%
Office Expense	1,396	1,350	435	1,350	1,350	
Dues and Travel	593	500	174	500	550	10.0%
Training	215	270		270	270	
Advertising	708	900	306	900	1,000	11.1%
Contractual Services	191	300	126	300	300	
General Contributions	100,000	100,000	50,000	100,000	100,000	
Telecommunications	604	810	326	810	810	
Social Security	4,054	5,533	2,881	5,533	6,102	10.3%
Pension	23,670	24,896	24,896	24,896	29,880	20.0%
Risk Management Expense	35,708	38,586	19,293	38,586	39,788	3.1%
Transfers Out	50,000	50,000		50,000	50,000	
<b>Total Housing Services</b>	<b>\$291,896</b>	<b>\$296,720</b>	<b>\$135,290</b>	<b>\$296,720</b>	<b>\$311,439</b>	<b>5.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Construction Coordinator	1	1	1	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

### CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Community Development Block Grant	\$	\$ 250,000	\$ 250,000	\$ 175,000
Loan/Grant Repayments	159,507		145,680	
Interest Income	27,307		30,345	
Miscellaneous	<u>1,080</u>		<u>850</u>	
Total Revenues & Other Resources	\$ 187,894	\$ 250,000	\$ 426,875	\$ 175,000

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Housing Rehabilitation Activities	<u>\$ 221,187</u>	<u>\$ 250,000</u>	<u>\$ 426,875</u>	<u>\$ 175,000</u>
Total Expenditures & Other Uses	\$ 221,187	\$ 250,000	\$ 426,875	\$ 175,000

CHANGE IN FUND BALANCE	(\$ 33,294)	\$	\$	\$
BEGINNING BALANCE	\$ 54,394	\$ 21,100	\$ 21,100	\$ 21,100
ENDING BALANCE	\$ 21,100	\$ 21,100	\$ 21,100	\$ 21,100

**Fund: CDBG – Housing Rehabilitation Fund**

**Department: Community Services**

**PURPOSE**

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

**LONG-TERM STRATEGY**

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

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$295,000	\$175,000	\$ 20,000	\$ 29,000	\$
Loan/Grant Repayments	99,000	189,000	137,000	163,000	160,000
Interest	9,000	12,000	14,000	15,000	27,000
Miscellaneous	2,000	2,000	2,000	1,000	1,000
<b>TOTAL REVENUES</b>	<b>\$405,000</b>	<b>\$378,000</b>	<b>\$173,000</b>	<b>\$208,000</b>	<b>\$188,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	405,000	374,000	84,000	208,000	221,000
<b>TOTAL EXPENDITURES</b>	<b>\$405,000</b>	<b>\$374,000</b>	<b>\$84,000</b>	<b>\$208,000</b>	<b>\$221,000</b>
<b>OPERATING RESULTS</b>	<b>--</b>	<b>\$4,000</b>	<b>\$89,000</b>	<b>--</b>	<b>(\$33,000)</b>
<b>FUND BALANCE</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>	<b>\$21,000</b>

**FISCAL YEAR 2016 OPERATING RESULTS**

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2016. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

**FISCAL YEAR 2017 BUDGET**

The total expected grant amount to be used for housing rehabilitation for fiscal year 2017 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 Services**

**PROGRAM PERFORMANCE MEASURES & INDICATORS**  
**(Fiscal Year)**

	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>ERA* Actual 2013</u>	<u>ERA* Actual 2014</u>	<u>Actual 2015</u>	<u>Actual 6 Month 2016</u>
Housing Rehabilitation Projects	22	22	1	2	13	8
Elderly Assistance Projects	5	6	n/a	4	9	2
Essential Renovation Projects	n/a	n/a	7	10	n/a	n/a
Number of Applications Approved	27	28	8	16	22	10
Number of Applications Denied/ Withdrawn	4	7	4	2	6	1
Number of Inquiries	38	35	25	28	32	14
Number of Projects Completed	27	28	8	16	22	10
Housing Rehabilitation Dollars Spent	\$354,426	\$332,565	\$19,050	\$22,940	\$180,097	\$175,410
Elderly Assistance Dollars Spent	\$45,975	\$41,440	n/a	\$30,615	\$100,018	\$21,955
Essential Renovation Assistance Dollars Spent	<u>n/a</u>	<u>n/a</u>	<u>\$55,290</u>	<u>\$84,245</u>	<u>n/a</u>	<u>n/a</u>
Total Dollars Spent	\$400,401	\$374,005	\$74,340	\$137,800	\$280,115	\$197,365
Number of Full Time Positions	2.5	2.5	1.5	1.5	1	1
Average Cost Per Housing Rehabilitation Project	\$16,110	\$15,117	\$19,050	\$11,470	\$13,854	\$21,926
Average Cost Per Elderly Assistance Program Project	\$9,195	\$6,907	n/a	\$7,654	\$11,113	\$10,998
Average Cost Per Essential Renovation Assistance Project	n/a	n/a	\$9,293	\$8,425	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 2016-2017**  
**BUDGET IN BRIEF**  
**STATE HOUSING AND**  
**COMMUNITY DEVELOPMENT**  
**FUND**

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Interest Income	\$ 73	\$	\$ 30	\$
Loan/Grant Repayments				
Total Revenues & Other Resources	\$ 73	\$	\$ 30	\$

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Transfer Out	\$	\$ 19,300	\$ 19,300	\$
Total Expenditures & Other Uses	\$	\$ 19,300	\$ 19,300	\$

CHANGE IN FUND BALANCE	\$ 73	(\$19,300)	(\$19,270)	\$
BEGINNING BALANCE	\$ 19,354	\$ 19,427	\$ 19,427	\$ 157
ENDING BALANCE	\$ 19,427	\$ 127	\$ 157	\$ 157

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

**PURPOSE**

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

**LONG-TERM STRATEGY**

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

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>	<u><b>2014</b></u>	<u><b>2015</b></u>
<b><u>Revenues:</u></b>					
Interest on Investment	\$ 31,000	\$ 500	\$	\$ 5,000	\$
Loan/Grant Repayments	16,000	500		14,000	
<b>TOTAL REVENUES</b>	<b>\$47,000</b>	<b>\$ 1,000</b>	<b>\$</b>	<b>\$19,000</b>	<b>\$</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$20,000)</b>	<b>(\$48,000)</b>	<b>(\$ 6,000)</b>	<b>\$</b>	<b>\$</b>
<b>OPERATING RESULTS</b>	<b>\$27,000</b>	<b>(\$47,000)</b>	<b>\$</b>	<b>\$19,000</b>	<b>\$</b>
<b>FUND BALANCE</b>	<b>\$53,000</b>	<b>\$ 6,000</b>	<b>\$</b>	<b>\$19,000</b>	<b>\$19,000</b>

**REVIEW OF PERFORMANCE**

The fund balance in the State Housing and Community Development Fund has varied based upon grant repayments and transfers to the General Fund to offset the cost of Social Services programs. As of June 30, 2015 fund balance was approximately \$19,000.

**FISCAL YEAR 2016 OPERATING RESULTS**

Estimated revenue is comprised only of interest income, as no repayments have been received year-to-date. A budgeted transfer to the General Fund of \$19,300 will almost completely expend fund balance, leaving approximately \$150 as of June 30, 2016.

**FISCAL YEAR 2017 BUDGET**

The budget for fiscal year 2017 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans. In addition, no expenditures are budgeted for fiscal year 2017.

DEPARTMENT: COMMUNITY SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Community Services	1	1	1	1	1
Economic Development Specialist					1
Public Relations Specialist	1	1	1	1	1
Town Engineer	1	1	1	1	1
Civil Engineer II	4	4	4	4	4
Engineering Party Chief	1	1	1	1	1
Engineering Technician II	2	2	2	2	2
Engineering Aide II	1	1	1	1	1
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	2	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**	1.5	1.25	1.25	1.25	1.25
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL GENERAL FUND	23.5	24.25	24.25	24.25	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 SERVICES	24.5	25.25	25.25	25.25	26.25

\* Position unfunded in fiscal year 2015.

\*\* Position is shared with Facilities Services.

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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. We are responsible for the maintenance and repair of Town: roads, storm water systems, grounds, athletic fields and playgrounds, trees, sidewalks, parking lots, vehicles and equipment, signs and signals, municipal parking, bus shelters, street lights, and Trout Brook channel maintenance, as well as snow and ice control of roads. We administer the following contracted services: refuse/recycling collection and disposal, leaf collection, and yard waste composting.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Intergovernmental	\$687,452	\$687,452	\$343,682	\$687,363	\$687,363	
Licenses & Permits	105,681	110,000	58,108	80,000	80,000	-27.3%
Charges for Services	211,939	190,320	111,004	172,983	179,320	-5.8%
Miscellaneous Revenue	<u>464,560</u>	<u>464,682</u>	<u>22,838</u>	<u>460,145</u>	<u>460,145</u>	-1.0%
<b>TOTAL</b>	<b>\$1,469,632</b>	<b>\$1,452,454</b>	<b>\$535,632</b>	<b>\$1,400,491</b>	<b>\$1,406,828</b>	<b>-3.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$3,982,776	\$4,155,467	\$1,743,423	\$4,004,340	\$4,141,680	-0.3%
Operating Expense	6,692,407	7,140,071	2,665,830	6,874,582	7,037,047	-1.4%
Social Security	<u>330,287</u>	<u>375,639</u>	<u>118,046</u>	<u>363,811</u>	<u>375,501</u>	
<b>TOTAL</b>	<b>\$11,005,470</b>	<b>\$11,671,177</b>	<b>\$4,527,299</b>	<b>\$11,242,733</b>	<b>\$11,554,228</b>	<b>-1.0%</b>

<b>Full-Time Positions:</b>	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
General Fund	47	47	47	47	49
Parking Lot Fund	10	10	10	10	10
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>60</b>

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Department of Public Works' budget has decreased \$116,949 or 1.0% for fiscal year 2017. Wages and salaries decrease \$13,787, or 0.3%, due to savings from reductions to regular payroll (\$10,966) based on the budgeting of vacant positions lower in the pay range than incumbents and benefit elections, and decreased temporary payroll (\$39,520), offset by increased overtime (\$26,292). In addition, two new Equipment Operator positions are funded, as of January 1, 2017, to assist with mandated Municipal Separate Storm Sewer System (MS4) requirements. Merit and cost-of-living adjustments estimates are included, as well. Operating expense decreases \$103,024, or 1.4%, for fiscal year 2017 primarily attributed to decreased solid waste disposal (\$109,000) and gasoline (\$67,500), offset by increases in contractual services (\$48,650) and utilities (\$32,176). The social security decrease results from the change in wages and salaries.

**COST CENTER: PUBLIC WORKS MANAGEMENT DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Highway Town Aid Grant	\$687,452	\$ 687,452	\$343,682	\$ 687,363	\$ 687,363	
Miscellaneous Revenue	498					
Transfer In – LoCIP	<u>436,682</u>	<u>436,682</u>		<u>432,145</u>	<u>432,145</u>	-1.0%
<b>TOTAL</b>	<b>\$1,124,632</b>	<b>\$1,124,134</b>	<b>\$343,682</b>	<b>\$1,119,508</b>	<b>\$1,119,508</b>	<b>-0.4%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$292,698	\$301,089	\$151,117	\$309,145	\$313,845	4.2%
Temporary Payroll	40,242	50,000	18,425	43,000	43,000	-14.0%
Overtime	3,711	2,660	3,956	8,166	8,160	206.8%
Education Premium Pay	780	780	325	780	780	
Office Expense	10,932	8,200	4,105	10,700	10,700	30.5%
Dues and Travel	3,442	3,540	3,704	4,020	3,540	
Training	8,933	7,500	5,559	7,500	9,000	20.0%
Professional Services	7,092	7,500	2,681	7,500	7,500	
Contractual Services		525		525	525	
Printing/Binding	438	1,000	387	1,000	1,000	
Meals	13,170	15,000	13,200	15,000	15,000	
Uniforms & Laundry	31,536	36,800	24,125	37,925	36,800	
Information Technology	20,176	24,000	24,227	25,000	25,000	4.2%
Telecommunications	27,286	26,000	9,571	26,000	26,000	
Building Maintenance	134					
Land Lease	35,000	35,000		21,000	32,200	-8.0%
Social Security	<u>22,835</u>	<u>25,129</u>	<u>11,457</u>	<u>25,625</u>	<u>25,880</u>	3.0%
<b>TOTAL</b>	<b>\$518,405</b>	<b>\$544,723</b>	<b>\$272,839</b>	<b>\$542,886</b>	<b>\$558,930</b>	<b>2.6%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

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

**Regular Payroll:** The Management Division is staffed with three full-time positions and reflects anticipated merit increases and estimates for cost-of-living adjustments for eligible employees.

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

**Overtime:** The appropriation is used for staffing the department's Saturday small metal, household hazardous waste and electronics collections, telephone coverage during snow-fighting operations, and additional hours required for processing time cards. This account is increased based on workflow needs.

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

**Office Expense:** This appropriation funds paper, postage and office supplies. Office supplies are increased consistent with experience and rising cartridge costs.

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

**Training:** This appropriation funds training for the University of Connecticut sponsored Road Master/Road Scholar program and annual certifications directly related to on-the-job work tasks. This account is increased as part of centralization of training costs. A corresponding reduction can be found in the Contractual Services Division budget to partially offset the increase.

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

**Contractual Services:** This appropriation of \$525 funds testing services.

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

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

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

**Information Technology:** This appropriation reflects the cost of the department's work order system (Cartegraph), 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 at a cost of \$32,200 per annum for storing materials. Prior to execution of a lease, the land was used at no cost. The account is reduced as the department utilizes less space. In fiscal year 2016 the department estimate is further reduced to reflect an anticipated credit for previous leased space payments. The lease payment is being used to reduce back taxes on the property.

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

**COST CENTER: CONTRACTUAL SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Bulky Waste/Recycling Permits	\$105,681	\$110,000	\$ 58,108	\$80,000	\$80,000	-27.3%
Metal Recycling	8,439	11,000	1,318	8,000	8,000	-27.3%
Recycling Rebate	82,556	70,000	28,460	70,000	70,000	
Rental of Facilities	21,600					
Miscellaneous	15,000	15,000	15,000	15,000	15,000	
Revenue Cost Sharing	10,973	13,000	1,596	1,596		-100.0%
Additional Refuse Barrel	<u>57,557</u>	<u>60,000</u>	<u>52,067</u>	<u>52,067</u>	<u>60,000</u>	
<b>TOTAL</b>	<b>\$301,806</b>	<b>\$279,000</b>	<b>\$156,549</b>	<b>\$226,663</b>	<b>\$233,000</b>	<b>-16.5%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Regular Payroll	\$118,357	\$48,770	\$21,085	\$45,913	\$47,568	-2.5%
Temporary Payroll	14,880	34,000	7,791	13,000	13,000	-61.8%
Overtime	11,238	8,510	11,901	12,510	12,240	43.8%
Office Expense	1,375	2,700		2,700	2,700	
Dues and Travel	2,688	3,000	188	3,000	3,000	
Training		1,500				-100.0%
Advertising	5,094	3,940	970	3,940	3,940	
Professional Services	13,980	31,000	4,269	31,000	31,000	
Contractual Services	3,385,717	3,548,500	1,447,775	3,548,500	3,606,950	1.6%
Solid Waste Disposal	1,200,635	1,483,000	572,365	1,329,000	1,374,000	-7.3%
Printing/Binding		300		300	300	
Office Equipment	2,403	4,000		4,000	4,000	
Vehicles & Equipment Expense		2,500		2,500	2,500	
Rental/Leases	23,250	30,000	28,400	30,000	30,000	
Social Security	<u>6,113</u>	<u>7,077</u>	<u>2,573</u>	<u>6,174</u>	<u>6,279</u>	-11.3%
<b>TOTAL</b>	<b>\$4,785,730</b>	<b>\$5,208,797</b>	<b>\$2,097,317</b>	<b>\$5,032,537</b>	<b>\$5,137,477</b>	<b>-1.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised 2015-16</u>	<u>Adopted 2016-17</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>		
Public Works Manager	<u>1</u>	<u>1</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

## CONTRACTUAL SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Environmental Services program activity is staffed with half of one full-time position. While merits and cost-of-living adjustments are included, a savings is seen from the promoting of employees lower on the pay range than incumbents.

**Temporary Payroll:** The appropriation funds part-time hours working on the Town's bagged leaf collection and refuse collection programs. The appropriation is decreased \$21,000 compared to fiscal year 2016. In fiscal year 2016 additional funds were included when the Town moved to a new yard waste provider. Costs are now firm and funding is reduced in fiscal year 2017.

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

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

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

**Training:** This appropriation reflects the cost associated with training seasonal part-time leaf collection staff in safety procedures, including the operation of the rear controls of the refuse packers, work guidelines and confined space regulations. The training budget has been centralized to Management and eliminated in this division to compensate for an increase in the Management division training line.

**Advertising:** This appropriation funds advertising costs for the leaf collection program, announcements of special collections for electronics, small metal and household hazardous waste and any other special collections that might be instituted as a result of heavy rain, ice storms, high winds or flooding.

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

**Contractual Services:** The appropriation reflects 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. As part of this contract, the Town is receiving a \$3.50/ton transportation credit to compensate the Town's refuse collection contractor for the costs of the additional mileage and time to use the Bristol facility. The appropriation is decreased based on anticipated municipal solid waste tonnage.

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

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

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Volume of leaves collected (cubic yards)	14,872	17,674	24,106	23,865	6,637*
Tons of leaves collected	3,295	3,535	6,026	5,966	1,659*

\*The method to calculate the volume of leaves collected changed in fiscal year 2015. The previous method used a scale which due to unreliable service aged out of service. 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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Tons of Waste Recycled	7,228	7,246	7,180	7,152	6,942
Percent of Total Waste Recycled	26.5%	25.7%	26.7%	26.8%	26.8%
Tons of Refuse Collected	20,253	20,988	19,525	19,551	18,938

**COST CENTER: STREET MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ _____	\$5,000	\$5,388	\$10,000	\$10,000	100.0%
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$5,000</b>	<b>\$5,388</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$831,469	\$991,474	\$391,445	\$895,862	\$964,054	-2.8%
Temporary Payroll	35,313	32,000	15,641	32,000	22,400	-30.0%
Overtime	418,863	306,112	50,267	316,399	320,515	4.7%
Meals	475		600	600		
Contractual Services	191,114	166,750	500	166,750	124,750	-25.2%
Minor Equipment	8,847	12,000	1,455	12,000	12,000	
Uniforms & Laundry	3,634	3,000	700	3,000	3,000	
Building Maintenance	820	2,300	1,655	2,300	2,300	
Vehicles & Equipment Expense	3,891	500		500	500	
Maintenance & Repairs	9,707	11,500	2,384	11,500	11,500	
Snow Removal Supplies	438,013	350,550	41,947	350,550	350,550	
Street Maintenance	115,247	110,675	57,156	110,675	110,675	
Sidewalk Maintenance	2,270	4,540	5,108	5,108	4,540	
Rental/Leases	1,560	5,650	907	6,158	5,650	
Social Security	88,152	103,406	29,536	93,979	98,414	-4.8%
<b>TOTAL</b>	<b>\$2,149,375</b>	<b>\$2,100,457</b>	<b>\$599,301</b>	<b>\$2,007,381</b>	<b>\$2,030,848</b>	<b>-3.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Public Works Manager	1	1	1.5	1.5	1.5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	6	8	8	8
Mason/Sr. Equipment Operator	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>
<b>TOTAL</b>	13	13	14.5	14.5	15.5

## STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Street Maintenance operation will be staffed with 15.5 full-time positions in fiscal year 2017. In fiscal year 2016, as part of a reorganization of responsibilities, 0.5 of a Public Works Manager has been reallocated from the Contractual Services Division, and 1 Equipment Operator position was moved in from the Traffic Safety Control Division to meet workflow needs. This position will return to Traffic Safety Control in fiscal year 2017 as two additional Equipment Operators are funded, effective January 1, 2017. These Equipment Operators will assist with the new Municipal Separate Storm Sewer System (MS4) requirements mandated. The appropriation reflects steps and merit increases, and estimated cost-of-living adjustments. Payroll is allocated among four Street Maintenance programs as follows for non-managers: Street Maintenance and Repair (50%); Snow and Ice Control (25%); Street Sweeping (15%) and Storm Sewer Repair and Maintenance (10%).

**Temporary Payroll:** This appropriation is for labor to perform pothole patching and for summer help. This account is reduced in tandem with additional full-time staffing and, in tandem with regular payroll increases.

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

**Meals:** This is an unbudgeted line. Union contracts provide for meal allowances to employees. This account reflects those payments.

**Contractual Services:** This appropriation funds the services of snow removal contractors used to plow snow from Town streets. DPW utilizes up to fifteen contractors during a plowing operation. This account is reduced in tandem with additional full-time staffing.

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

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

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

**Vehicles & Equipment Expense:** Funds were expended for vehicle parts in fiscal year 2015. The budget assumes similar purchases will be required in the 2016 and 2017 fiscal year budgets.

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

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

**Street Maintenance:** This appropriation reflects the cost for bituminous materials for paving and patching roads, crushed stone for road base as well as pipe, pre-cast basins, basin tops, cement, sand and basin brick and block for the maintenance and repair of the storm water collection system.

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<u>Actual FY 2011</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>
Number of sanding & plowing operations	17	6	16	25	18
Percent of snowstorms cleared within 8 hours	94%	83%	69%	75%	89%

**COST CENTER: FLEET MAINTENANCE DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$512,063	\$533,056	\$244,434	\$491,256	\$508,943	-4.5%
Temporary Payroll	14,361	20,000	8,955	16,000	17,500	-12.5%
Overtime	12,345	21,276	5,814	21,292	20,400	-4.1%
Office Expense	1,595	2,000	1,500	1,500	2,000	
Dues and Travel	75					
Contractual Services	1,345	1,500		1,500	1,500	
Information Technology	2,123	13,500	4,246	11,141	4,100	-69.6%
Vehicles & Equipment Expense	433,747	454,500	152,598	354,500	387,000	-14.9%
Maintenance & Repairs	49,296	55,985	31,456	57,837	55,985	
Social Security	37,212	44,688	16,341	39,719	43,801	-2.0%
<b>TOTAL</b>	<b>\$1,064,162</b>	<b>\$1,146,505</b>	<b>\$465,344</b>	<b>\$994,745</b>	<b>\$1,041,229</b>	<b>-9.2%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Public Works Manager	1	1	1	1	1
Mechanic	6	6	6	6	6
<b>TOTAL</b>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>

## **FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Fleet Maintenance activity is staffed with seven full-time positions, one Manager and six Mechanics. The budget reflects contractual step increases in accordance with the AFSCME union contract, and an estimate for cost-of-living adjustments. The increases are offset by benefit elections and refill of positions at the start of the pay range after individuals retire. The aforementioned increases are also offset by a transfer in from the Board of Education to offset regular payroll for a shared position.

**Temporary Payroll:** This appropriation (\$17,500) reflects the cost for three part-time positions. A shop detail person is responsible for keeping the shop and shop floor clean, shuffling cars between the DPW and other Town facilities as needed, and picking up parts. A clerical position maintains the vehicle inventory report and provides administrative support to the division. Temporary payroll is reduced based on anticipated need in fiscal year 2017.

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

**Office Expense:** This appropriation funds subscriptions and publications required for diagnostic and repair inquiries.

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

**Information Technology:** This appropriation reflects the annual software maintenance support cost for the division's fleet maintenance software program (DPSI). In fiscal year 2016 this appropriation included an appropriation to fund the one-time purchase of diagnostic system software.

**Vehicles & Equipment Expense:** This appropriation reflects the parts and equipment used to repair and maintain the Public Works current vehicle fleet of approximately 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service most of the Town fleet, with the exception of Police and Fire. This line is reduced consistent with more favorable gasoline prices.

**Maintenance & Repairs:** This appropriation funds shop supplies, tools and equipment. It also reflects the costs to repair and maintain shop equipment used for tire mounting, brake drum and rotor repair, vehicle lifts, cranes and compressors.

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

**COST CENTER: TRAFFIC SAFETY CONTROL DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$34,857	\$34,320	\$22,404	\$34,320	\$34,320	
<b>TOTAL</b>	<b>\$34,857</b>	<b>\$34,320</b>	<b>\$22,404</b>	<b>\$34,320</b>	<b>\$34,320</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$468,611	\$433,536	\$199,243	\$430,602	\$479,687	10.6%
Temporary Payroll	11,269	16,000	12,586	16,576	16,000	
Overtime	29,547	38,190	12,822	41,995	41,118	7.7%
Dues and Travel	640	2,480		2,480	1,130	-54.4%
Professional Services	947	2,500	491	7,500	12,500	400.0%
Contractual Services	40,893	20,000	17,950	30,000	35,000	75.0%
Solid Waste Disposal	79	500		500	500	
Office Equipment	4,131	8,500	2,107	8,500	8,500	
Uniforms & Laundry	4,306	5,300		5,300	5,300	
Information Technology	1,047	6,000	4,927	6,000	6,000	
Telecommunications	498	1,700	357	1,700	1,700	
Building Maintenance	25,295	34,950	1,843	35,750	35,750	2.3%
Operating Expense - Misc.		500		500	500	
Maintenance & Repairs		900				-100.0%
Street Light Maintenance	32,355	32,000	5,033	32,000	32,000	
Signal & Light Maintenance	32,897	43,200	18,880	43,200	43,200	
Rental/Leases	2,050	7,500		7,500	7,500	
Social Security	<u>37,020</u>	<u>37,118</u>	<u>15,116</u>	<u>37,653</u>	<u>41,259</u>	11.2%
<b>TOTAL</b>	<b>\$691,585</b>	<b>\$690,874</b>	<b>\$291,355</b>	<b>\$707,756</b>	<b>\$767,644</b>	<b>11.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</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	2	1	1	1
Sign & Mechanical Maintenance Lead					1
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>6</b>

## TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Traffic Safety operation is currently staffed with six full-time positions. The budget reflects merit and cost-of-living increases for unionized positions. In addition, one position is transferred back from the Streets Division. The position was authorized in this Division, but was on loan to the Streets Division during reorganization.

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

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

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

**Professional Services:** This appropriation reflects costs for private police duty for traffic control services during events that require it, such as annual maintenance on traffic signals and fiber optic trenching in the street. This line is increased to fund the Call Before You Dig program which requires road cuts.

**Contractual Services:** This appropriation funds Eversource charges for reconnecting power on streetlights and other electrical services. In addition, this appropriation is increased to fund 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 to support the Town data processing division for needed cabling installations and repairs.

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

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

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

**Maintenance & Repairs:** This appropriation funded costs for miscellaneous equipment and is eliminated based on need.

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

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

**Rental/Leases:** This appropriation reflects the annual need for renting portable lifts and contractor assistance to inspect and repair traffic signals.

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

**COST CENTER: GROUNDS MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$8,337	\$10,000	\$7,609	\$10,000	\$10,000	
<b>TOTAL</b>	<b>\$8,337</b>	<b>\$10,000</b>	<b>\$7,609</b>	<b>\$10,000</b>	<b>\$10,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$999,263	\$1,102,942	\$495,400	\$1,089,596	\$1,096,211	-0.6%
Temporary Payroll	77,941	97,797	46,037	102,797	98,377	0.6%
Overtime	89,825	117,275	46,179	117,451	117,882	0.5%
Meals			450	450		
Professional Services		1,115		1,115	1,115	
Contractual Services	73,521	81,300	8,205	81,300	98,500	21.2%
Printing/Binding			25	25		
Office Equipment	30,327	31,450	5,460	28,950	31,450	
Utilities	153,749	146,290	73,144	146,290	178,466	22.0%
Building Maintenance	113	6,500	600	6,600	6,500	
Grounds Maintenance	112,901	108,981	52,777	103,981	108,981	
Maintenance & Repairs	112,418	120,750	26,243	111,012	120,750	
Rental/Leases	7,200	7,200	3,600	7,200		-100.0%
Social Security	75,788	95,054	43,023	97,494	96,701	1.7%
Transfer Out	<u>63,167</u>	<u>63,167</u>	<u>      </u>	<u>63,167</u>	<u>63,167</u>	
<b>TOTAL</b>	<b>\$1,796,213</b>	<b>\$1,979,821</b>	<b>\$801,143</b>	<b>\$1,957,428</b>	<b>\$2,018,100</b>	<b>1.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Public Works Manager	1	1	1	1	1
Crew Leader	3	3	3	3	3
Equipment Mechanic – Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

## GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The grounds division is staffed with 17 full-time positions and maintains the grounds at all Town and Board facilities. The appropriation reflects expected step and merit increases, and cost-of-living adjustments. Consistent with prior years, 50% of the total Grounds payroll is allocated to the Grounds Maintenance program, 35% to the Park and Athletic Field Maintenance Program and 15% to the Tree Maintenance Program.

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

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

**Meals:** Funds were expended in fiscal year 2016 for meals allowances, per union contract.

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

**Contractual Services:** This appropriation reflects the contractor cost to perform channel maintenance and roadside mowing, fence repairs, irrigation repairs and servicing, a tree contractor for supplemental tree work not done by Town tree crews, contracted athletic field maintenance services such as over-seeding and topdressing, and all other contractors performing work for the grounds division including school grounds. This appropriation is increased for a spraying required for Trout Brook trail in fiscal year 2017.

**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, and running athletic field irrigation systems, as well as a lighted tennis court, basketball court and baseball field at Wolcott Park in the summer. The natural gas cost is for heat at the Beachland and Fern park facilities. The increased cost for fiscal year 2017 reflects utility rates, consumption levels, and the amortization of surplus/deficits in the Utility Services Fund, and increased clean water surcharge imposed by the MDC.

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

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

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

**Rental/Leases:** This expense funded the BOE lease costs for garage space for storage of equipment during off season periods. This space will not be leased in fiscal year 2017.

**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 2016-2017

# BUDGET IN BRIEF

## PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Charges for Services	\$1,819,787	\$1,890,000	\$1,860,992	\$1,910,000
Management Fee – BBS	935,593	936,115	947,564	1,308,004
Fines & Forfeitures	145,431	125,000	125,000	125,000
Interest Income	4,501	5,000	5,000	5,000
Miscellaneous Revenue	<u>10,000</u>			
Total Revenues & Other Resources	\$2,915,312	\$2,956,115	\$2,938,556	\$3,348,004

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Municipal Parking Operations	\$1,479,371	\$2,017,579	\$1,854,522	\$2,014,502
BBS Parking Operations	<u>952,657</u>	<u>936,115</u>	<u>947,564</u>	<u>1,308,004</u>
Total Expenditures & Other Uses	\$2,432,028	\$2,953,694	\$2,802,086	\$3,322,506

CHANGE IN FUND BALANCE	\$ 483,284	\$ 2,421	\$ 136,470	\$ 25,498
BEGINNING BALANCE	\$1,532,252	\$2,015,536	\$2,015,536	\$2,152,006
ENDING BALANCE	\$2,015,536	\$2,017,957	\$2,152,006	\$2,177,504

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

**PURPOSE**

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center – Special Services District and receives a management fee equal to the cost of said services.

**LONG-TERM STRATEGY**

The goal of the fund is to cover all operating costs annually and contribute an amount each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$ 31,000	\$	\$	\$	\$
Charges for Services	1,295,000	1,396,000	1,617,000	1,656,000	1,975,000
Management Fee	827,000	938,000	1,002,000	838,000	936,000
Interest Income	1,000	2,000	3,000	3,000	4,000
Transfer In	_____	22,000	_____	_____	_____
<b>TOTAL REVENUES</b>	<b>\$2,154,000</b>	<b>\$2,358,000</b>	<b>\$2,622,000</b>	<b>\$2,497,000</b>	<b>\$2,915,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$2,111,000</u>	<u>\$2,255,000</u>	<u>\$2,168,000</u>	<u>\$2,484,000</u>	<u>\$2,432,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,111,000</b>	<b>\$2,255,000</b>	<b>\$2,168,000</b>	<b>\$2,484,000</b>	<b>\$2,432,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 43,000</b>	<b>\$ 103,000</b>	<b>\$ 454,000</b>	<b>\$ 13,000</b>	<b>\$ 483,000</b>
<b>FUND BALANCE</b>	<b>\$962,000</b>	<b>\$1,065,000</b>	<b>\$1,519,000</b>	<b>\$1,532,000</b>	<b>\$2,015,000</b>

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

**REVIEW OF PERFORMANCE**

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center – Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. The Parking Lot Fund is paid a management fee from the West Hartford Center – Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The fund has accumulated a fund balance of \$2,015,536 as of June 30, 2015.

**FISCAL YEAR 2016 OPERATING RESULTS**

Total estimated expenditures for fiscal year 2016 for the Blue Back Square (BBS) parking operations are \$947,564, while the estimate for the municipal lots is \$1,854,522. Based upon total estimated revenues of \$2,938,556 the fund is expected to increase fund balance by \$136,470, resulting in fund balance of \$2,152,006 as of June 30, 2016.

**FISCAL YEAR 2017 BUDGET**

The fiscal year 2017 budget reflects expenditures relating to the BBS parking operations of \$1,308,004 with a corresponding management fee equal to these costs. Included in this budget is \$374,500 for the purchase of parking kiosks for the garages. Revenues from municipal lots are expected to reach \$2,040,000, inclusive of \$125,000 in parking violation revenue for tickets issued by the funds parking monitors and interest income of \$5,000. Municipal parking expenditures are budgeted at \$2,014,502. The fund expects to increase fund balance by \$25,498 for fiscal year 2017.

**PARKING LOT FUND**

The mission of the Parking Lot Fund is to operate the Town’s municipal parking operations, which include gated off-street parking lots and on-street parking meters, and provide parking operation services for the West Hartford Center-Special Services District in exchange for a management fee equal to the cost of said services.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2014-15</b>	<b>2015-16</b>	<b>6 Months</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Change</b>
Charges for Services	\$1,819,787	\$1,890,000	\$927,965	\$1,860,992	\$1,910,000	1.1%
Management Fee – BBS	935,593	936,115		947,564	1,308,004	39.7%
Fines & Forfeitures	145,431	125,000		125,000	125,000	
Interest Income	4,501	5,000	2,784	5,000	5,000	93.9%
Miscellaneous Revenue	10,000					
<b>TOTAL</b>	<b>\$2,915,312</b>	<b>\$2,956,115</b>	<b>\$930,749</b>	<b>\$2,938,556</b>	<b>\$3,348,004</b>	<b>13.3%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$816,901	\$1,012,413	\$462,838	\$1,016,582	\$917,042	-9.4%
Operating Expense	1,096,484	1,113,128	483,725	1,106,892	1,150,226	3.3%
Equipment		145,000			449,500	210.0%
Fringe Benefits	518,643	683,153	441,437	678,612	805,738	17.9%
<b>TOTAL</b>	<b>\$2,432,028</b>	<b>\$2,953,694</b>	<b>\$1,388,000</b>	<b>\$2,802,086</b>	<b>\$3,322,506</b>	<b>12.5%</b>

<b>Full-Time Positions:</b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
Public Works Manager	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0	1.0	1.0	1.0	1.0
Accounting Specialist	1.0	1.0	1.0	1.0	1.0
Parking Monitors	4.0	4.0	4.0	4.0	4.0
Parking Lot Gate Attendants	3.0*	3.0*	3.0*	3.0*	3.0*
<b>TOTAL</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

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

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for the Parking Lot Fund increases \$368,812 or 12.5% for fiscal year 2017. Wages and salaries reflect anticipated contractual cost-of-living increases and anticipated merit increases. These increases are offset entirely by a savings in temporary payroll. This budget assumes the Town’s two garages will move to a kiosk system which would generate a savings of approximately \$134,000. Operating expenses are primarily impacted by savings of recurring costs (\$78,000) and sales tax savings (\$83,500) due to the kiosk installations, offset by increased bank fees (\$65,000) and software costs (\$27,720) related to kiosk operation.

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

Capital outlay includes onetime costs associated with the purchase and installation of kiosks for the parking garages (\$374,500) and costs associated with the purchase of new surveillance equipment (\$75,000). Increases to Fringe Benefits are attributed to increased pension and risk management allocations to the Fund.

<b>SUMMARY OF EXPENDITURES</b>						
<b><u>Expenditures</u></b>	<b><u>Actual</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2015-16</u></b>	<b><u>Adopted</u></b> <b><u>2016-17</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$378,249	\$555,221	\$244,285	\$555,221	\$582,850	5.0%
Temporary Payroll	397,867	380,000	192,009	380,000	256,000	-32.6%
Overtime	40,785	70,000	26,127	73,169	70,000	
Holiday		7,192		7,192	7,192	
Education Premium Pay			417	1,000	1,000	
Office Expense	41,141	44,000	18,921	44,015	38,000	-13.6%
Dues and Travel	1,170	2,600		2,600	2,600	
Training	183	2,000		2,000	2,000	
Advertising	1,298	2,600		2,600	2,600	
Professional Services	14,640	8,000	3,419	8,419	8,000	
Contractual Services	660,286	592,000	259,887	592,000	662,120	11.8%
Printing/Binding		500	13	500	500	
Office Equipment	7,079	10,000		10,000	10,000	
Meals	991	1,000	174	1,000	1,000	
Uniforms and Laundry	3,933	3,000	2,955	3,056	3,000	
Utilities	131,851	125,728	62,864	125,728	138,706	10.3%
Telecommunications	3,006	4,700	845	4,700	4,700	
Building Maintenance	14,250	8,000	7,403	10,298	8,000	
Vehicles & Equipment Exp	7,396	17,000	1,487	17,000	17,000	
Grounds Maintenance	12,400	60,000	21,901	45,000	20,000	-66.7%
Maintenance & Repairs	8,188	19,000	1,398	19,048	19,000	
Snow Removal Supplies	7,084	15,000	2,254	15,000	15,000	
Parking Lot Maintenance	24,764	30,000	19,817	35,928	30,000	
Rental/Leases	156,824	168,000	80,387	168,000	168,000	
Operating Equipment		145,000			449,500	210.0%
Social Security	55,866	69,747	27,297	65,206	65,719	-5.8%
Pension	152,012	214,871	214,871	214,871	244,317	13.7%
Risk Management Expense	<u>310,765</u>	<u>398,535</u>	<u>199,269</u>	<u>398,535</u>	<u>495,702</u>	24.4%
<b>Total Department</b>	<b>\$2,432,028</b>	<b>\$2,953,694</b>	<b>\$1,388,000</b>	<b>\$2,802,086</b>	<b>\$3,322,506</b>	<b>12.5%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

## CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Charges for Services	\$ 239,208	\$ 230,000	\$ 230,000	\$ 230,000
Sale of Lots	147,057	110,000	110,000	110,000
Interest Income	<u>7,945</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
Total Revenues & Other Resources	\$ 394,210	\$ 347,000	\$ 347,000	\$ 347,000

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Cemetery Operations	<u>\$ 658,946</u>	<u>\$ 387,132</u>	<u>\$ 387,296</u>	<u>\$ 399,058</u>
Total Expenditures & Other Uses	\$ 658,946	\$ 387,132	\$ 387,296	\$ 399,058

CHANGE IN FUND BALANCE	(\$ 264,736)	(\$ 40,132)	(\$ 40,296)	(\$ 52,058)
BEGINNING BALANCE	\$2,087,486	\$1,822,750	\$1,822,750	\$1,782,454
ENDING BALANCE	\$1,822,750	\$1,782,618	\$1,782,454	\$1,730,396

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

**PURPOSE**

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

**LONG-TERM STRATEGY**

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Revenues:</u></b>					
Charges for Service	\$495,000	\$333,000	\$376,000	\$296,000	\$386,000
Interest Income	5,000	3,000	9,000	6,000	8,000
<b>TOTAL REVENUES</b>	<b>\$500,000</b>	<b>\$336,000</b>	<b>\$385,000</b>	<b>\$302,000</b>	<b>\$394,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$315,000	\$362,000	\$329,000	\$321,000	\$346,000
<b>TOTAL EXPENDITURES</b>	<b>\$315,000</b>	<b>\$362,000</b>	<b>\$329,000</b>	<b>\$321,000</b>	<b>\$346,000</b>
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$3,000)</b>	<b>(\$313,000)</b>
<b>OPERATING RESULTS</b>	<b>\$182,000</b>	<b>(\$29,000)</b>	<b>\$53,000</b>	<b>(\$22,000)</b>	<b>(\$265,000)</b>
<b>FUND BALANCE</b>	<b>\$2,086,000</b>	<b>\$2,057,000</b>	<b>\$2,110,000</b>	<b>\$2,087,000</b>	<b>\$1,822,000</b>

**REVIEW OF PERFORMANCE**

The Cemetery Operations program was restructured in fiscal year 2007 and responsibility was transferred to the Department of Public Works. The Town began using a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. In fiscal year 2011 a new area of the cemetery was opened, resulting in a significant increase in revenue from sale of lots.

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

**FISCAL YEAR 2016 OPERATING RESULTS**

It is estimated that revenues of \$347,000 will be achieved in fiscal year 2016 with corresponding expenditures of \$387,296, resulting in a decrease to fund balance of \$40,296. As of June 30, 2016, fund balance will be approximately \$1,782,000.

**FISCAL YEAR 2017 BUDGET**

The budget for fiscal year 2017 estimates revenue of \$347,000 with corresponding expenditures of \$399,058, resulting in a \$52,058 shortfall. It is anticipated that fund balance will decline to \$1,730,396 by June 30, 2017.

**CEMETERY OPERATING FUND**

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Percent</u>
<u>Revenues:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>6 Months</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Change</u>
Cemetery Service Charges	\$239,208	\$230,000	\$121,445	\$230,000	\$230,000	
Sale of Lots	147,057	110,000	26,032	110,000	110,000	
Interest on Investment	7,945	7,000	2,953	7,000	7,000	
<b>TOTAL</b>	<b>\$394,210</b>	<b>\$347,000</b>	<b>\$150,430</b>	<b>\$347,000</b>	<b>\$347,000</b>	
<u>Expenditures:</u>						
Wages & Salaries	\$132,849	\$126,827	\$64,155	\$126,827	\$128,885	1.6%
Operating Expense	135,697	173,590	82,218	173,754	173,158	-0.2%
Fringe Benefits	390,400	86,715	57,331	86,715	97,015	11.9%
<b>TOTAL</b>	<b>\$658,946</b>	<b>\$387,132</b>	<b>\$203,704</b>	<b>\$387,296</b>	<b>\$399,058</b>	<b>3.1%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<u>Full-Time Positions:</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Cemetery Operating Fund budget increases \$11,926 or 3.1% for fiscal year 2017. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expenses decrease \$432 due to a reduction in utility costs. This results from a decreased use of water and amortization of accumulated surplus in the Utility Services Fund. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$347,000, the Fund is expected to generate a \$52,058 shortfall.

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

**SUMMARY OF EXPENDITURES**

<b>Expenditures</b>	<b>Actual 2014-15</b>	<b>Adopted 2015-16</b>	<b>Actual 6 Months</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Percent Change</b>
Regular Payroll	\$65,344	\$65,727	\$31,591	\$65,714	\$67,309	2.4%
Temporary Payroll	40,935	37,285	18,881	37,285	37,285	
Overtime	26,570	23,815	13,683	23,828	24,291	2.0%
Office Expense	2,172	2,395	85	2,395	2,395	
Professional Services		4,000		4,000	4,000	
Contractual Services	77,718	124,291	62,004	124,291	124,291	
Printing/Binding Services	15	400	17	400	400	
Office Equipment	1,062	3,000		3,000	3,000	
Meals		300		300	300	
Uniforms and Laundry		275		275	275	
Utilities	10,624	6,429	3,214	6,429	5,997	-6.7%
Telecommunications	1,298	1,800	484	1,800	1,800	
Building Maintenance	22,001	3,800	1,208	3,800	3,800	
Vehicles and Equipment	6,002	7,600	2,000	7,600	7,600	
Grounds Maintenance	14,425	16,800	12,150	16,800	16,800	
Maintenance & Repairs		2,500	892	2,500	2,500	
Miscellaneous Supplies	380		164	164		
Social Security	7,911	8,010	4,359	8,010	8,137	1.6%
Pension	27,979	30,463	30,463	30,463	33,782	10.9%
Risk Management Expense	41,286	45,018	22,509	45,018	51,872	15.2%
Transfer Out	<u>313,224</u>	<u>3,224</u>		<u>3,224</u>	<u>3,224</u>	
<b>TOTAL</b>	<b>\$658,946</b>	<b>\$387,132</b>	<b>\$203,704</b>	<b>\$387,296</b>	<b>\$399,058</b>	<b>3.1%</b>

**ANNUAL BUDGET 2016-2017**

DEPARTMENT: PUBLIC WORKS

**FULL-TIME POSITION SCHEDULE**

	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<b><u>GENERAL FUND</u></b>					
Director of Public Works	1	1	1	1	1
Budget Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	5	5	5	5	5
Crew Leader Streets Division	4	4	4	4	4
Equipment Operator	6	8	8	8	8
Mason/Sr. Equipment Operator	2	1	1	1	2
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint. Worker	2	1	1	1	1
Sign & Mechanical Maint. Lead					1
Streetlight Technician	2	2	2	2	2
Mechanic	6	6	6	6	6
Crew Leader-Grounds	3	3	3	3	3
Equipment Mechanic-Grounds	1	1	1	1	1
Tree Trimmer	2	2	2	2	2
Grounds Maintainer	6	6	6	6	6
BOE Grounds Foreman	1	1	1	1	1
BOE Grounds Maintainer	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL GENERAL FUND	47	47	47	47	49
<b><u>PARKING LOT FUND</u></b>					
Parking Operations Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist	1	1	1	1	1
Parking Monitor	4	4	4	4	4
Parking Gate Attendant*	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PARKING LOT FUND	10	10	10	10	10
<b><u>CEMETERY FUND</u></b>					
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL CEMETERY FUND	1	1	1	1	1
TOTAL PUBLIC WORKS-ALL FUNDS	58	58	58	58	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.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PLANT &amp; FACILITIES SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2014-15</b>	<b>2015-16</b>	<b>6 Months</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Change</b>
Miscellaneous	\$ 812	\$	\$ 180	\$ 180	\$	
Transfers from Other Funds	<u>125,514</u>	<u>200,728</u>	<u>    </u>	<u>200,728</u>	<u>166,643</u>	-17.0%
<b>TOTAL</b>	<b>\$126,326</b>	<b>\$200,728</b>	<b>\$ 180</b>	<b>\$200,908</b>	<b>\$166,643</b>	<b>-17.0%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$1,055,876	\$1,147,374	\$527,407	\$1,151,340	\$1,170,060	2.0%
Operating Expense	978,297	867,762	414,002	867,762	885,573	2.1%
Social Security	<u>77,853</u>	<u>86,633</u>	<u>37,480</u>	<u>86,633</u>	<u>88,309</u>	1.9%
<b>TOTAL</b>	<b>\$2,112,026</b>	<b>\$2,101,769</b>	<b>\$978,889</b>	<b>\$2,105,735</b>	<b>\$2,143,942</b>	<b>2.0%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b>Full-Time Positions:</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>
General Fund	9	9.25*	9.25*	9.25*	9.25*

\* One position is unfunded in fiscal years 2015, 2016 and 2017.

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2017 budget for the Department of Plant & Facilities Services increases \$42,173 or 2.0% from the prior year. Wages and salaries increase \$22,686 or 2.0% due to contractual cost-of-living and merit increases. Operating expense increases \$17,811, due primarily to an increase in the contribution to the Utilities Services Fund (\$62,811), offset by a reduction in capital project professional services (\$50,000) as costs will be charged directly to projects. The increase in social security is consistent with wage and salary increases.

**ANNUAL BUDGET 2016-2017**

**COST CENTER: FACILITIES SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Misc. Reimbursement	\$ 812	\$ _____	\$ 180	\$ 180	\$ _____	
<b>TOTAL</b>	<b>\$ 812</b>	<b>\$ _____</b>	<b>\$ 180</b>	<b>\$ 180</b>	<b>\$ _____</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$496,138	\$529,319	\$243,878	\$529,319	\$537,091	1.5%
Temporary Payroll	285,839	313,824	139,075	313,824	320,885	2.2%
Overtime	153,054	154,890	73,671	154,890	154,890	
Office Expense	289	325	216	325	325	
Dues and Travel		100		100	100	
Contractual Services	199,189	180,000	103,255	180,000	180,000	
Meals	5,819	6,200	2,682	6,200	6,200	
Uniforms & Laundry	1,146	2,250	360	2,202	2,250	
Utilities	597,645	497,637	248,819	497,637	560,448	12.6%
Telecommunications	4,828	4,950	2,469	4,950	4,950	
Building Maintenance	141,105	117,500	55,227	117,500	122,500	4.3%
Vehicles & Equipment Expense	3,215	4,500	787	4,500	4,500	
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies	177	1,500		1,500	1,500	
Social Security	68,239	75,239	31,979	75,239	76,468	1.6%
<b>TOTAL</b>	<b>\$1,956,683</b>	<b>\$1,888,984</b>	<b>\$902,418</b>	<b>\$1,888,936</b>	<b>\$1,972,857</b>	<b>4.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Plant & Facilities Services*	0.5	0.5	0.5	0.5	0.5
Services Response Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Building Maintenance Technician I**	4	4	4	4	4
Plumber	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>

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

\*\* One position is unfunded in fiscal years 2015, 2016 and 2017.

## **FACILITIES SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** Regular payroll funds the wages for full-time positions involved in the daily maintenance and operation of town buildings and facilities. Seven and one-half of these are Town positions, detailed on the previous page, and one is a Board of Education HVAC Mechanic who maintains Town buildings. As in fiscal year 2015 and 2016, one vacant building maintenance technician position is unfunded in fiscal year 2017 and will be covered with additional temporary personnel. Contractual merit and cost-of-living adjustments 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 cost-of-living adjustments.

**Overtime:** Overtime is utilized to pay for labor of the full-time hourly employees outside of their normal work hours. Overtime situations include emergencies where the life and safety of people or the building and its contents are in jeopardy. Overtime is also utilized to perform building maintenance tasks that cannot be performed when there are other employees or the public is present in a building and to provide event support to Leisure Services (Town Hall Auditorium, Elmwood Community Center, Bishops Corner Senior Center) and the Libraries. The majority of overtime is used in support of these events.

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

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

**Contractual Services:** This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, electrical work, water treatment for boilers and air conditioning systems, boiler tune-ups, etc. The appropriation is consistent with the prior year.

**Meals:** Meal allowances are obligated under union contracts when employees work extended shifts on their regular work day or during overtime situations.

**Uniforms and Laundry:** Uniforms and laundry includes the rental of uniforms and the purchase of safety shoes as provided by contract to the following employees: Building Maintenance Crew Leader, Plumber, HVAC Mechanic and Custodians.

**Utilities:** This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings. The fiscal year 2017 budget reflects an increase of \$62,811 (12.6%).

**Electricity** - The Town and Board of Education executed a contract with Aequitas Energy for electricity supply at an all-in fixed price of 7.18 cents per kWh through December 2015. Effective January 1, 2016 the rate changed to an average of 8.25 cents per kWh under a contract with Constellation. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement. It was assumed that this project would result in electricity savings of \$70,000 per annum in town buildings. However, to date the project has focused primarily on streetlights, which have experienced significant energy savings, and building projects have been delayed. In addition, the fiscal year 2016 adopted budget included \$100,000 in anticipated savings from a Virtual Net Metering project which has not yet come on-line. The delay of these projects affects projected expenditures in the electricity account, which were funded by an additional fiscal year 2016 contribution from the General Fund.

**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 2017 is based upon average consumption over the past two years and includes a slight rate increase based upon experience, in addition to amortization of accumulated surplus.

**Water** – Water and sewer services are provided by the Metropolitan District Commission and prices are expected to increase in fiscal year 2017 due to the surcharge to finance the MDC’s Clean Water Project.

**Telecommunications:** The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators.

**Building Maintenance:** Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of Town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems. Building maintenance costs are expected to increase in fiscal year 2017, 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. The increase is consistent with wage and salary variances.

**PROGRAM PERFORMANCE MEASURES AND INDICATORS**

**Completed Work Orders by Fiscal Year**

<b><u>Trade</u></b>	<b><u>Actual FY 2011</u></b>	<b><u>Actual FY 2012</u></b>	<b><u>Actual FY 2013</u></b>	<b><u>Actual FY 2014</u></b>	<b><u>Actual FY 2015</u></b>
Contractor (Carpentry, Electrical, Painting, etc.)	463	516	551	444	439
HVAC	260	372	420	418	429
Plumbing	<u>226</u>	<u>218</u>	<u>219</u>	<u>203</u>	<u>226</u>
Total Work Orders	949	1,106	1,190	1,065	1,094

**COST CENTER: CAPITAL PROJECTS MANAGEMENT DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Transfer from Other Funds	\$125,514	\$200,728	\$	\$200,728	\$166,643	-17.0%
<b>TOTAL</b>	<b>\$125,514</b>	<b>\$200,728</b>	<b>\$</b>	<b>\$200,728</b>	<b>\$166,643</b>	<b>-17.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$119,701	\$148,951	\$70,539	\$152,722	\$156,609	5.1%
Overtime	559					
Education Premium Pay	585	390	244	585	585	50.0%
Office Expense	280	100	105	128	100	
Dues and Travel		50		50	50	
Training	400	500		500	500	
Professional Services	23,040	50,000		50,000		-100.0%
Printing/Binding			20	20		
Telecommunications	1,164	1,400	62	1,400	1,400	
Social Security	9,614	11,394	5,501	11,394	11,841	3.9%
<b>TOTAL</b>	<b>\$155,343</b>	<b>\$212,785</b>	<b>\$76,471</b>	<b>\$216,799</b>	<b>\$171,085</b>	<b>-19.6%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	0.5	0.75	0.75	0.75	0.75
<b>TOTAL</b>	<b>1.5</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

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

**Regular Payroll:** This appropriation funds a Capital Projects Manager and 0.75 of an Administrative Assistant position. The fiscal year 2017 budget includes cost-of-living adjustments and merit increases, as applicable.

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

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

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

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

**Professional Services:** This appropriation funds capital project management services by an outside firm in order to address the large number of projects in process at this time. For fiscal year 2017, this cost will be charged directly to the appropriate capital project. There is a corresponding revenue reduction in Transfer from Other Funds.

**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 2016-2017

### BUDGET IN BRIEF

### UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Miscellaneous Revenue	\$ 3,710	\$	\$	\$
Interest Income	5,947		2,007	
Contributions from Other Funds	<u>4,116,620</u>	<u>4,350,121</u>	<u>4,350,121</u>	<u>4,377,997</u>
Total Revenues & Other Resources	\$4,126,277	\$4,350,121	\$ 4,352,128	\$4,377,997

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Energy Management Services	\$ 111,658	\$ 100,000	\$ 122,900	\$ 100,000
Utilities Expense	<u>4,625,373</u>	<u>4,684,415</u>	<u>4,510,250</u>	<u>4,881,194</u>
Total Expenditures & Other Uses	\$ 4,737,031	\$4,784,415	\$ 4,633,150	\$4,981,194

CHANGE IN FUND BALANCE	(\$ 610,754)	(\$ 434,294)	(\$ 281,022)	(\$ 603,197)
BEGINNING BALANCE	\$ 1,725,229	\$1,114,475	\$1,114,475	\$ 833,453
ENDING BALANCE	\$ 1,114,475	\$ 680,181	\$ 833,453	\$ 230,256

**Fund: Utilities Services Fund**  
**Department: Plant and Facilities Services**

**PURPOSE**

The Utilities Services Fund, an internal service fund, was created to manage the accuracy and volatility of energy costs. The Utilities Services Fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies by the consultant. All utility bills are paid out of the Utilities Services Fund and this information is utilized to budget estimates for utilities for inclusion in the annual budget. During the fiscal year, monthly transfers are made from the utility line items to the internal service fund. Any volatility in energy costs is absorbed by the internal service fund and amortized in the subsequent year’s budget estimates. Led by the Energy Specialist, Town and BOE staff work cooperatively with the purchasing office in the competitive procurement of energy suppliers and negotiation of supply agreements. The Energy Specialist also works closely with the facility management operation in identifying patterns and energy usage and opportunities to reduce energy consumption.

**LONG-TERM STRATEGY**

The Utility Services Fund was established with 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 pricing changes.

Utility Costs Summary						
	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Estimate FY 2016	Adopted FY 2017
<b>TOWN</b>						
Electric	\$ 954,439	\$ 927,552	\$ 893,353	\$ 898,203	\$ 938,209	\$1,024,489
Fuel Oil	15,429	17,443	15,345	11,054	9,000	11,300
Natural gas	196,529	222,524	242,086	210,567	198,231	235,793
Street lighting	390,538	346,144	355,524	380,874	366,488	240,348
Water	<u>234,783</u>	<u>242,004</u>	<u>282,873</u>	<u>334,160</u>	<u>378,362</u>	<u>377,550</u>
<b>TOTAL</b>	<b>\$1,791,718</b>	<b>\$1,755,667</b>	<b>\$1,789,181</b>	<b>\$1,834,858</b>	<b>\$1,890,290</b>	<b>\$1,889,480</b>
<b>PUBLIC SCHOOLS</b>						
Heating	\$ 763,299	\$ 767,145	\$ 784,122	\$ 717,077	\$ 588,500	\$ 793,000
Water	108,008	154,282	167,404	185,012	204,000	219,000
Electricity	<u>1,742,229</u>	<u>1,761,980</u>	<u>1,690,143</u>	<u>1,888,426</u>	<u>1,827,460</u>	<u>1,979,714</u>
<b>TOTAL</b>	<b>\$2,613,536</b>	<b>\$2,683,407</b>	<b>\$2,641,669</b>	<b>\$2,790,515</b>	<b>\$2,619,960</b>	<b>\$2,991,714</b>
<b>TOTAL UTILITIES</b>	<b>\$4,405,254</b>	<b>\$4,439,074</b>	<b>\$4,430,850</b>	<b>\$4,625,373</b>	<b>\$4,510,250</b>	<b>\$4,881,194</b>

The fiscal year 2017 budget reflects a planned use of \$603,197 of fund balance accumulated in prior years (Energy Management Services - \$100,000; Town - \$280,230; Board of Education - \$222,967).

**Fund: Utilities Services Fund**

**Department: Plant & Facilities Services**

**Energy Management Strategy**

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy management system functionality, improved expertise with energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments funded with an annual appropriation in the Capital Improvement Program (\$100,000). The following narrative provides a summary of the status of each component of the strategy.

▪ **Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs that result from the decision to float rather than fix the pricing for natural gas consumption during the year. For fiscal year 2017, utility estimates were developed based on current year experience and the amortization of the cumulative surplus/deficit since the Fund's inception, over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utility Services Fund.

▪ **Billing Auditing & Energy Management System**

EnergySolve, Inc. provided monthly billing auditing services and an energy management system for the Town from March 2008 through September 2011. During that time period, the Town's electric and natural gas bills were redirected to EnergySolve who audited each charge on the bill, resolved any disputes, entered the bill into a web based energy management system and provided a weekly electronic interface file for the Town's accounts payable system. The service was evaluated during early 2011 and it was decided to change the service provider to National Information Solutions Cooperative (NISC) due to enhanced reporting capabilities and competitive pricing. NISC began services for the Town in October 2011. At that time, water bills were also added to this system.

▪ **Procurement Strategy**

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. In December 2013, a contract for electrical supply was executed with Aequitas Energy with a price of 7.18 cents per kWh (all-in fixed) for all Town and BOE accounts until December 2015. Effective January 1, 2016 this rate changed to an average of 8.25 cents per kWh under a contract with Constellation. Due to favorable pricing, at the end of 2012, the Town ended its natural gas contract with Hess Corporation and returned to Connecticut Natural Gas as its supplier (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town currently has three solar electric power purchase agreements (PPAs) on Bristow Middle School, Department of Public Works, and Bishops Corner Library/Senior Center, and will consider additional solar photovoltaic projects on three schools and two parking garages under third-party PPAs. A virtual net metering solar project is also 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 2011, Peregrine Energy Group, an energy consultant, hired by a five-town cooperative grant, conducted walk-through energy assessments of the Town and Board of Education's major buildings. In 2012, Peregrine also assisted the Town in a joint (with Bloomfield and Simsbury) Request for Proposals (RFP)

process that resulted in the selection of Ameresco, Inc. for performance contracting services. In 2014, the Town completed and paid Ameresco for an Investment Grade Audit identifying a large number of energy savings improvements including street lighting, interior, exterior lighting, lighting controls, and building control systems in multiple Town and Board of Education buildings. In 2016, a substantial increase in energy conservation investments (from \$100,000 to \$2,900,000) was made to fund the implementation of these projects which are estimated to have a payback of under 7 years and annual savings of approximately \$500,000 in utility expenses. To date, significant progress has been made in reducing street lighting costs through the installation of LED's. The energy management system upgrades are progressing, steamtraps and insulation projects are completed, and lighting projects will be forthcoming.

The Town also continues to implement smaller, cost-effective energy projects on its own and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify worst performing facilities helps guide energy conversation 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 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<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>0.5</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
<b>TOTAL PLANT &amp; FACILITIES SERVICES</b>	<b>9</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>

\* Position is shared with the Board of Education.

\*\* One Building Maintenance Technician position is unfunded in fiscal years 2015, 2016 and 2017.

**DEPARTMENT OF SOCIAL SERVICES AND LEISURE SERVICES**

**MISSION**

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

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF SOCIAL SERVICES &amp; LEISURE SERVICES</b>						
<b><u>Revenues:</u></b>	<b><u>Actual</u></b> <b><u>2014-15</u></b>	<b><u>Adopted</u></b> <b><u>2015-16</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2015-16</u></b>	<b><u>Adopted</u></b> <b><u>2016-17</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Intergovernmental	\$134,274	\$125,191	\$ 36,461	\$126,632	\$ 64,172	-48.7%
Charges for Services	904,630	827,589	489,695	778,750	882,350	6.6%
Miscellaneous Revenue	<u>60,670</u>	<u>81,300</u>	<u>27,683</u>	<u>74,087</u>	<u>43,750</u>	-46.2%
<b>TOTAL</b>	<b>\$1,099,574</b>	<b>\$1,034,080</b>	<b>\$553,839</b>	<b>\$979,469</b>	<b>\$990,272</b>	<b>-4.2%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,774,585	\$1,901,710	\$968,190	\$1,862,093	\$1,953,361	2.7%
Operating Expense	964,755	1,025,805	359,738	995,677	962,102	-6.2%
Equipment	18,201					
Social Security	<u>217,756</u>	<u>106,851</u>	<u>49,319</u>	<u>103,994</u>	<u>109,329</u>	2.3%
<b>TOTAL</b>	<b>\$2,975,297</b>	<b>\$3,034,366</b>	<b>\$1,377,247</b>	<b>\$2,961,764</b>	<b>\$3,024,792</b>	<b>-0.3%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
General Fund	11.99	11.99	13.22	13.22	13.45
Leisure Services Fund	9.68	9.68	8.48	8.48	8.53
CDBG Fund	1.00	1.00	1.00	1.00	0.92
Westmoor Park Fund	<u>2.33</u>	<u>2.33</u>	<u>2.30</u>	<u>2.30</u>	<u>2.10</u>
<b>TOTAL</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2017 budget for the Department of Social Services & Leisure Services, formerly Human & Leisure Services, decreases \$9,574, or 0.3% from the prior year. Wages and salaries increase 2.7% due to contractual cost-of-living adjustments and merit increases. In addition, several employees were recoded in part to the General Fund (discussed more fully here within) increasing the General Fund staff by 0.23 full-time equivalents. A \$63,703 reduction to operating expense is primarily due to an expanded Dial-A-Ride grant received in 2016 (\$62,460). The grant for fiscal year 2017 will be appropriated when notification of funding is received. The social security increase reflects wage and salary increases and temporary employee social security alternative program selections.

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

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Contributions	\$21,185	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$21,185</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$189,784	\$216,552	\$105,029	\$218,875	\$230,263	6.3%
Temporary Payroll	19,623	5,000	5,096	5,096	9,800	96.0%
Education Premium Pay	523	780	218	780	780	
Office Expense	5,272	6,400	2,433	5,425	6,400	
Dues and Travel	593	750	1,505	1,505	750	
Training	818	1,600	566	1,500	1,500	-6.3%
Contractual Services	22,222	18,000	8,767	18,000	18,000	
Printing/Binding	445	350	77	350	350	
Telecommunications	1,471	1,600	486	1,600	1,600	
Vehicles & Equipment Expense	484	250	546	546	300	20.0%
Operating Expense – Miscellaneous	8,825	6,500	8,093	8,175	6,500	
Site Improvements	18,201					
Social Security	14,801	17,183	7,741	16,654	17,626	2.6%
Transfer Out	<u>125,000</u>					
<b>TOTAL</b>	<b>\$408,062</b>	<b>\$274,965</b>	<b>\$140,557</b>	<b>\$278,506</b>	<b>\$293,869</b>	<b>6.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Human & Leisure Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant			0.35	0.35	0.50
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>
<b>TOTAL</b>	<b>2.02</b>	<b>2.02</b>	<b>2.37</b>	<b>2.37</b>	<b>2.52</b>

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

**Regular Payroll:** This appropriation funds 85% of the Director of Human & Leisure Services position, half of the Leisure Services Manager, and a portion of an Office Operations Specialist (67%) and Staff Assistant (50%), with the balance charged to the Leisure Services and CDBG Funds. This account includes anticipated merit increases and cost-of-living adjustments. Fifteen percent of a Staff Assistant, previously fully 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 increased consistent with experience.

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

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

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

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

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

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

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

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

**Operating Expense - Miscellaneous:** Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. In addition, this appropriation funds the departmental gift catalogue and other town-wide publications. This account also includes other advertising, as necessary.

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

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

**Transfer Out:** In fiscal year 2015 the Leisure Services Fund experienced a net operating loss, which was offset by a contribution from the General Fund.

**COST CENTER: CASE MANAGEMENT**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Alcohol/Drug Abuse Grant	\$ 5,925	\$5,675	\$	\$7,116	\$7,116	25.4%
Youth Service Bureau Grant	42,898	35,056	20,846	35,056	35,056	
Miscellaneous Revenue	5,470	5,000	5,000	5,000	5,000	
Private Bequest/ Contributions		40,000		20,000	20,000	-50.0%
Transfer In		19,300		19,300		-100.0%
<b>TOTAL</b>	<b>\$54,293</b>	<b>\$105,031</b>	<b>\$25,846</b>	<b>\$86,472</b>	<b>\$67,172</b>	<b>-36.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$418,171	\$448,124	\$232,627	\$440,874	\$400,654	-10.6%
Temporary Payroll	61,130	78,999	34,430	78,999	78,999	
Education Premium Pay	432	480	180	480	480	
Office Expense	9,324	9,760	3,116	9,250	11,050	13.2%
Dues and Travel	1,312	2,400	485	1,650	1,600	-33.3%
Training	409	1,000		500	1,000	
Professional Services	6,827	9,000	2,483	9,000	9,000	
Contractual Services	42,511	35,056	8,292	35,056	35,056	
Printing/Binding	93	500	20	250	400	-20.0%
Boards & Commissions	5,925	5,675		7,116	7,116	25.4%
General Contributions	179,584	183,180	59,661	180,848	184,464	0.7%
Miscellaneous						
Administrative Expense	177	470		470	200	-57.4%
Telecommunications	1,337	2,000	217	1,875	1,900	-5.0%
Vehicles & Equipment Expense	220					
Town Assistance	4,585	5,000	10	5,000	5,000	
ADA Expenditures	75	1,000	413	413	250	-75.0%
Social Security	35,429	38,146	18,054	37,702	34,638	-9.2%
<b>TOTAL</b>	<b>\$767,541</b>	<b>\$820,790</b>	<b>\$359,988</b>	<b>\$809,483</b>	<b>\$771,807</b>	<b>-6.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Human Services Manager	0.95	0.95	0.95	0.95	1
Social Worker	2	2	2	2	2
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Neighborhood Resource Coordinator	0.6	0.6	0.6	0.6	0.63
Community Partnership Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
<b>TOTAL</b>	5.05	5.05	5.05	5.05	5.13

**CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds a Human 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, and cost-of-living adjustments. The Human Services Manager, currently vacant, assumes a January 1, 2017 refill date.

**Temporary Payroll:** This budget is for 50% of the part-time Program Coordinator at the Hillcrest Area Outreach Center (HANOC), as well as two part-time social workers (900 hours each) and a part-time Volunteer Recruitment Coordinator (450 hours).

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

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

**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. The account is reduced consistent with experience.

**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.

<b>PROGRAM MEASURES &amp; INDICATORS</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b> <b><u>2011</u></b>	<b><u>Actual</u></b> <b><u>2012</u></b>	<b><u>Actual</u></b> <b><u>2013</u></b>	<b><u>Actual</u></b> <b><u>2014</u></b>	<b><u>Actual</u></b> <b><u>2015</u></b>
Number of information and referral inquiries	3,095	2,250	3,828	5,193	4,500
Number of geriatric residents receiving case management	375	381	385	242	245
Number of Juvenile Review Board referrals	48	27	24	36	33
Number of Community Court interviews/referrals	125/75	75/25	53/28	39/30	41/32

**COST CENTER: COMMUNITY & NEIGHBORHOOD SERVICES**

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Dial-A-Ride Grant	\$22,521	\$22,000	\$	\$22,000	\$22,000	
Expanded Dial-A-Ride	62,460	62,460	15,615	62,460		-100.0%
Contributions	<u>14,830</u>	<u>14,500</u>	<u>13,270</u>	<u>14,800</u>	<u>14,750</u>	1.7%
<b>TOTAL</b>	<b>\$99,811</b>	<b>\$98,960</b>	<b>\$28,885</b>	<b>\$99,260</b>	<b>\$36,750</b>	<b>-62.9%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$31,274	\$28,500	\$13,139	\$28,520	\$28,800	1.1%
Dial-A-Ride Transportation	226,296	235,000	73,936	235,000	240,000	2.1%
Expanded Dial-A-Ride	<u>48,927</u>	<u>62,460</u>	<u>12,382</u>	<u>62,460</u>		-100.0%
<b>TOTAL</b>	<b>\$306,497</b>	<b>\$325,960</b>	<b>\$99,457</b>	<b>\$325,980</b>	<b>\$268,800</b>	<b>-17.5%</b>

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

**General Contributions:** This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Noah Webster House (\$12,400), Sarah Whitman House (\$4,000), and West Hartford Art League (\$12,400). Costs vary from prior year due to actual usage.

**Dial-A-Ride Transportation:** This line funds door-to-door transportation for West Hartford residents who are elderly or disabled. The \$5,000 increase to the Dial-A-Ride program appropriation results from projected rides and 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 2017, so neither the revenue nor the expenditure are budgeted at this time.

**COST CENTER: ELMWOOD COMMUNITY CENTER**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Day Care Services	\$45,638	\$46,839	\$19,516	\$46,839	\$48,040	2.6%
Program Revenue	305,572	294,750	180,257	231,750	331,410	12.4%
Rental of Facilities	116,678	86,000	42,108	80,000	85,000	-1.2%
Miscellaneous Revenue	1,800	4,500	4,200	4,500		-100.0%
Contributions	<u>11,445</u>	<u>1,500</u>	<u>13,538</u>	<u>13,783</u>	<u>1,500</u>	
<b>TOTAL</b>	<b>\$481,133</b>	<b>\$433,589</b>	<b>\$259,619</b>	<b>\$376,872</b>	<b>\$465,950</b>	<b>7.5%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 200,207	\$181,285	\$ 60,695	\$153,243	\$148,885	-17.9%
Temporary Payroll	206,367	212,773	128,972	217,388	261,998	23.1%
Office Expense	5,324	5,500	963	5,800	6,700	21.8%
Dues and Travel	752	1,650	141	1,150	1,200	-27.3%
Training	325	500	275	500	500	
Advertising	9,438	8,300	1,693	9,500	9,800	18.1%
Professional Services	15,970	17,630		130	130	-99.3%
Contractual Services	10,914	15,350	4,077	16,307	15,350	
Printing/Binding	1,072	1,150	191	1,150	1,250	8.7%
Telecommunications	2,602	2,500	815	2,500	2,400	-4.0%
Operating Expense – Miscellaneous	1,401	3,400	330	3,400	3,400	
Maintenance & Repairs	4,005					
Recreational Supplies	10,722	14,523	5,394	14,523	16,773	15.5%
Recreational Contractual	83,492	105,789	54,438	95,000	117,789	11.3%
Social Security	<u>16,485</u>	<u>18,430</u>	<u>7,147</u>	<u>16,284</u>	<u>19,892</u>	7.9%
<b>TOTAL</b>	<b>\$569,076</b>	<b>\$588,780</b>	<b>\$265,131</b>	<b>\$536,875</b>	<b>\$606,067</b>	<b>2.9%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Facility Supervisor	1	1	1	1	1
Program Supervisor	0.25	0.25	0.25	0.25	
Executive Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	2.25	2.25	2.25	2.25	2

## ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The fiscal year 2017 appropriation funds one Facility Supervisor position and one Executive Assistant position. In fiscal year 2017, 0.25 of a Program Supervisor is moved to the Elmwood Senior Center, consistent with duties. Regular payroll includes contractual cost-of-living adjustments and 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 increase programming, including programming previously provided by the Hartt School, and two new vacation camps and recreational camps designed for children with special needs.

**Office Expense:** This account funds all office supplies, postage, printing/copying and paper for the programs and newsletters, and reflects an increase for fiscal year 2017 based upon anticipated usage.

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

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

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

**Professional Services:** This budget funds the costs of the Hepatitis B medical fees with the Special Needs budget. The account is reduced as the department will no longer be paying the Hartt School for programming.

**Contractual Services:** This appropriation reflects costs for musicians, dancers and entertainers to perform at twelve events throughout the year, sponsorship and staffing of community events and programs, and banking fees for customer credit cards. In fiscal year 2015 and 2016 the appropriation funded the "I Can Bike" program (formerly called "Lose the Training Wheels") which teaches individuals with special needs how to ride a bike. In fiscal year 2017, Miracle League of Connecticut will host this event. Miscellaneous Revenue is reduced (\$4,500) accordingly.

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

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

**Operating Expense - Miscellaneous:** This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

**Maintenance & Repairs:** This budget covered the one-time maintenance and repair costs related to the facility’s dance floor.

**Recreational Supplies:** This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment. 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 the transfer of costs to the professional services line item. Historical information on instructional programs and registrations is included in the table below. This account is increased as the department prepares to enhance its program offerings.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Fiscal Year)</b>					
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
Number of instructional programs	326	329	293	268	267
Number of program registrations	5,154	5,199	5,306	4,918	4,677
Number of registrations for special events and trips	1,672	1,333	1,216	1,959	891

**ANNUAL BUDGET 2016-2017**

**COST CENTER: ELMWOOD SENIOR CENTER**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Memberships	\$26,619	\$28,000	\$7,427	\$25,000	\$27,000	-3.6%
Program Registration	47,445	52,000	19,390	51,000	49,000	-5.8%
Rental of Facilities	6,427	6,500	3,158	6,500	6,900	6.2%
Sales	5,000	2,000		3,000	4,000	100.0%
Special Events	15,409	13,000	1,790	13,000	15,000	15.4%
Miscellaneous Charges for Services	23,933	15,000	685	18,000	22,000	46.7%
Contributions/Commissions	<u>7,373</u>	<u>5,000</u>	<u>5,584</u>	<u>10,122</u>	<u>6,500</u>	30.0%
<b>TOTAL</b>	<b>\$132,206</b>	<b>\$121,500</b>	<b>\$38,034</b>	<b>\$126,622</b>	<b>\$130,400</b>	<b>7.3%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 50,059	\$54,838	\$25,344	\$56,092	\$76,398	39.3%
Temporary Payroll	102,661	111,240	48,247	101,240	108,000	-2.9%
Office Expense	13,238	14,175	4,410	14,775	13,825	-2.5%
Dues and Travel	1,680	750	150	800	750	
Training	180	450		450	300	-33.3%
Advertising	8,133	7,250	3,986	9,000	7,250	
Professional Services	130	900		900	300	-66.7%
Contractual Services	10,075	11,180	4,302	11,180	10,500	-6.1%
Printing/Binding	174	250	25	250	150	-40.0%
Office Equipment	6,545	2,175	313	2,175	2,050	-5.7%
Telecommunications	5,048	4,620	1,584	5,120	5,025	8.8%
Building Maintenance Vehicles & Equipment Expense	164	500		500		-100.0%
	3,622	5,500	1,474	4,000	4,000	-27.3%
Recreational Supplies	2,961	1,750	1,791	3,500	1,750	
Recreational Contractual	32,496	33,000	14,957	33,000	32,500	-1.5%
Special Events	2,978	2,000	31	2,000	1,750	-12.5%
Social Security	<u>7,063</u>	<u>7,682</u>	<u>3,544</u>	<u>7,682</u>	<u>9,630</u>	25.4%
<b>TOTAL</b>	<b>\$247,207</b>	<b>\$258,260</b>	<b>\$110,158</b>	<b>\$252,664</b>	<b>\$274,178</b>	<b>6.2%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Program Supervisor	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>1</u>
<b>TOTAL</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>1</b>

## ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation is for the full-time Program Supervisor position. In fiscal year 2017 the Supervisor is coded 100% to this division (previously 75%). Regular payroll includes merit increases and cost-of-living adjustments expected in fiscal year 2017.

**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:** These 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.

**Building Maintenance:** This appropriation funds the cost of minor repairs at the Elmwood Senior Center.

**Vehicles & Equipment Expense:** This account pays for maintenance and gasoline for the Elmwood Express, a 24 passenger van used by the Senior Center. Gasoline is reduced consistent with anticipated pricing.

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

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>	<b>Actual <u>2015</u></b>
Number of members	1,441	1,048	1,062	1,046	1,056
Number of instructional programs	208	193	170	171	182
Number of program registrations	1,075	1,099	1,222	1,296	1,165
Number of recreational, special events and trip visitations	56,783	48,632	44,236	40,000	42,625

**COST CENTER: WEST HARTFORD SENIOR CENTER**

<b>SUMMARY OF REVENUES</b>						
	<b>Actual <u>2014-15</u></b>	<b>Adopted <u>2015-16</u></b>	<b>Actual <u>6 Months</u></b>	<b>Estimated <u>2015-16</u></b>	<b>Adopted <u>2016-17</u></b>	<b>Percent <u>Change</u></b>
Memberships	\$32,326	\$32,000	\$9,705	\$32,000	\$32,000	
Program Registration	41,637	42,000	21,124	42,000	42,000	
Rental of Facilities	52,174	45,000	28,822	48,000	48,000	6.7%
Special Events	13,401	20,000	20,430	20,430	20,000	
Contributions	<u>5,837</u>	<u>1,000</u>	<u>209</u>	<u>1,000</u>	<u>1,000</u>	
<b>TOTAL</b>	<b>\$145,375</b>	<b>\$140,000</b>	<b>\$80,290</b>	<b>\$143,430</b>	<b>\$143,000</b>	<b>2.1%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b>Actual <u>2014-15</u></b>	<b>Adopted <u>2015-16</u></b>	<b>Actual <u>6 Months</u></b>	<b>Estimated <u>2015-16</u></b>	<b>Adopted <u>2016-17</u></b>	<b>Percent <u>Change</u></b>
Regular Payroll	\$ 88,599	\$95,157	\$44,182	\$95,343	\$97,219	2.2%
Temporary Payroll	81,247	85,868	44,835	85,868	87,585	2.0%
Office Expense	8,784	8,500	4,344	8,703	8,500	
Dues and Travel	943	1,100	255	1,100	1,100	
Training	1,145	500	517	517	500	
Advertising	5,616	5,000	1,606	5,000	5,000	
Contractual Services	2,020	2,000	800	2,000	2,000	
Printing/Binding	108	100	20	100	100	
Office Equipment	8,712	6,800	292	5,100	6,800	
Telecommunications	2,447	2,725	88	2,625	2,725	
Operating Expense – Misc.	423	500	582	582	500	
Recreational Supplies	371	500	1,457	1,500	500	
Recreational Contractual	41,233	40,000	20,556	40,000	40,000	
Special Events	1,359	1,000	250	1,000	1,000	
Social Security	<u>9,786</u>	<u>10,407</u>	<u>4,880</u>	<u>10,407</u>	<u>12,132</u>	16.6%
<b>TOTAL</b>	<b>\$252,793</b>	<b>\$260,157</b>	<b>\$124,664</b>	<b>\$259,845</b>	<b>\$265,661</b>	<b>2.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The West Hartford Senior Center is staffed with one full-time position. Funding is included for anticipated merits, benefit elections and cost-of-living adjustments.

**Temporary Payroll:** The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

**Office Expense:** Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

**Dues & Travel:** This appropriation is used to fund the Vermont Systems computer license, dues to the statewide senior organization, licenses to show movies at the Senior Center and mileage reimbursements.

**Training:** These funds are used for professional training for staff.

**Advertising:** The Senior Center advertises the fitness center, rental opportunities and participates in the departmental brochure distributed town-wide.

**Contractual Services:** This appropriation funds banking fees relating to customers' use of credit cards.

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

**Office Equipment:** This account funds the Center's annual fitness maintenance contract and equipment, as required.

**Telecommunications:** This account funds telephone, cable and internet services.

**Operating Expense – Misc.:** This account funds unanticipated office and operating expenses, as needed.

**Recreational Supplies:** This account funds supplies, such as game components or movie rentals, for classes and activities to better serve the patrons of the Senior Center.

**Recreational Contractual:** This appropriation pays for instructors that teach the many and varied classes offered by the West Hartford Senior Center.

**Special Events:** Expenditures for special events at the Senior Center which are offset by revenue from the programs.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Fiscal Year)**

	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>	<b>Actual <u>2015</u></b>
Number of members	862	865	910	893	900
Number of instructional programs	131	160	126	226	200
Number of program registrations	1,176	1,178	1,119	1,416	1,200
Number of recreational, special events and trip visitations	59,667	66,707	67,191	67,001	68,000

**COST CENTER: PARKS & GYMS**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Charges for						
Services	\$4,255	\$ 2,500	\$1,610	\$ 2,500	\$ 2,500	
Rental of Facilities	<u>22,431</u>	<u>15,000</u>	<u>150</u>	<u>15,000</u>	<u>15,000</u>	
<b>TOTAL</b>	<b>\$26,686</b>	<b>\$17,500</b>	<b>\$1,760</b>	<b>\$17,500</b>	<b>\$17,500</b>	

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 18,183	\$48,051	\$23,018	\$49,376	\$50,001	4.1%
Temporary Payroll	48,903	47,236	22,857	47,236	50,627	7.2%
Overtime	638	1,998	534	2,001	2,000	0.1%
Dues & Travel	543		100	100		
Advertising	32					
Professional Services	4,720	4,838	4,720	4,838	5,284	9.2%
Contractual Services	7,000	7,300	913	8,213	7,300	
Printing/Binding		150		50	150	
Uniforms & Laundry	306	400	433	433	400	
Telecommunications	336		287	350	350	
Vehicles & Equipment Expense	744	1,000	1,006	3,235	2,250	125.0%
Grounds Maintenance	2,096	4,000	2,983	5,083	4,000	
Recreational Supplies	575	2,500	520	1,600	1,800	-28.0%
Town Assistance	5,985	7,000	6,007	7,000	7,000	
Social Security	<u>2,153</u>	<u>4,389</u>	<u>2,272</u>	<u>4,651</u>	<u>4,699</u>	7.1%
<b>TOTAL</b>	<b>\$92,214</b>	<b>\$128,862</b>	<b>\$65,650</b>	<b>\$134,166</b>	<b>\$135,861</b>	<b>5.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Facility Supervisor			0.40	0.40	0.40
Grounds Maintainer	<u>0.34</u>	<u>0.34</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
<b>TOTAL</b>	<b>0.34</b>	<b>0.34</b>	<b>0.70</b>	<b>0.70</b>	<b>0.70</b>

**PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS**

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

**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 in fiscal year 2015 and 2016 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. The account is increased based on increased vehicle expense.

**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.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Fiscal Year)</b>					
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
Park permits issued	19	19	19	17	15
Field uses scheduled (prior calendar year)	17,206	17,033	17,494	17,318	16,888

**COST CENTER: OUTDOOR POOLS**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
General Admission	\$46,961	\$48,000	\$48,092	\$58,000	\$60,000	25.0%
Memberships	33,950	20,000	26,889	26,889	20,000	
Miscellaneous Charges for Services	8,370	5,000	3,467	3,467	5,000	
Program Registration	<u>49,604</u>	<u>44,500</u>	<u>40,957</u>	<u>40,957</u>	<u>44,500</u>	
<b>TOTAL</b>	<b>\$138,885</b>	<b>\$117,500</b>	<b>\$119,405</b>	<b>\$129,313</b>	<b>\$129,500</b>	10.2%

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$ 42,440	\$82,666	\$ 37,085	\$82,427	\$83,962	1.6%
Temporary Payroll	241,174	224,695	153,647	221,765	259,600	15.5%
Overtime	4,444	5,968	1,194	5,010	6,110	2.4%
Office Expense	618	1,145	603	1,252	1,145	
Dues and Travel	1,616	2,225	1,151	2,275	2,225	
Advertising	2,260	2,000		2,000	2,000	
Contractual Services	839	8,000	492	3,000	3,000	-62.5%
Printing/Binding	262					
Uniforms & Laundry	340	545	570	570	545	
Telecommunications	2,053	2,450	1,401	2,450	2,950	20.4%
Building Maintenance	5,953	6,707	2,625	6,805	6,700	-0.1%
Vehicles & Equipment Expense	778	2,500	228	1,000	2,500	
Operating Expense – Miscellaneous	15,270	16,077	4,762	16,077	16,100	0.1%
Recreational Supplies	5,652	11,000	2,203	9,000	11,000	
Recreational Contractual	1,169					
Social Security	<u>7,039</u>	<u>10,614</u>	<u>5,681</u>	<u>10,614</u>	<u>10,712</u>	0.9%
<b>TOTAL</b>	<b>\$331,907</b>	<b>\$376,592</b>	<b>\$211,642</b>	<b>\$364,245</b>	<b>\$408,549</b>	<b>8.5%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Staff Assistant			0.15	0.15	0.15
Facility Supervisor			0.40	0.40	0.40
Grounds Maintainer	<u>0.33</u>	<u>0.33</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
<b>TOTAL</b>	<b>0.58</b>	<b>0.58</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>

## OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Leisure Services Manager position, a Grounds Maintainer position, a Staff Assistant and a Facility Supervisor. Merit increases are included where applicable, as well as contractual cost-of-living adjustments.

**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.

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

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

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

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

**Contractual Services:** This appropriation is for the cost of American Red Cross lifeguard safety programs, which are less expensive than providers previously used.

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

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

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

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

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

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

**Recreational Contractual:** This appropriation 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)**

	<b>Actual <u>2011</u></b>	<b>Actual <u>2012</u></b>	<b>Actual <u>2013</u></b>	<b>Actual <u>2014</u></b>	<b>Actual <u>2015</u></b>
Number of instructional programs	275	253	251	257	250
Number of swim lesson registrations	1,999	1,914	1,777	1,832	1,700

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

### LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Charges for Services	\$ 2,932,920	\$ 2,912,091	\$ 2,948,445	\$ 2,992,328
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	34,240	37,950	33,251	35,400
Transfer In	<u>125,000</u>	<u>25,500</u>	<u>25,500</u>	<u>250,000</u>
Total Revenues & Other Resources	\$ 3,112,160	\$ 2,995,541	\$ 3,027,196	\$3,297,728

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Community Programming	\$ 550,254	\$ 568,817	\$ 591,350	\$ 614,957
Skating Rink Services	872,843	748,432	792,386	796,911
Rockledge Golf Course	1,148,254	1,229,791	1,193,066	1,169,891
Buena Vista Golf Course	146,305	153,895	147,818	156,605
Cornerstone Pool Operations	196,253	75,300	176,218	96,415
WH Meeting & Conference Center	67,653	72,225	70,668	72,918
Celebrate West Hartford	<u>128,197</u>	<u>134,227</u>	<u>137,227</u>	<u>146,795</u>
Total Expenditures and Other Uses	\$ 3,109,759	\$ 2,982,687	\$ 3,108,733	\$3,054,492
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 2,401</b>	<b>\$ 12,854</b>	<b>(\$ 81,537)</b>	<b>\$ 243,236</b>

7/1 OPERATIONAL BALANCE	(\$ 837,354)	(\$ 835,122)	(\$ 835,122)	(\$ 916,659)
6/30 OPERATIONAL BALANCE	(\$ 835,122)	(\$ 822,268)	(\$ 916,659)	(\$ 923,423)

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

<b>TOTAL 6/30 FUND BALANCE</b>	<b>(\$1,964,453)</b>	<b>(\$1,951,599)</b>	<b>(\$2,045,990)</b>	<b>(\$1,802,754)</b>
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**Fund: Leisure Services Enterprise Fund**  
**Department: Social Services & Leisure Services**

**PURPOSE:**

This fund was established to account for all the costs associated with the Town’s leisure services programs which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town’s annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

**LONG TERM STRATEGY:**

The Town’s strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the “self-supporting” leisure programs.

**FUND PERFORMANCE:**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>Revenues:</b>					
Charges for Service	\$2,731,000	\$2,766,000	\$2,648,000	\$2,865,000	\$2,933,000
Miscellaneous	23,000	32,000	39,000	51,000	34,000
<b>TOTAL REVENUES</b>	<b>\$2,754,000</b>	<b>\$2,798,000</b>	<b>\$2,687,000</b>	<b>\$2,916,000</b>	<b>\$2,967,000</b>
<b>Expenses:</b>					
Operational	\$2,846,000	\$2,900,000	\$2,991,000	\$3,065,000	\$3,109,000
<b>TOTAL EXPENSES</b>	<b>\$2,846,000</b>	<b>\$2,900,000</b>	<b>\$2,991,000</b>	<b>\$3,065,000</b>	<b>\$3,109,000</b>
<b>CONTRIBUTED CAPITAL ADJUSTMENT</b>	--	--	--	<b>55,000</b>	--
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>20,000</b>	<b>58,000</b>	<b>304,000</b>	<b>151,000</b>	<b>145,000</b>
<b>OPERATING RESULTS</b>	<b>(\$72,000)</b>	<b>(\$44,000)</b>	--	<b>\$57,000</b>	<b>\$3,000</b>
<b>FUND BALANCE</b>	<b>(\$1,980,000)</b>	<b>(\$2,024,000)</b>	<b>(\$2,024,000)</b>	<b>(\$1,967,000)</b>	<b>(\$1,964,000)</b>

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

**REVIEW OF PERFORMANCE:**

In fiscal year 2015, the Leisure Services Enterprise Fund earned \$2,987,160 in operating revenues (inclusive of the \$20,000 contribution from Westmoor Park) with \$3,109,759 in operating expenses. The Leisure Services Fund had a net loss of approximately \$125,000 which was covered by a contribution from the General Fund. These revenues and expenditures resulted in a change in fund balance of \$2,401. This brought the fund deficit to \$1,964,453 at June 30, 2015.

**FISCAL YEAR 2016 OPERATING RESULTS:**

The adopted budget anticipated a surplus of \$12,854 for fiscal year 2016. While expenditures have been limited to the extent possible, a loss of \$81,537 is expected, resulting in an expected transfer from the General Fund to offset the loss.

**FISCAL YEAR 2017 BUDGET:**

The fiscal year 2017 budget estimates operating revenues and contribution from Westmoor Park of \$3,047,728 with expenditures of \$3,054,492, resulting in operating deficit of \$6,764. Operating results by program are detailed on the next page.

In addition, a transfer from the Debt Services Fund in the amount of \$250,000 will be used 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. As such, reimbursement is being made to the Leisure Services Fund from accumulated bond premium. The \$250,000 represents the first year of a five year plan to decrease the accumulated debt service deficit.

**ANNUAL BUDGET 2016-2017**

<b>Town of West Hartford Leisure Services Fund Operating Results by Facility</b>				
	<u><b>2015 Actual</b></u>	<u><b>2016 Adopted</b></u>	<u><b>2016 Estimated</b></u>	<u><b>2017 Adopted</b></u>
<b>Community Programming</b>				
Revenue	\$ 562,326	\$ 520,630	\$ 592,524	\$ 604,500
Expenditures	<u>550,254</u>	<u>568,817</u>	<u>591,350</u>	<u>614,957</u>
Operating Income (Loss)	12,072	(48,187)	1,174	(10,457)
<b>Veterans Skating Rink</b>				
Revenue	863,123	883,000	829,581	834,200
Expenditures	<u>872,843</u>	<u>748,432</u>	<u>792,386</u>	<u>796,911</u>
Operating Income (Loss)	(9,720)	134,568	37,195	37,289
<b>Rockledge Golf Course</b>				
Revenue	1,068,054	1,150,962	1,149,745	1,133,500
Expenditures	<u>1,148,254</u>	<u>1,229,791</u>	<u>1,193,066</u>	<u>1,169,891</u>
Operating Income (Loss)	(80,200)	(78,829)	(43,321)	(36,391)
<b>Buena Vista Golf Course</b>				
Revenue	138,296	135,000	144,397	153,000
Expenditures	<u>146,305</u>	<u>153,895</u>	<u>147,818</u>	<u>156,605</u>
Operating Income (Loss)	(8,009)	(18,895)	(3,421)	(3,605)
<b>Cornerstone Aquatics</b>				
Revenue	68,786	65,949	65,949	66,028
Expenditures	<u>196,253</u>	<u>75,300</u>	<u>176,218</u>	<u>96,415</u>
Operating Income (Loss)	(127,467)	(9,351)	(110,269)	(30,387)
<b>WHMCC</b>				
Revenue	93,960	85,000	85,000	85,000
Expenditures	<u>67,653</u>	<u>72,225</u>	<u>70,668</u>	<u>72,918</u>
Operating Income (Loss)	26,307	12,775	14,332	12,082
<b>Celebrate! West Hartford</b>				
Revenue	192,616	155,000	160,000	171,500
Expenditures	<u>128,197</u>	<u>134,227</u>	<u>137,227</u>	<u>146,795</u>
Operating Income (Loss)	64,419	20,773	22,773	24,705
<b>Total</b>				
Revenue	<b>2,987,160</b>	<b>2,995,541</b>	<b>3,027,196</b>	<b>3,047,728</b>
Expenditures	<u><b>3,109,759</b></u>	<u><b>2,982,687</b></u>	<u><b>3,108,733</b></u>	<u><b>3,054,492</b></u>
Operating Income (Loss)	(\$ <b>122,599</b> )	\$ <b>12,854</b>	(\$ <b>81,537</b> )	(\$ <b>6,764</b> )

**LEISURE SERVICES ENTERPRISE FUND**

The Leisure Services Enterprise Fund was established to provide the flexibility needed to maintain, improve and expand services to meet the continuously evolving needs of the community. The fund diminishes Leisure Service reliance on the General Fund, requiring that programs and services become self-supporting on a yearly basis.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF LEISURE SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b>Revenues:</b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Charges for Services	\$2,932,920	\$2,912,091	\$1,706,216	\$2,948,445	\$2,992,328	2.8%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	34,240	37,950	21,051	33,251	35,400	-6.7%
Transfer In	<u>125,000</u>	<u>25,500</u>	<u>25,500</u>	<u>25,500</u>	<u>250,000</u>	880.4%
<b>TOTAL</b>	<b>\$3,112,160</b>	<b>\$2,995,541</b>	<b>\$1,752,767</b>	<b>\$3,027,196</b>	<b>\$3,297,728</b>	<b>10.1%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$1,159,341	\$1,137,342	\$585,166	\$1,116,127	\$1,156,037	1.6%
Operating Expense	1,352,914	1,186,494	722,523	1,333,880	1,245,385	5.0%
Equipment		25,500	25,500	25,500		-100.0%
Fringe Benefits	<u>597,504</u>	<u>633,351</u>	<u>429,340</u>	<u>633,226</u>	<u>653,070</u>	3.1%
<b>TOTAL</b>	<b>\$3,109,759</b>	<b>\$2,982,687</b>	<b>\$1,762,529</b>	<b>\$3,108,733</b>	<b>\$3,054,492</b>	<b>2.4%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
<b>Full-Time Positions:</b>					
Director of Human & Leisure 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	1	0.5	0.5	0.35
Facility Supervisor			0.1	0.1	0.1
Recreation Specialist	1	1			1
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3	3.2	3.2	2.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9.68</b>	<b>9.68</b>	<b>8.48</b>	<b>8.48</b>	<b>8.53</b>

The fiscal year 2017 Leisure Services Fund budget increases \$71,805 or 2.4% from the prior year. Wages and salaries reflect estimated cost-of-living and merit increases for full-time employees, as well as the reallocation of 0.05 full-time employees to the Fund based upon work performed. Operating expenses increase \$58,891 (5.0%). This increase is primarily attributed to increased utility expenditures (\$13,985) and additional programming (\$57,150). Fringe benefits increase \$19,719 due to increased pension and risk costs for employees allocated to this fund.

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

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual</u> <u>2014-15</u></b>	<b><u>Adopted</u> <u>2015-16</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2015-16</u></b>	<b><u>Adopted</u> <u>2016-17</u></b>	<b><u>Percent</u> <u>Change</u></b>
Community Programming	\$ 550,254	\$568,817	\$413,247	\$ 591,350	\$ 614,957	8.1%
Skating Rink Services	872,843	748,432	457,023	792,386	796,911	6.5%
Rockledge Golf Course	1,148,254	1,229,791	720,105	1,193,066	1,169,891	-4.9%
Buena Vista Golf Course	146,305	153,895	79,549	147,818	156,605	1.8%
Cornerstone Pool Operations	196,253	75,300	36,223	176,218	96,415	28.0%
WH Meeting & CC	67,653	72,225	32,366	70,668	72,918	1.0%
Celebrate West Hartford	<u>128,197</u>	<u>134,227</u>	<u>24,016</u>	<u>137,227</u>	<u>146,795</u>	9.4%
<b>TOTAL</b>	<b>\$3,109,759</b>	<b>\$2,982,687</b>	<b>\$1,762,529</b>	<b>\$3,108,733</b>	<b>\$3,054,492</b>	<b>2.4%</b>

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b>(Fiscal Year)</b>				
	<b><u>Actual</u> <u>2011</u></b>	<b><u>Actual</u> <u>2012</u></b>	<b><u>Actual</u> <u>2013</u></b>	<b><u>Actual</u> <u>2014</u></b>	<b><u>Actual</u> <u>2015</u></b>
Total number of instructional programs offered	3,063	2,928	2,835	2,946	2,943
Total number of instructional program registrations for all programs	30,415	30,326	29,974	28,688	28,727
Value of subsidized use of recreational facilities	\$363,506	\$361,157	\$367,193	\$371,167	\$371,611
Public session attendance at Skating Rink	26,080	23,385	25,056	25,276	23,798
Number of golf rounds – Rockledge	43,527	46,808	44,863	45,042	43,106
Number of golf rounds – Buena Vista	14,164	14,444	14,258	15,406	16,094

**ANNUAL BUDGET 2016-2017**

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

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$596,186	\$602,045	\$277,511	\$586,535	\$611,319	1.5%
Temporary Payroll	491,191	478,629	277,634	468,702	482,365	0.8%
Overtime	71,707	56,668	29,913	60,831	62,353	10.0%
Education Premium Pay	257		108	59		
Office Expense	23,844	22,064	13,687	26,759	21,275	-3.6%
Dues and Travel	6,536	6,584	4,414	7,655	8,195	24.5%
Training	304					
Advertising	50,402	57,945	25,638	54,836	56,875	-1.8%
Professional Services	61,730	66,100	51,067	66,100	51,847	-21.6%
Contractual Services	72,458	71,350	47,069	69,600	79,950	12.1%
Printing/Binding Services	4,195	7,650	2,358	5,296	8,300	8.5%
Office Equipment	8,575	7,956	4,661	8,266	7,956	
Uniforms & Laundry	4,413	4,498	5,165	6,508	6,098	35.6%
General Contributions	887					
Utilities	350,812	187,735	93,949	287,735	201,720	7.4%
Telecommunications	9,862	11,153	4,581	11,153	11,153	
Building Maintenance	53,122	44,624	16,262	41,624	44,624	
Vehicles & Equipment Expense	26,042	27,600	11,977	22,461	24,900	-9.8%
Operating Expense - Misc.	72,497	73,714	62,388	73,714	68,714	-6.8%
Grounds Maintenance	90,831	82,464	37,655	73,567	82,464	
Depreciation	23,786	32,707		26,093	26,093	-20.2%
Merchandise for Resale	34,603	38,100	15,191	32,100	33,100	-13.1%
Maintenance & Repairs	43,867	51,100	39,873	65,176	51,100	
Recreational Supplies	44,556	37,650	28,497	33,944	42,950	14.1%
Recreational Contractual	304,243	279,600	254,071	341,496	336,750	20.4%
Special Events	30,010	39,000	100	39,000	40,016	2.6%
Town Assistance	1,473	2,900	3,920	4,797	2,900	
Rental/Leases	33,866	34,000		36,000	38,405	13.0%
Operating Equipment		21,000	21,000	21,000		-100.0%
Vehicles		4,500	4,500	4,500		-100.0%
Social Security	51,747	57,960	29,419	57,836	59,666	2.9%
Pension	226,706	224,451	224,451	224,451	249,772	11.3%
Risk Management Expense	<u>319,051</u>	<u>350,940</u>	<u>175,470</u>	<u>350,939</u>	<u>343,632</u>	-2.1%
<b>TOTAL</b>	<b>\$3,109,759</b>	<b>\$2,982,687</b>	<b>\$1,762,529</b>	<b>\$3,108,733</b>	<b>\$3,054,492</b>	<b>2.4%</b>

**West Hartford, Connecticut**

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Community Development Block Grant	\$1,014,734	\$ 696,863	\$1,164,331	\$ 699,003
Prior Year Carryover		467,468		
Total Revenues & Other Resources	\$1,014,734	\$1,164,331	\$1,164,331	\$ 699,003

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Housing Services	\$ 291,896	\$ 296,720	\$ 296,720	\$ 311,439
Public Service & CDBG Administration	722,838	867,611	867,611	387,564
Total Expenditures & Other Uses	\$1,014,734	\$1,164,331	\$1,164,331	\$ 699,003

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

**Fund: Community Development Block Grant Fund**  
**Department: Social Services & Leisure Services**

**PURPOSE**

One of two segregated funds to account for Federal grant revenues from the US Department of Housing and Urban Development (HUD). A budget is adopted each year for the current year grant authorization. There are guidelines from HUD, which place limits on the amount of funding each year that can be used for administration, social service and local option programs and restrict the utilization of funds to low and moderate income beneficiaries.

**LONG-TERM STRATEGY**

The Town provides Housing Services and Public Services through this fund. The Community Services Department is responsible for Housing Services and the Social Services and Leisure Services Department is responsible for Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<u><b>2011</b></u>	<u><b>2012</b></u>	<u><b>2013</b></u>	<u><b>2014</b></u>	<u><b>2015</b></u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$844,000	\$904,000	\$599,000	\$539,000	\$1,014,734
<b>TOTAL REVENUES</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$539,000</b>	<b>\$1,014,734</b>
<b><u>Expenditures:</u></b>					
Grant Activities	844,000	904,000	599,000	539,000	1,014,734
<b>TOTAL EXPENDITURES</b>	<b>\$844,000</b>	<b>\$904,000</b>	<b>\$599,000</b>	<b>\$539,000</b>	<b>\$1,014,734</b>
<b>OPERATING RESULTS</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>FUND BALANCE</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>	<b>\$21,000</b>

<b>COMBINED FUND</b>					
<b>BALANCE</b>	<b>(\$39,000)</b>	<b>(\$35,000)</b>	<b>\$54,000</b>	<b>\$54,000</b>	<b>\$21,000</b>

**Fund: Community Development Block Grant Fund**  
**Department: Social Services & Leisure Services**

**REVIEW OF PERFORMANCE**

The Community Development Block Grant Fund is a formula grant from the Federal government that is used to support eligible public service activities, housing rehabilitation projects and other construction. While two separate funds are utilized to segregate these activities, the source of funding is one Federal grant from HUD. The CDBG Housing Rehabilitation Fund is used to account for grants and loans made to eligible homeowners. This fund also accounts for loan repayments. In order to accurately present fund balance, both funds must be combined and viewed as one. A fiscal year may end with a negative balance only because the drawdown from HUD lags expenditures. Expenditures are shown on a budgetary basis and include end of year encumbrances.

**FISCAL YEAR 2016 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 2017 BUDGET**

The grant entitlement award for fiscal year 2017 is \$874,003, an increase of \$27,140 from the prior year. Of this total, \$387,564 is budgeted in the CDBG Fund for: CDBG Administration (\$141,174), Public Facility Improvements (\$116,500), Hillcrest Outreach (\$79,269) and Volunteer Services (\$50,621). In addition, \$311,439 is budgeted in the Community Services Department for Housing Rehabilitation Administration and Code Enforcement, and \$175,000 is budgeted in the CDBG-Housing Rehabilitation Fund.

<b>Community Block Grant Entitlement</b>			
<u>Fund</u>	<u>Department</u>	<u>Program</u>	<b>FY 2017 Adopted</b>
CDBG (Fund 13)	Community Services	Housing Rehab Administration	\$161,439
CDBG (Fund 13)	Community Services	Code Enforcement	150,000
CDBG - Housing Rehab (Fund 14)	Community Services	Housing Rehabilitation	175,000
CDBG (Fund 13)	Social & Leisure	Hillcrest Outreach	79,269
CDBG (Fund 13)	Social & Leisure	Volunteer Services	50,621
CDBG (Fund 13)	Social & Leisure	Public Facility Improvements	116,500
CDBG (Fund 13)	Social & Leisure	CDBG Administration	<u>141,174</u>
		<b>TOTAL</b>	<b>\$874,003</b>

**Fund: Community Development Block Grant Fund**  
**Department: Social Services & Leisure Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<u>Program</u>	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
CDGB – Administration	\$168,058	\$146,640	\$93,811	\$148,993	\$141,174	-3.7%
Hillcrest Outreach	70,061	85,868	36,703	85,675	79,269	-7.7%
Volunteer Services	46,238	50,015	22,391	47,855	50,621	1.2%
Public Facility Improvements	<u>438,481</u>	<u>585,088</u>	<u>83,293</u>	<u>585,088</u>	<u>116,500</u>	-80.1%
<b>Total Public Services</b>	<b>\$722,838</b>	<b>\$867,611</b>	<b>\$236,198</b>	<b>\$867,611</b>	<b>\$387,564</b>	<b>-55.3%</b>

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$92,840	\$95,620	\$45,503	\$98,168	\$91,142	-4.7%
Temporary Payroll	60,180	72,910	32,992	68,750	72,016	-1.2%
Education Premium Pay	48		20	20		
Office Expense	1,081	1,075	341	1,160	1,075	
Dues and Travel	80	300		300	100	-66.7%
Training		300	100	300	300	
Advertising	902	1,500	900	1,544	1,500	
Professional Services	31,000					
Printing/Binding Services	58	230		230	230	
General Contributions	10,000	10,000	10,000	10,000	10,000	
Utilities	2,913	3,800	1,416	3,450	3,850	1.3%
Telecommunications	541	830	87	830	830	
Building Maintenance	874	1,000	587	2,874	1,800	80.0%
Grounds Maintenance	1,500	4,605		4,600	1,600	-65.3%
Special Events	5,145	5,950	307	5,894	2,450	-58.8%
Rental/Leases	4,000	4,000	4,000	4,000	4,000	
Social Security	8,665	7,977	4,040	7,977	6,973	-12.6%
Pension	29,976	32,799	32,799	32,799	34,033	3.8%
Risk Management Expense	34,554	39,627	19,813	39,627	39,165	-1.2%
Transfer Out	<u>438,481</u>	<u>585,088</u>	<u>83,293</u>	<u>585,088</u>	<u>116,500</u>	-80.1%
<b>Total Public Services</b>	<b>\$722,838</b>	<b>\$867,611</b>	<b>\$236,198</b>	<b>\$867,611</b>	<b>\$387,564</b>	<b>-55.3%</b>

<b>Full-Time Positions:</b>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Human & Leisure Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.40	0.40	0.40	0.40	0.37
Community Partnership Manager	0.40	0.40	0.40	0.40	0.40
Human Services Manager	0.05	0.05	0.05	0.05	
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.92</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

# BUDGET IN BRIEF

## WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Charges for Services	\$ 281,842	\$ 287,000	\$ 291,163	\$ 307,800
Trust Income	369,328	367,659	367,659	365,000
Interest Income	1,531	1,600	1,000	1,500
Miscellaneous Revenue	<u>9,842</u>	<u>4,000</u>	<u>36,000</u>	<u>8,000</u>
Total Revenues & Other Resources	\$ 662,543	\$ 660,259	\$ 695,822	\$ 682,300

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Park Operations	\$ 453,957	\$ 538,390	\$ 548,655	\$ 433,220
Park Programs	87,993	114,940	114,440	118,833
Park Summer Camp	<u>102,653</u>	<u>130,491</u>	<u>131,660</u>	<u>115,535</u>
Total Expenditures & Other Uses	\$ 644,603	\$ 783,821	\$ 794,755	\$ 667,588

CHANGE IN FUND BALANCE	\$ 17,940	(\$ 123,562)	(\$ 98,933)	\$ 14,712
BEGINNING BALANCE	\$ 496,809	\$ 514,749	\$ 514,749	\$ 415,816
ENDING BALANCE	\$ 514,749	\$ 391,187	\$ 415,816	\$ 430,528

**Fund: Westmoor Park Fund**  
**Department: Social Services & Leisure Services**

**PURPOSE**

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance cost and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund and program revenues, as well as interest income on fund balance.

**LONG-TERM STRATEGY**

The financial goal of the Fund is to cover all operating expenses with revenues and to utilize fund balance for capital investments. In this way, the operations of Westmoor Park are self-sufficient and do not rely on the General Fund.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$216,000	\$194,000	\$224,000	\$260,000	\$292,000
Interest Income	1,000	1,000	2,000	1,000	2,000
Trust Income	318,000	313,000	349,000	368,000	369,000
<b>TOTAL REVENUES</b>	<b>\$535,000</b>	<b>\$508,000</b>	<b>\$575,000</b>	<b>\$629,000</b>	<b>\$663,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$512,000	\$525,000	\$575,000	\$658,000	\$645,000
<b>TOTAL EXPENDITURES</b>	<b>\$512,000</b>	<b>\$525,000</b>	<b>\$575,000</b>	<b>\$658,000</b>	<b>\$645,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$28,000)</b>	<b>(\$28,000)</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>OPERATING RESULTS</b>	<b>(\$5,000)</b>	<b>(\$45,000)</b>	<b>--</b>	<b>(\$29,000)</b>	<b>\$18,000</b>
<b>FUND BALANCE</b>	<b>\$571,000</b>	<b>\$526,000</b>	<b>\$526,000</b>	<b>\$497,000</b>	<b>\$515,000</b>

**Fund: Westmoor Park Fund**  
**Department: Social Services & Leisure Services**

**REVIEW OF PERFORMANCE**

The fund has struggled to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). Increasing expenditures have resulted in use of fund balance for four of the five years presented. Fund balance at June 30, 2015 was increased to \$514,749.

**FISCAL YEAR 2016 OPERATING RESULTS**

The fund is expected to generate revenues of \$695,822 with corresponding expenditures of \$794,755 (inclusive of \$100,000 appropriated for capital improvements), resulting in a reduction to fund balance of \$98,933. Fund balance at June 30, 2016 will be approximately \$415,816.

**FISCAL YEAR 2017 BUDGET**

The fiscal year 2017 budget anticipates revenues of \$682,300 with corresponding expenditures of \$667,588, resulting in a \$14,712 increase to fund balance. Revenues from programs and trust income are projected to remain strong.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
Number of instructional programs	737	586	536	485	517
Number of instructional program registrations	10,718	10,769	9,614	7,890	8,165
Number of Group tours/ birthday parties	208	163	125	122	145
Program attendance-public classes/services	6,376	6,471	6,291	6,136	5,112
Program attendance-groups attending	9,155	9,398	8,194	6,853	6,403

**WESTMOOR PARK FUND**

**MISSION**

The mission of Westmoor Park is to promote, through interpretive programs, the acquisition of knowledge, attitudes, and a lifelong commitment to stewardship of the environment. In addition, it is expected that operating and capital costs will be paid by revenues from the Hunter Trust, Westmoor Park Fund and program fees.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF LEISURE SERVICES</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Charges for Services	\$281,842	\$287,000	\$ 91,226	\$291,163	\$307,800	7.2%
Trust Income	369,328	367,659	118,924	367,659	365,000	-0.7%
Interest Income	1,531	1,600	511	1,000	1,500	-6.3%
Miscellaneous Revenue	<u>9,842</u>	<u>4,000</u>	<u>33,374</u>	<u>36,000</u>	<u>8,000</u>	100.0%
<b>TOTAL</b>	<b>\$662,543</b>	<b>\$660,259</b>	<b>\$244,035</b>	<b>\$695,822</b>	<b>\$682,300</b>	<b>3.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$334,392	\$325,900	\$177,628	\$333,052	\$348,347	6.9%
Operating Expense	129,050	135,603	66,403	139,804	123,749	-8.7%
Fringe Benefits	<u>181,161</u>	<u>322,318</u>	<u>223,004</u>	<u>321,899</u>	<u>195,492</u>	-39.3%
<b>TOTAL</b>	<b>\$644,603</b>	<b>\$783,821</b>	<b>\$467,035</b>	<b>\$794,755</b>	<b>\$667,588</b>	<b>-14.8%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.33	0.2	0.2	
Parks and Facility Supervisor	-	-	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>TOTAL</b>	2.33	2.33	2.3	2.3	2.1

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2017 Westmoor Park Fund budget reflects revenue of \$682,300 with corresponding expenditures totaling \$667,588. In total, expenditures are reduced \$116,233. Wages and salaries increase \$22,447 due to anticipated cost-of-living and merit increases and increased temporary payroll, offset by the reallocation of 20% of a Grounds Maintainer position. Operating expenses decrease slightly from the prior year, based upon experience and anticipated needs. Fringe benefits decrease due to a transfer out budgeted in fiscal year 2016 for barn restoration (\$100,000) which is eliminated for fiscal year 2017, as well as a reduction in risk costs due to fewer full-time personnel.

**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 2017, this amount is estimated to be \$365,000. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

**ANNUAL BUDGET 2016-2017**

**Fund: Westmoor Park Fund**

**Department: Social Services & Leisure Services**

**SUMMARY OF EXPENDITURES**

<u>Expenditures</u>	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$141,616	\$153,777	\$63,378	\$148,297	\$146,309	-4.9%
Temporary Payroll	188,883	170,723	114,118	183,704	200,938	17.7%
Overtime	3,893	1,400	132	1,051	1,100	-21.4%
Office Expense	3,710	4,900	698	3,900	4,200	-14.3%
Dues and Travel	445	700		700	700	
Training	1,131	1,800			1,200	-33.3%
Advertising	9,368	7,200	2,460	6,200	5,200	-27.8%
Professional Services	18,505	11,000	6,039	11,000	12,000	9.1%
Contractual Services	5,437	5,700	3,922	5,500	5,700	
Printing/Binding Services	768	700	443	800	500	-28.6%
Office/Minor Equipment	1,398	3,000		2,000	2,000	-33.3%
Miscellaneous Admin. Expense	207	800		800	800	
Utilities	17,827	18,903	9,451	18,903	16,749	-11.4%
Telecommunications	1,817	1,600	521	1,800	1,800	12.5%
Building Maintenance	24,497	45,500	20,674	49,000	39,000	-14.3%
Vehicles & Equipment Expense	3,692	3,700	599	2,400	2,500	-32.4%
Operating Expense – Miscellaneous	676	500	80	200	500	
Grounds Maintenance	5,916	5,000	2,026	5,000	5,500	10.0%
Merchandise for Resale	88	500	128	500	500	
Maintenance & Repairs	3,891	4,000	1,958	3,700	4,000	
Miscellaneous Supplies	8,102	5,000	1,796	4,700	4,200	-16.0%
Recreational Supplies	4,505	4,000	4,415	5,300	3,600	-10.0%
Recreational Contractual	5,073	4,000	2,379	5,000	5,000	25.0%
Insured Program Expenses	9,196	7,000	6,013	9,500	8,000	14.3%
Rental/Leases	2,801		2,801	2,801		
Library Materials		100		100	100	
Social Security	12,949	15,195	7,157	15,195	17,083	12.4%
Pension	47,952	52,885	52,885	52,885	54,502	3.1%
Risk Management Expense	91,945	125,923	62,962	125,923	95,592	-24.1%
Transfers Out	<u>28,315</u>	<u>128,315</u>	<u>100,000</u>	<u>127,896</u>	<u>28,315</u>	-77.9%
<b>Total Department</b>	<b>\$644,603</b>	<b>\$783,821</b>	<b>\$467,035</b>	<b>\$794,755</b>	<b>\$667,588</b>	<b>-14.8%</b>

**ANNUAL BUDGET 2016-2017**

DEPARTMENT: SOCIAL SERVICES & LEISURE SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<b><u>GENERAL FUND</u></b>					
Director of Human & Leisure Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.67	0.67	0.67	0.67
Human Services Manager	0.95	0.95	0.95	0.95	1
Social Worker	2	2	2	2	2
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor	2	2	2.8	2.8	2.8
Program Supervisor	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Grounds Maintainer	0.67	0.67	0.6	0.6	0.6
Senior Staff Assistant	0.9	0.9	0.9	0.9	0.9
Staff Assistant			0.5	0.5	0.65
Neighborhood Resource Coordinator	0.6	0.6	0.6	0.6	0.63
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
<b>TOTAL GENERAL FUND</b>	<b>11.99</b>	<b>11.99</b>	<b>13.22</b>	<b>13.22</b>	<b>13.45</b>
<b><u>COMMUNITY DEVELOPMENT</u></b>					
<b><u>BLOCK GRANT FUND (CDBG)</u></b>					
Director of Human & Leisure Services	0.05	0.05	0.05	0.05	0.05
Neighborhood Resource Coordinator	0.4	0.4	0.4	0.4	0.37
Community Partnerships Manager	0.4	0.4	0.4	0.4	0.4
Human Services Manager	0.05	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>
<b>TOTAL CDBG FUND</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.92</b>
<b><u>LEISURE SERVICES FUND</u></b>					
Director of Human & Leisure 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	1	0.5	0.5	0.35
Facility Supervisor			0.1	0.1	0.1
Recreation Specialist	1	1			1
Golf Course Superintendent	1	1	1	1	1
Crew Leader	1	1	1	1	1
Grounds Maintainer	3	3	3.2	3.2	2.4
Equipment Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL LEISURE SERVICES FUND</b>	<b>9.68</b>	<b>9.68</b>	<b>8.48</b>	<b>8.48</b>	<b>8.53</b>

**ANNUAL BUDGET 2016-2017**

DEPARTMENT: SOCIAL SERVICES & LEISURE SERVICES (continued)

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Grounds Maintainer	0.33	0.33	0.2	0.2	
Facility Supervisor	—	—	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.33	2.33	2.3	2.3	2.1
TOTAL SOCIAL SERVICES & LEISURE SERVICES DEPARTMENT	25	25	25	25	25

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**DEPARTMENT OF LIBRARY SERVICES**

**MISSION**

The mission of Library Services is to encourage and enable all residents to explore, learn and connect to the world around them.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF LIBRARY SERVICES</b>						
<b><u>Revenues:</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Percent</u></b>
	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>6 Months</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>	<b><u>Change</u></b>
Intergovernmental Revenues	\$ 1,158	\$ 1,000	\$	\$ 1,000	\$ 1,000	
Fines & Forfeitures	<u>61,621</u>	<u>65,000</u>	<u>27,409</u>	<u>65,000</u>	<u>65,000</u>	
<b>TOTAL</b>	<b>\$62,779</b>	<b>\$66,000</b>	<b>\$27,409</b>	<b>\$66,000</b>	<b>\$66,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,426,560	\$2,559,954	\$1,125,145	\$2,539,107	\$2,582,283	0.9%
Operating Expense	615,305	654,187	377,241	649,187	647,187	-1.1%
Social Security	<u>170,336</u>	<u>184,235</u>	<u>81,455</u>	<u>179,248</u>	<u>180,816</u>	-1.9%
<b>TOTAL</b>	<b>\$3,212,201</b>	<b>\$3,398,376</b>	<b>\$1,583,841</b>	<b>\$3,367,542</b>	<b>\$3,410,286</b>	<b>0.4%</b>

<b>Full-Time Positions:</b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2013-14</u></b>	<b><u>2014-15</u></b>	<b><u>2015-16</u></b>	<b><u>2015-16</u></b>	<b><u>2016-17</u></b>
General Fund	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

**BUDGET & PROGRAM HIGHLIGHTS**

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 now also 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 – all for free with a West Hartford Library card!

Focused priorities for Library Services in fiscal year 2017 include:

- adding programs for all ages in all libraries developed around a common theme;
- implementing integrated services and resources for greater impact and efficiency across the library system; and
- conducting detailed community analysis to better direct outreach and overall services.

The budget for fiscal year 2017 reflects an increase of \$11,910 or 0.4% over the fiscal year 2016 budget. Wages and salaries reflect contractual merit increases and cost-of-living adjustments. In addition, temporary payroll is increased to fund minimum wage and other wage increases, and the addition of Lincoln's birthday as an operating day for the libraries (approximately \$4,000). Operating expense is reduced in fiscal year 2017, compared to fiscal year 2016 due to a \$7,000 reduction in telecommunications. The reduction in social security is consistent with changes to wages and salaries and part-time staff participating in the Social Security Alternative Program.

**COST CENTER: MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Library Grant	\$ 1,158	\$ 1,000	\$	\$ 1,000	\$ 1,000	
Adult Library Fines	47,650	50,000	22,122	50,000	50,000	
Children's Library Fines	8,069	8,000	3,238	8,000	8,000	
Lost Material Payment	<u>5,902</u>	<u>7,000</u>	<u>2,049</u>	<u>7,000</u>	<u>7,000</u>	
<b>TOTAL</b>	<b>\$62,779</b>	<b>\$66,000</b>	<b>\$27,409</b>	<b>\$66,000</b>	<b>\$66,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$281,298	\$280,445	\$111,807	\$270,001	\$274,300	-2.2%
Temporary Payroll	43,576	56,533	19,728	56,533	57,805	2.3%
Overtime		878		878	880	0.2%
Education Premium Pay	780	780	325	780	780	
Office Expense	13,728	21,650	5,194	21,650	21,650	
Dues and Travel	2,181	3,220	1,237	3,220	3,570	10.9%
Professional Services	3,091	3,500	1,385	3,500	3,500	
Contractual Services	1,021	1,200	440	1,200	1,200	
Printing/Binding Services	594	1,000		1,000	1,000	
Office Equipment	820	2,750	115	2,750	2,400	-12.7%
Telecommunications	7,710	15,000	1,599	10,000	8,000	-46.7%
Rental/Leases		5,000		5,000	5,500	10.0%
Social Security	<u>21,814</u>	<u>25,461</u>	<u>10,248</u>	<u>23,523</u>	<u>23,906</u>	-6.1%
<b>TOTAL</b>	<b>\$376,613</b>	<b>\$417,417</b>	<b>\$152,078</b>	<b>\$400,035</b>	<b>\$404,491</b>	<b>-3.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Director of Library Services	1	1	1	1	1
Administrative Assistant	1				
Office Operations Specialist		1	1	1	1
Librarian II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### **MANAGEMENT DIVISION - BUDGET AND PROGRAM HIGHLIGHTS**

Administration oversees the hiring, training, and evaluation of 24 full-time and approximately 75 part-time positions. They produce the bi-weekly payroll, provide marketing materials for library programs, process bills and prepare budget documents and reports for the Town and for the Library Board, which is charged with the oversight of library operations. Administrative staff also oversee the physical plants of all three library locations in cooperation with the Plant and Facilities Services department. With the Library Board, the Director proposes and reviews policies for the provision of services and programs of the libraries, both onsite and in the wider community.

**Regular Payroll:** The management operation is staffed by three full-time positions - the Director, Office Operations Specialist, and the Programs and Publicity Librarian. This account is reduced consistent with turnover in staffing.

**Temporary Payroll:** Temporary payroll maintains existing staff levels. A Library Assistant provides staffing for administration and the communications team. A Graphic Designer assists with website updates, produces signs and fliers, displays, and arranges for art exhibits; the Graphic Designer coordinates their work with all facilities and divisions. Temporary payroll is adjusted for the anticipated impact of wage rate increases (including those attributed to minimum wage legislation) and the cost of operating the libraries on Lincoln's birthday.

**Overtime:** This appropriation is used as needed for the taking of minutes at the monthly Library Board meeting.

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

**Office Expense:** This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees, etc. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products.

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

**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.

**Telecommunications:** This funds desktop telephone services and faxes at the library's three locations, for maintenance, long distance calls and circuits. This line is reduced consistent with experience.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the usage by each. See the Technical Services Division for more information.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and is adjusted to reflect participation in the Social Security Alternative Program.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(Fiscal Year)</b>				
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
<b><u>Library Customer Services:</u></b>					
Customer Attendance*	511,325	536,902	520,340	510,489	470,676
Number of Library Loans	805,609	812,179	834,003	856,721	839,025
Loans per Capita	12.4	12.9	13.2	13.5	13.3
Computer Use**	82,726	93,158	90,440	94,436	134,400
Reference Inquiries	72,747	77,134	66,085	54,345	86,588
Electronic Information Retrievals	370,881	361,447	527,569	341,668	370,292
Visitors to library website***	427,548	415,858	497,272	481,513	391,619

\* 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 is no longer pre-programmed to be the default display on library computers.

**COST CENTER: TECHNICAL SERVICES DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$256,949	\$282,888	\$130,042	\$286,241	\$295,007	4.3%
Temporary Payroll	162,686	157,555	79,373	157,555	165,705	5.2%
Office Expense	24,266	22,500	11,038	22,500	22,500	
Dues and Travel	287	480		480	480	
Information Technology	8,729	5,000	4,735	5,000	5,000	
Rental/Leases	27,258	29,925	18,448	29,925	29,925	
Social Security	<u>30,092</u>	<u>30,886</u>	<u>15,298</u>	<u>31,136</u>	<u>31,403</u>	1.7%
<b>TOTAL</b>	<b>\$510,267</b>	<b>\$529,234</b>	<b>\$258,934</b>	<b>\$532,837</b>	<b>\$550,020</b>	<b>3.9%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Librarian II				1	1
Librarian I	1	1	1		
Library Specialist	1	1	2	2	2
Library Assistant	<u>1</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

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

Staff orders materials, reconciles orders and invoices with bill paying, catalogs and prepares materials for the collection, and assists on the public service desks. The technical staff is charged with maintaining and upgrading the library's networks and coordinating these with the town network, the library's shared ILS system with 29 other area libraries, and the CT Educational Network which provides high-speed access. There are over 200 computers to be maintained throughout the system – for use by the public, as well as for staff and public service areas. Wireless networks are available for the public in each location as well.

**Regular Payroll:** The Technical Services Division is staffed by 4 full-time positions. The Librarian III is charged with supervision of all Automated (IT) and Technical Services (cataloging and materials processing) and directly oversees the work of the part-time computer technicians. The Librarian II directs the work of materials processing, including supervision of the Library Specialists and part-time catalogers. The budget increases in this account are attributed to anticipated merit increases and cost of living adjustments.

**Temporary Payroll:** There are 15 part-time positions (4.5 FTEs) in this division. The budget maintains the existing staff level, including Computer Lab Assistants who work with patrons on minor problems (internet access, printing documents, etc.) and Computer Technicians who maintain computer equipment, and work with staff and patrons. Temporary payroll is adjusted for the anticipated impact of minimum wage legislation, other wage increases and an additional day of operation (Lincoln’s birthday).

**Office Expense:** This appropriation is used for supplies needed for circulating materials, such as covers for books, cases for CDs and DVDs, and security products. These are purchased from library vendors with whom discounts are negotiated on a statewide basis by CT Library Consortium (CLC).

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Information Technology:** This appropriation is used to purchase software, which is installed on servers and licensed for users on the library network. Discounts available to educational institutions, members of library consortia, etc., are used to minimize costs.

**Rental/Leases:** This appropriation is used to pay for the yearly cost of the library's Integrated Library System (software that runs the online catalog, materials circulation, and magazine check-in) and the additional products and service subscriptions, with their associated maintenance fees. The cost of the library's automated services is factored into each division's budget, based on the utilization by each.

<u>Service</u>	<u>FY 2015</u>	<u>FY 2016</u>
Integrated Library System (ILS)	\$73,399	\$73,273
Cataloging and Interlibrary Loan	7,000	7,200
Web Hosting	1,000	1,400
Statewide Library Catalog	325	325
Web Filtering Software	3,770	4,284
SnapComms		2,500
RFID – equipment, maintenance	15,000	10,662
Pharos annual contract	<u>3,150</u>	<u>4,000</u>
<b>Total</b>	<b>\$103,644</b>	<b>\$103,644</b>

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

**COST CENTER: CIRCULATION SERVICES**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$211,492	\$229,579	\$ 109,365	\$229,579	\$239,742	4.4%
Temporary Payroll	92,515	117,579	41,129	117,579	121,446	3.3%
Overtime	2,134	532	970	1,002	535	0.6%
Education Premium Pay	2,040	2,040	850	2,040	2,040	
Office Expense	1,350	2,750	1,579	2,750	2,750	
Dues and Travel	150	350	110	350	350	
Rental/Leases	9,500	9,500	9,500	9,500	9,500	
Social Security	<u>21,955</u>	<u>24,200</u>	<u>10,633</u>	<u>24,200</u>	<u>24,916</u>	3.0%
<b>TOTAL</b>	<b>\$341,136</b>	<b>\$386,530</b>	<b>\$174,136</b>	<b>\$387,000</b>	<b>\$401,279</b>	<b>3.8%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian II				1	1
Librarian I	1	1	1		
Library Assistant	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**CIRCULATION SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

The responsibilities of the circulation staff are to check materials out/in, assess fines and fees, provide materials requested by specific patrons, send out notices, and prepare materials for shipping to/from the branch libraries and libraries across the state. Circulation now works in concert with Public and Teen Services as part of the Public Services team.

**Regular Payroll:** The Circulation Services Division is staffed by 4 full-time positions at the Noah Webster Library. The Circulation Librarian II supervises the staff at the Noah Webster Library, as well as overseeing training for staff at the public service desks in the Children’s Room and at each branch. The increase for fiscal year 2017 relates to anticipated merit and cost-of-living increases for eligible employees.

**Temporary Payroll:** There are currently 12 part-time positions (1.9 FTEs) and 8 page positions (2.4 FTEs) in this division. Because the library is open for 11 hours a day, we must rely on a large number of part-time staff to cover the hours that we are open. These people must be as well-trained as full-time employees in order to provide the same caliber of service throughout the seven day work week. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wage increases, and an additional day of operation (Lincoln’s birthday).

**Overtime:** This appropriation is used to pay wages for staff who voluntarily agree to work on Sundays in addition to their normal work week. Full-time professional staff are paid their normal hourly rate, plus a differential of \$30 per Sunday (a contracted amount which has not changed since the 1980s). Wages for part-time staff who work Sundays are included in temporary payroll.

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

**Office Expense:** This appropriation covers the cost of supplies that are bought specifically for circulation activities such as forms for library card applications, library cards, receipt paper, etc. For example, 10,000 library cards (one year's supply) cost approximately \$1,750.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget.)

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

**COST CENTER: PUBLIC SERVICES**

<b>SUMMARY OF EXPENDITURES</b>						
	<b>Actual 2014-15</b>	<b>Adopted 2015-16</b>	<b>Actual 6 Months</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Percent Change</b>
Regular Payroll	\$235,806	\$255,631	\$ 92,428	\$215,953	\$238,991	-6.5%
Temporary Payroll	110,863	117,675	54,091	117,672	119,354	1.4%
Overtime	2,157	3,431	409	3,431	2,000	-41.7%
Office Expense	2,371	4,000	225	4,000	4,000	
Dues and Travel	485	550		550	550	
Professional Services		500		500	200	-60.0%
Rental/Leases	22,749	22,250	22,000	22,250	21,750	-2.2%
Library Materials	276,180	270,158	161,082	270,158	270,158	
Social Security	<u>24,628</u>	<u>27,261</u>	<u>10,563</u>	<u>22,884</u>	<u>24,714</u>	-9.3%
<b>TOTAL</b>	<b>\$675,239</b>	<b>\$701,456</b>	<b>\$340,798</b>	<b>\$657,398</b>	<b>\$681,717</b>	<b>-2.8%</b>

<b>FULL-TIME POSITION SCHEDULE</b>						
	<b>Authorized Positions</b>			<b>Revised</b>	<b>Adopted</b>	
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>	
Librarian III	1	1	1	1	1	
Librarian II	1	1	1	1	1	
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	3	3	3	3	3	

**PUBLIC SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

Public Services staff provide a variety of programs and services while maintaining a high level of customer service for all library users, every day. They provide reference and information services in person, online and by phone. They maintain the library collection, add new formats as technology changes, and provide training in the use of library resources. Along with staff from other divisions they develop programming that links people in the community to “Explore, Learn and Connect” with the world around them.

Staff teach computer skills, oversee volunteer computer tutoring 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.

Expanded web page content and online resources in a variety of formats, available on a proliferation of personal devices and social networking, have made a huge change in the way libraries interact with patrons but also provide the opportunity to provide resources and help online 24/7.

**Regular Payroll:** The Public Services Division is staffed with 3 full-time positions at the Noah Webster Library. A reduction is attributed to the budgeting of vacant positions lower in the pay range than incumbents, offset, in part, by anticipated merit and cost-of-living adjustments.

**Temporary Payroll:** There are 2 clerical and 11 professional positions (2.5 FTEs) in this division. Clerical positions help to maintain and update special collections and assist users in the computer lab; part-time professionals provide patron service to fill out the daily schedule as well as fulfilling the critical role of the "person in charge" when full-time staff are not available and to teach classes as described above. Wages for part-time staff who work Sundays are included in this line. In addition to wage increases, temporary payroll primarily increases due to a shift from overtime budget to temporary payroll based on need.

**Overtime (Sunday Hours):** This appropriation is used to pay wages for Sunday hours. Full-time professional staff are paid their normal hourly rate, plus a differential of \$30 per Sunday (a contracted amount which has not changed since the 1980s). Savings in this account has been transferred to temporary payroll based on need.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the public service area such as magazine covers, archival supplies for the Local History collection, display and bulletin board materials, bookmarks, posters, and signs for special collections.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Professional Services:** This appropriation is used to hire presenters for programs open to the public such as author talks, discussions of local theater and art exhibits, film series and lectures on topics of interest.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget for details.)

**Library Materials:** This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, downloadable audio books and PlayAways) and movies in DVD and Blu-Ray format. In addition, this appropriation also covers system-wide (all three branches) digital reference and online research resources, the electronic equivalents of print resources, so that customers have round-the-clock, offsite access to them via the library website.

The library builds as broad a collection of books and audio-visual materials as possible. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price, and are shipped to the library at no cost. Best-sellers are ordered well before publication so they are on the shelf soon after their release. Titles may be purchased in several non-print formats as well, such as books-on-CD, eBooks, MP3 files, etc. The total adult collection at Noah Webster Library includes 107,641 books, 22,291 non-book materials and 5,327 periodicals. Circulating books and non-print materials account for 2/3 of the materials budget with the remaining 1/3 spent on reference and online resources.

The growth of non-print formats is stretching the budget. Customers expect the library to provide access to newer electronic formats while continuing to maintain a high-quality print collection. As the community is becoming increasingly diverse, the library's collection needs to meet a wider range of educational, informational and recreational needs.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid. Variance is attributed to part-time staff participating in the Social Security Alternative Program.

**COST CENTER: FAXON BRANCH LIBRARY**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$206,275	\$220,277	\$102,875	\$245,241	\$202,744	-8.0%
Temporary Payroll	88,621	84,413	41,483	84,413	87,434	3.6%
Education Premium Pay	480	480	200	480	480	
Office Expense	3,731	3,500	714	3,500	3,250	-7.1%
Dues and Travel	140	330		330	330	
Professional Services	336	750		750	1,000	33.3%
Rental/Leases	12,400	12,400	12,400	12,400	12,400	
Library Materials	52,342	56,777	27,397	56,777	56,777	
Social Security	<u>20,989</u>	<u>22,154</u>	<u>10,303</u>	<u>23,239</u>	<u>20,222</u>	-8.7%
<b>TOTAL</b>	<b>\$385,314</b>	<b>\$401,081</b>	<b>\$195,372</b>	<b>\$427,130</b>	<b>\$384,637</b>	<b>-4.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Library Specialist	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The library branch in Elmwood, the Faxon Library, is staffed by 3 full-time positions – a branch manager, a children’s specialist and a circulation assistant. The manager is charged with directing the daily activities of the branch and supervising the staff, providing reference and information services, balancing the topics and formats of the collection to meet local needs, and providing programs and Internet resources to enhance the materials collection. The Children’s Specialist and Circulation Assistant are responsible for their area of the operation under the supervision of the branch manager and their division head at the main library. A reduction is attributed to the budgeting of vacant positions lower in the pay range than incumbents, offset, in part, by merit and cost-of-living adjustments.

**Temporary Payroll:** There are approximately eight part-time clerical and page positions in each branch library. The budget maintains the existing staff levels. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wage increases, and an additional day of operation (Lincoln’s birthday).

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

**Office Expense:** This appropriation covers the cost of office and library supplies that are needed at each location. (See division budgets at Noah Webster Library for more specific information.) The appropriation is reduced to offset an increase in professional services.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Professional Services:** This appropriation is used to hire presenters for programs open to the public such as author talks, discussions of local theater and art exhibits, film series and lectures on topics of interest. The increase in this line is offset by a reduction in office expense.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget)

**Library Materials:** This appropriation is for the purchase of library materials, in all formats, for the branch collections. Each branch chooses materials that are geared to the interests of the population in its neighborhood while working closely with the Collection Development Coordinator. See Public, Teen, and Children's Services budgets for more information.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and participation of temporary employees in the Social Security Alternative Program.

**COST CENTER: BISHOPS CORNER BRANCH LIBRARY**

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$223,595	\$215,737	\$ 98,466	\$215,741	\$223,015	3.4%
Temporary Payroll	70,675	85,603	35,758	85,603	88,639	3.5%
Overtime	97					
Office Expense	4,651	3,500	869	3,500	3,250	-7.1%
Dues and Travel	140	330		330	330	
Professional Services		750	575	750	1,000	33.3%
Rental/Leases	12,400	12,400	12,400	12,400	12,400	
Library Materials	52,919	57,809	23,933	57,809	57,809	
Social Security	<u>18,647</u>	<u>21,746</u>	<u>8,977</u>	<u>21,131</u>	<u>21,721</u>	-0.1%
<b>TOTAL</b>	<b>\$383,124</b>	<b>\$397,875</b>	<b>\$180,978</b>	<b>\$397,264</b>	<b>\$408,164</b>	<b>2.6%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Librarian I				1	1
Library Specialist	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The library branch in Bishops Corner is staffed by 3 full-time positions - a branch manager, a children's specialist and a circulation specialist. The manager is charged with directing the daily activities of the branch and supervising the staff, providing reference and information services, balancing the topics and formats of the collection to meet local needs, and providing programs and Internet resources to enhance the materials collection. The Children's Specialist and Circulation Specialist are responsible for their area of the operation under the supervision of the branch manager and their division head at the main library. The increase from fiscal year 2016 reflects anticipated merit increases and cost-of-living adjustments, as well as a reclassification of one Library Specialist to Librarian I.

**Temporary Payroll:** There are approximately eight part-time clerical and page positions in each branch library. The budget maintains the existing staff levels. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wage increases anticipated and an additional day of operation (Lincoln's birthday).

**Office Expense:** This appropriation covers the cost of office and library supplies that are needed at each location. (See division budgets at Noah Webster Library for more specific information.) The account is increased but an offsetting reduction can be found in professional services.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. (See Management Division description for detail.)

**Professional Services:** This appropriation is used to fund presentations to the public in the rare instances that we are not able to get them at no charge. The account is increased but an offsetting reduction can be found in office expense.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See Technical Services budget for additional information.)

**Library Materials:** This appropriation is for the purchase of library materials, in all formats, for the branch collections. Each branch chooses materials that are geared to the interests of the population in its neighborhood while working closely with the Collection Development Coordinator. (See Public, Teen, and Children's Services budgets for more information.)

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

**COST CENTER: CHILDREN'S SERVICES**

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$207,692	\$220,463	\$103,555	\$220,528	\$224,966	2.0%
Temporary Payroll	135,704	127,870	55,685	127,870	131,996	3.2%
Overtime	1,448	1,293	977	1,294	1,323	2.3%
Office Expense	4,161	4,500	2,213	4,500	5,000	11.1%
Dues and Travel	635	637	394	637	637	
Professional Services	1,695	1,500	885	1,500	2,500	66.7%
Rental/Leases	10,695	10,000	10,000	10,000	10,000	
Library Materials	51,788	51,552	35,310	51,552	50,052	-2.9%
Social Security	<u>25,583</u>	<u>25,070</u>	<u>11,896</u>	<u>25,678</u>	<u>26,205</u>	4.5%
<b>TOTAL</b>	<b>\$439,401</b>	<b>\$442,885</b>	<b>\$220,915</b>	<b>\$443,559</b>	<b>\$452,679</b>	<b>2.2%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian III	1	1	1	1	1
Library Specialist	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS**

Staff are charged with providing reference and information services; maintaining the Children's materials collection by recommending items for purchase; weeding outdated and worn materials; balancing the topics and formats of the collection to meet local needs; providing computerized programs and Internet resources to enhance the materials collection, as well as training in their use; and providing age appropriate educational and recreational programs to highlight these services and resources. Twenty-five preschool story programs are offered weekly; special programs are offered throughout the year, especially during school and summer vacations, when the library runs a Summer Reading program in conjunction with West Hartford schools.

**Regular Payroll:** The Children's Services Division is staffed by 3 full-time positions at the Noah Webster Library. The budget for fiscal year 2017 reflects expected merit and cost-of-living adjustments.

**Temporary Payroll:** There are 12 part-time clerical and page positions (3.2 FTEs) in this division; four of these positions make up the hours that would have been worked by a former full-time position. Clerical positions circulate materials, assist with computer use, and provide patron service to fill out the daily schedule. Four part-time Library Specialists run programs both within and outside the library as well as providing help with Reader's Advisory and assistance with collection development. Wages for part-time staff who work Sundays are included in this line. Temporary payroll is adjusted for the anticipated impact of the increase to minimum wage, other wages and an additional day of operation (Lincoln's birthday).

**Overtime (Sunday Hours):** This appropriation is used to pay wages for full-time Children's Services staff who work on Sundays. As is the case in Public Services, when a full-time staff member works, they are paid a differential of \$30 (a contracted amount which has not changed since the 1980s) plus their hourly rate.

**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. The account is increased but an offsetting reduction can be found in library materials.

**Dues & Travel:** This appropriation is used to pay for travel for the division. Programs and materials are delivered to preschool programs throughout the town, especially for children who might not be taken to the library otherwise. For examples of workshops, see the Management Division description for details.

**Professional Services:** This appropriation is used to fund presentations to the public in the rare instances that we are not able to get them at no charge. Several grants fund special program series such as Sunday concerts for children. The account is increased but an offsetting reduction can be found in library materials.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget for details.)

**Library Materials:** This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, music CD's, and electronic materials. The children's room is a destination for many of the Town's families. This account is reduced (\$1,500) to fund needs in office expense and professional services.

**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>2014-15</u>	<u>Adopted</u> <u>2015-16</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2015-16</u>	<u>Adopted</u> <u>2016-17</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$61,647	\$66,244	\$ 31,432	\$66,665	\$70,189	6.0%
Temporary Payroll	28,030	32,028	14,197	32,028	32,912	2.8%
Office Expense	1,102	1,000	725	1,000	1,300	30.0%
Dues and Travel		100		100	100	
Professional Services	870	1,000	520	1,000	1,000	
Rental/Leases	2,500	2,500	2,500	2,500	2,500	
Library Materials	330	11,569	7,719	11,569	11,569	
Social Security	<u>6,628</u>	<u>7,457</u>	<u>3,537</u>	<u>7,457</u>	<u>7,729</u>	3.6%
<b>TOTAL</b>	<b>\$101,107</b>	<b>\$121,898</b>	<b>\$60,630</b>	<b>\$122,319</b>	<b>\$127,299</b>	<b>4.4%</b>

FULL-TIME POSITION SCHEDULE					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS**

The Librarian I is charged with providing reference and information services; maintaining the teen materials collection by recommending items for purchase; balancing the topics and formats of the collection to meet local needs; providing computerized programs and Internet resources to enhance the materials collection, as well as training in their use; and providing age appropriate educational and recreational programs to highlight these services and resources.

**Regular Payroll:** The Teen Services Division is staffed by one full-time position at the Noah Webster Library. The increase from the fiscal year 2016 results from an anticipated merit increase and cost-of-living adjustments.

**Temporary Payroll:** There are 3 part-time clerical positions (.9 FTE), in this division. The budget maintains the existing staff levels. Clerical positions assist with computer use and provide patron service to fill out the weekly schedule. The account is increased consistent with anticipated wage changes.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the teen area and that complement program offerings. (See Public Services Division for more detail.)

**Dues and Travel:** This appropriation funds registration for employees at relevant State sponsored workshops.

**Professional Services:** This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc.

**Rental/Leases:** The cost of the library's automated circulation system has been factored into each division's budget, based on the utilization by each. (See the Technical Services budget.)

**Library Materials:** This appropriation is for the purchase of library materials, in all formats, for the teen collection at the Noah Webster Library. The Teen Librarian also works with both branch libraries to ensure they have a small collection of materials that are suited for teen patrons. This includes books, periodicals and newspapers, DVD's and Blu Ray, music CD's, and electronic materials. Careful consideration is made of the age appropriateness of materials. For instance, DVDs purchased are rated PG-13 or below. Some of these materials are duplicated in the adult or children's collection based upon the interest and/or reading level of the material.

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

*Note: The Teen Room is not open until 2 pm on school days. Public Services staff can assist users at times when there is not an assigned staff member in the room.*

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

# BUDGET IN BRIEF

## WEST HARTFORD LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
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Library Grant	\$ 22,146	\$ 15,000	\$ 15,000	\$ 8,980
Charges for Copies	17,959	15,000	15,000	15,000
Interest Income	<u>148</u>	<u>          </u>	<u>100</u>	<u>          </u>
Total Revenue & Other Resources	\$ 40,253	\$ 30,000	\$ 30,100	\$ 23,980

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
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Library Operations	<u>\$ 37,238</u>	<u>\$ 69,461</u>	<u>\$ 69,561</u>	<u>\$ 23,980</u>
Total Expenditures	\$ 37,238	\$ 69,461	\$ 69,561	\$ 23,980

CHANGE IN FUND BALANCE	\$ 3,015	(\$ 39,461)	(\$ 39,461)	\$
BEGINNING BALANCE	\$ 36,446	\$ 39,461	\$ 39,461	\$
ENDING BALANCE	\$ 39,461	\$	\$	\$

**Fund: West Hartford Library Fund**  
**Department: Library**

**PURPOSE**

A budgeted fund used to account for the Connecticard Program which is funded via State grant. Other programs accounted for in this fund include the operation of the library’s copiers, which are supported by user charges, as well as other State grants and private foundation grants.

**LONG-TERM STRATEGY**

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$34,000	\$18,000	\$19,000	\$27,000	\$22,000
Charges for Copies	17,000	19,000	17,000	17,000	18,000
Interest Income					
<b>TOTAL REVENUES</b>	<b>\$51,000</b>	<b>\$37,000</b>	<b>\$36,000</b>	<b>\$44,000</b>	<b>\$40,000</b>
<b><u>Expenditures:</u></b>					
Library Operations	\$ 52,000	\$ 16,000	\$ 52,000	\$ 37,000	\$ 37,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 52,000</b>	<b>\$ 16,000</b>	<b>\$ 52,000</b>	<b>\$ 37,000</b>	<b>\$ 37,000</b>
<b>OPERATING RESULTS</b>	<b>(\$ 1,000)</b>	<b>\$ 21,000</b>	<b>(\$16,000)</b>	<b>\$ 7,000</b>	<b>\$ 3,000</b>
<b>FUND BALANCE</b>	<b>\$24,000</b>	<b>\$ 45,000</b>	<b>\$ 29,000</b>	<b>\$ 36,000</b>	<b>\$ 39,000</b>

**REVIEW OF PERFORMANCE**

The fund balance in the Library Fund increased \$3,000 in FY 2015, resulting in a balance of \$39,000 at June 30, 2015.

**FISCAL YEAR 2016 OPERATING RESULTS**

In fiscal year 2016, it is expected that the fund will earn \$15,000 in intergovernmental revenue, \$15,000 in charges for copies revenue, and \$100 in interest income. Estimated expenditures total \$69,561 and are comprised of operating expenses (\$15,000), office equipment and furniture (\$24,561) and computer equipment (\$30,000), fully expending fund balance.

**FISCAL YEAR 2017 BUDGET**

The fiscal year 2017 budgeted revenue includes copier charge revenue of \$15,000 and a library grant of \$8,980. Budgeted expenditures total \$23,980, comprised of operating expense (\$15,000), and computer equipment and furniture (\$8,980), with revenues and expenditures fully offsetting each other.

DEPARTMENT: LIBRARY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<u>GENERAL FUND</u>					
Director of Library Services	1	1	1	1	1
Office Operations Specialist		1	1	1	1
Administrative Assistant	1				
Librarian III	5	5	5	5	5
Librarian II	2	2	2	4	4
Librarian I	4	4	4	3	3
Library Specialist	5	5	6	5	5
Library Assistant	<u>6</u>	<u>6</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>TOTAL LIBRARY</b>	24	24	24	24	24

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**EDUCATION**

**WEST HARTFORD PUBLIC SCHOOLS**

**MISSION**

To inspire and prepare all students to realize their potential and enhance our global community.

**DISTRICT GOALS**

Goal One: Advance achievement for all students and reduce disparity between and among groups.

Goal Two: Nurture the intellectual, physical and emotional well-being of students and create a safe and respectful learning community where all students are held to high expectations.

Goal Three: Attract, retain and develop high quality staff by providing professional development, resources and appropriate learning environments.

<b>BUDGET SUMMARY EDUCATION SERVICES</b>					
<b><u>Revenues</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Education Cost Sharing					
Grant	\$18,364,058	\$18,181,174	\$19,867,867	\$19,867,867	9.3%
School Building Subsidy	141,804	136,277	136,277	131,467	-3.5%
School Transportation					
Grant	<u>256,021</u>	<u>181,304</u>	<u>173,305</u>	<u>119,418</u>	-34.1%
<b>TOTAL</b>	<b>\$18,761,883</b>	<b>\$18,498,755</b>	<b>\$20,177,449</b>	<b>\$20,118,752</b>	<b>8.8%</b>

<b>BUDGET SUMMARY EDUCATION SERVICES</b>					
<b><u>Expenditures</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Adopted 2015-16</u></b>	<b><u>Estimated 2015-16</u></b>	<b><u>Adopted 2016-17</u></b>	<b><u>Percent Change</u></b>
Education	<u>\$144,708,412</u>	<u>\$148,370,424</u>	<u>\$148,070,424</u>	<u>\$153,283,022</u>	3.3%
<b>TOTAL</b>	<b>\$144,708,412</b>	<b>\$148,370,424</b>	<b>\$148,070,424</b>	<b>\$153,283,022</b>	<b>3.3%</b>

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**NON-DEPARTMENTAL OVERVIEW**

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

<b>BUDGET SUMMARY NON-DEPARTMENTAL</b>						
	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Wages & Salaries	\$ 867,581	\$ 103,006	\$ 47,937	\$ 103,006	\$ 104,889	1.8%
Operating Expense	9,036,370	9,479,304	4,917,775	9,508,744	9,834,040	3.7%
Fringe Benefits	<u>28,440,732</u>	<u>30,080,245</u>	<u>20,157,041</u>	<u>30,312,689</u>	<u>33,794,788</u>	12.3%
<b>TOTAL</b>	<b>\$38,344,683</b>	<b>\$39,662,555</b>	<b>\$25,122,753</b>	<b>\$39,924,439</b>	<b>\$43,733,717</b>	<b>10.3%</b>

<b>Full-Time Positions:</b>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</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>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**SUMMARY OF EXPENDITURES BY PROGRAM**

<u>Program</u>	<u>Actual 2014-15</u>	<u>Adopted 2015-16</u>	<u>Actual 6 Months</u>	<u>Estimated 2015-16</u>	<u>Adopted 2016-17</u>	<u>Percent Change</u>
Probate Court	\$ 41,040	\$ 36,000	\$ 15,406	\$ 38,000	\$ 40,000	11.1%
General Fund Contingency		465,770		465,770	1,035,000	122.2%
Radio System Maintenance	380,539	409,066	268,857	409,506	421,921	3.1%
Private School Health Services	541,142	557,850		787,595	663,760	19.0%
Paramedic Services	281,534	195,000	100,833	222,000		-100.0%
Revaluation Litigation	11,096	25,000	16,872	25,000	25,000	
Health District Payment	485,285	494,974	247,487	494,974	503,532	1.7%
Non-Public School						
Transportation	734,343	842,330		845,029	867,262	3.0%
Employee Benefits						
Contributions	27,914,054	28,206,415	20,152,998	28,206,415	31,220,742	10.7%
Metropolitan District						
Commission	<u>7,955,650</u>	<u>8,430,150</u>	<u>4,320,300</u>	<u>8,430,150</u>	<u>8,956,500</u>	6.2%
<b>Total Department</b>	<b>\$38,344,683</b>	<b>\$39,662,555</b>	<b>\$25,122,753</b>	<b>\$39,924,439</b>	<b>\$43,733,717</b>	<b>10.3%</b>

**Probate Court Support:**

The Town of West Hartford is liable for payment of administrative expenses for the operation of the Probate Court. Based upon historical experience, these costs are expected to total \$40,000.

**General Fund Contingency:**

This appropriation reflects a contingency for unsettled union contracts.

**Radio System Maintenance:**

The cost of maintaining and operating the town-wide radio communications system is \$421,921 for fiscal year 2016, an increase of \$12,855 or 3.1% from the current year appropriation. The fiscal year 2017 budget reflects estimated cost-of-living adjustments. Increases are also budgeted in the radio maintenance (\$8,956) and land lease (\$1,239) line items.

**Private School Services Fund Subsidy:**

Included in the fiscal year 2017 budget is a subsidy of \$1,531,022 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$663,760) and transportation (\$867,262) services to the non-resident and resident children in West Hartford private schools. The subsidy for providing private school health increases \$105,910. This is attributed to an increase in the program's budget primarily due to increases in regular payroll for school nurses (\$10,860) which reflects merits and cost-of-living adjustments, temporary payroll (\$18,365), pension (\$19,802) and risk (\$9,216) allocations; and a reduction in the amount of State funding expected (\$46,232) based on experience. The subsidy for transportation services increases \$24,932 due to a contractual cost increase in fiscal year 2017 per the school bus transportation contract and a reduction of \$19,967 in the grant for non-public school transportation.

**Paramedic Services:**

This service has been provided by a private contractor, with medics and ambulances dispatched by the Emergency Response Center. This non-departmental appropriation represents the Town's contractual commitment to provide paramedic services to town residents. The current contract with the provider expired June 30, 2015. The budget assumes this contract will be extended until May 1, 2016, at which time the Fire Department will provide the service in-house.

**Revaluation Litigation:**

A total of \$25,000 is appropriated in fiscal year 2017 for costs associated with new or pending tax appeals of property assessments.

**Health District Payment:**

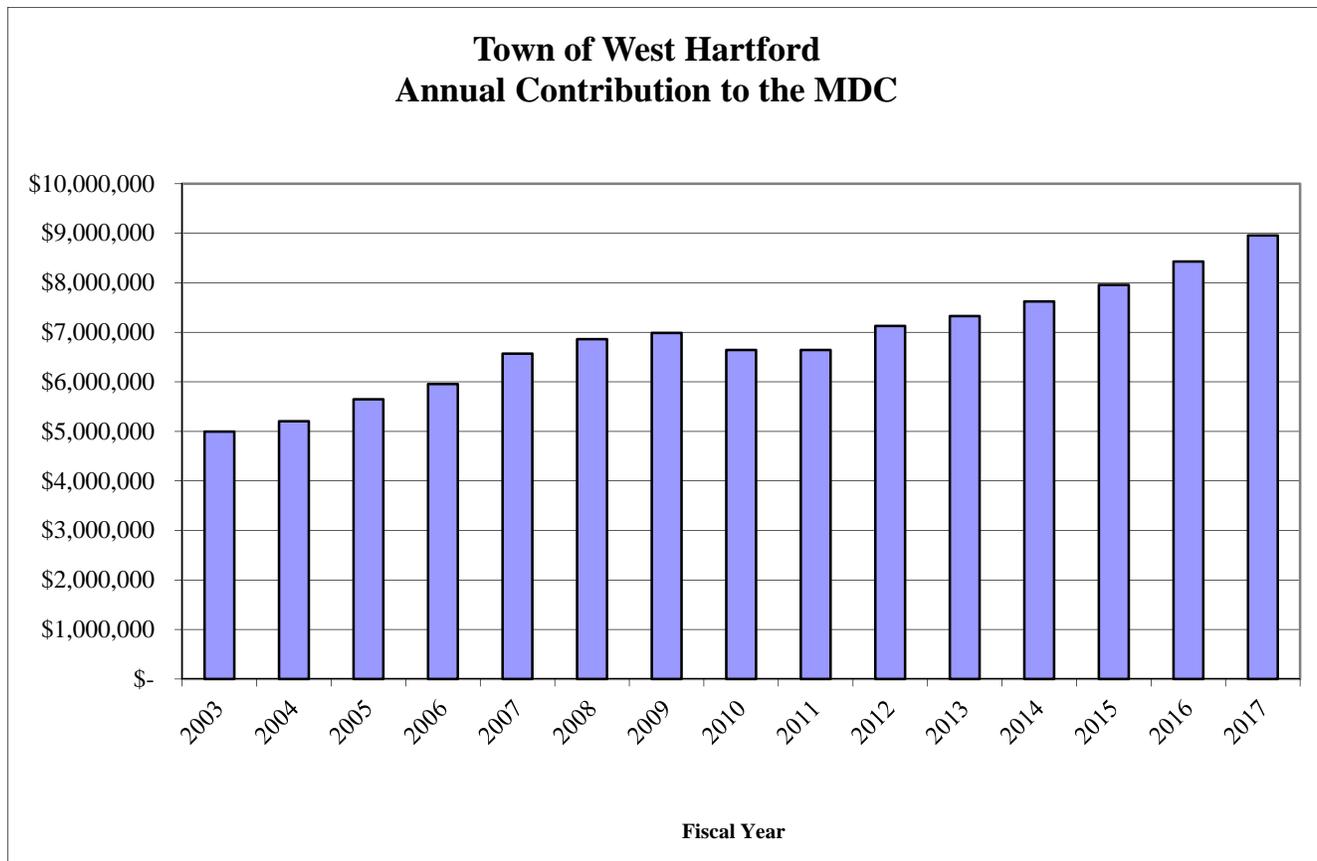
The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$503,532 for fiscal year 2017, an increase of \$8,558 from the current year based upon the district's budget. As in prior years, an additional \$100,000 is paid from the CDBG Fund.

**Employee Benefits Contributions:**

This appropriation represents the General Fund’s contribution to the Town’s Pension Fund and the Risk Management Fund, an internal service fund used to account for the Town’s risk management programs: workers’ compensation, Town health, heart and hypertension, self-insured programs and insured programs. The increase in the appropriation is primarily driven by three factors. First, the Town’s actuarially determined contribution to the Pension Fund increased from \$17,917,000 in fiscal year 2016 to \$20,551,000 in fiscal year 2017. This contribution is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The contribution for fiscal year 2017 is \$10,780,000, of which the Town is contributing \$7,872,000 and the Board of Education is contributing \$2,908,000. This represents an increase of \$600,000 for the Town from the prior year appropriation. Finally, the Town’s General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

**Metropolitan District Commission (MDC):**

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency’s adopted budget and apportioned to the member communities based upon the local property tax levy. The budget for fiscal year 2017 increases \$526,350 or 6.2% from fiscal year 2016. It should be noted that the amount paid by the Town includes no costs related to the Clean Water Project. That cost is being billed directly to water/sewer customers by the MDC. The Town’s annual contribution for the past fifteen years is depicted on the graph below.



# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

# BUDGET IN BRIEF

## PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Intergovernmental	\$ 779,678	\$ 777,396	\$ 582,706	\$ 711,197
Transfer In	<u>1,275,485</u>	<u>1,400,180</u>	<u>1,632,624</u>	<u>1,531,022</u>
Total Revenues & Other Resources	\$ 2,055,163	\$2,177,576	\$2,215,330	\$2,242,219

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Medical Care Services	\$ 1,220,893	\$1,267,841	\$1,305,595	\$1,327,519
Non-Public School Transportation	<u>834,270</u>	<u>909,735</u>	<u>909,735</u>	<u>914,700</u>
Total Expenditures & Other Uses	\$ 2,055,163	\$2,177,576	\$2,215,330	\$2,242,219

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

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**PURPOSE**

A budgeted fund the purpose of which is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of West Hartford children to private and parochial schools in Town and health services to these schools. The Town receives State grants and a transfer from the General Fund is made each year representing the local costs of the program.

**LONG-TERM STRATEGY**

This fund maintains a fund balance of zero as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$661,000	\$507,000	\$745,000	\$760,000	\$780,000
<b>TOTAL REVENUES</b>	<b>\$661,000</b>	<b>\$507,000</b>	<b>\$745,000</b>	<b>\$760,000</b>	<b>\$780,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$1,622,000	\$1,666,000	\$1,787,000	\$1,993,000	\$2,055,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,622,000</b>	<b>\$1,666,000</b>	<b>\$1,787,000</b>	<b>\$1,993,000</b>	<b>\$2,055,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>\$ 961,000</b>	<b>\$1,159,000</b>	<b>\$1,042,000</b>	<b>\$1,233,000</b>	<b>\$1,275,000</b>
<b>OPERATING RESULTS</b>	-	-	-	-	-
<b>FUND BALANCE</b>	-	-	-	-	-

**REVIEW OF PERFORMANCE**

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,275,000 in fiscal year 2015. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints, resulting in a higher required contribution from the Town.

**FISCAL YEAR 2016 OPERATING RESULTS**

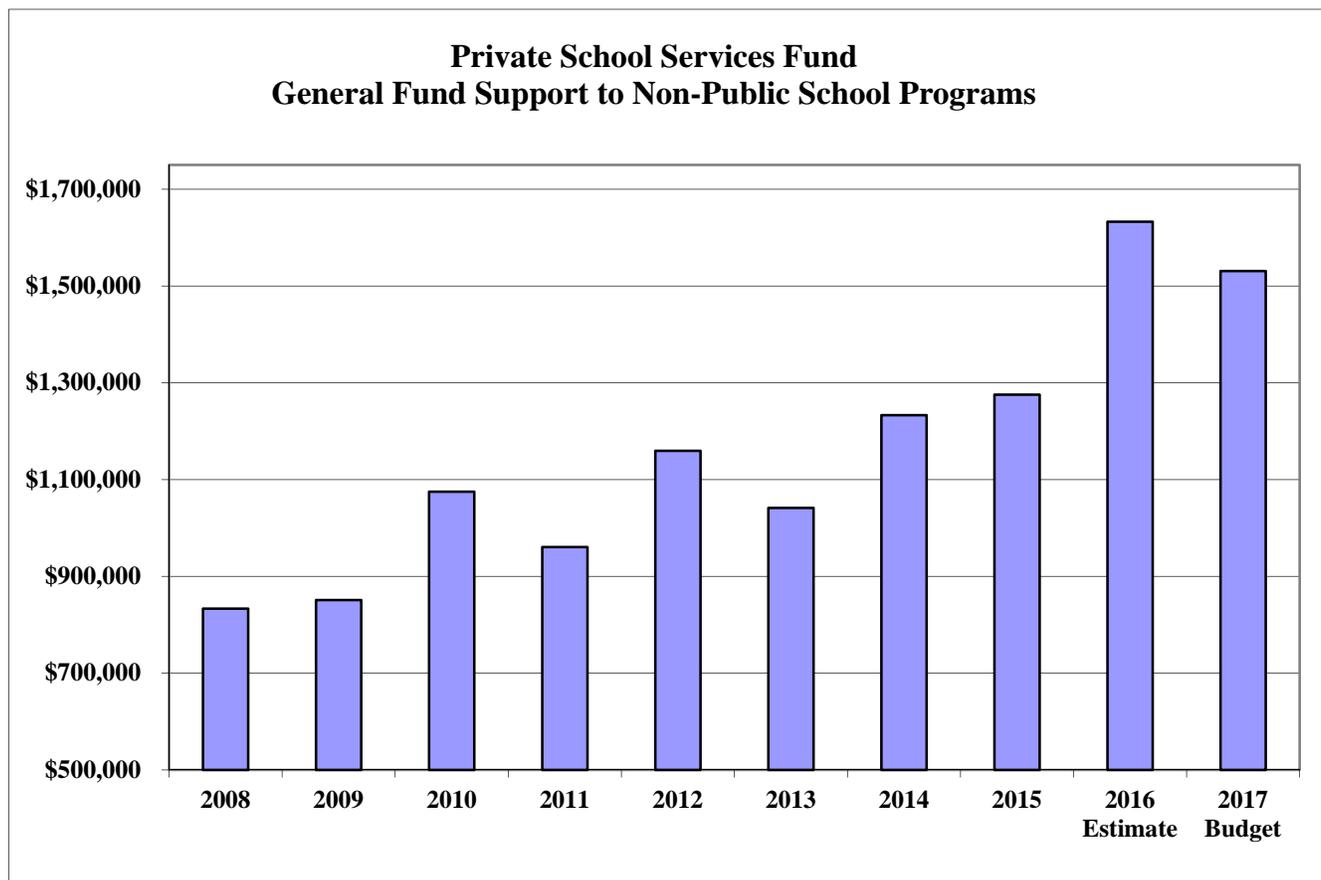
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,632,624. This is an increase from the amount budgeted due to a reduction in the amount received for the fiscal year 2015 medical services grant and to offset unbudgeted termination payroll.

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**FISCAL YEAR 2017 BUDGET**

Expenditures are projected to increase by \$64,643 in fiscal year 2017. Private school transportation is experiencing an increase (\$4,965) in bus costs under the contract for said services as well as a \$19,967 reduction in the State grant. The cost of medical services for non-public schools increases \$59,678 due to additional staff needed to provide health care at one additional private school and increases in pension and risk costs. The State reimbursement percentage for health services is budgeted at 50%, versus the 80% the Town should receive under existing State statutes.

<u>Full-Time Positions:</u>	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>
Senior Nurse	1	1	1	1	1
Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
<b>TOTAL</b>	9	9	9	9	9



# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

# BUDGET IN BRIEF

## BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Rental of Facilities	\$ 18,856	\$ 18,856	\$ 18,856	\$ 18,856
Interest Income	1,493	2,500	2,000	2,000
Transfer In	<u>3,707,021</u>	<u>3,661,885</u>	<u>3,705,436</u>	<u>3,693,496</u>
Total Revenues & Other Resources	\$ 3,727,370	\$ 3,683,241	\$ 3,726,292	\$ 3,714,352

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Capital Financing	\$ <u>3,921,500</u>	\$ <u>3,877,700</u>	\$ <u>3,877,700</u>	\$ <u>3,897,275</u>
Total Expenditures & Other Uses	\$ 3,921,500	\$ 3,877,700	\$ 3,877,700	\$ 3,897,275

CHANGE IN FUND BALANCE	(\$ 194,130)	(\$ 194,459)	(\$ 151,408)	(\$ 182,923)
BEGINNING BALANCE	\$ 1,166,398	\$ 972,268	\$ 972,268	\$ 820,860
ENDING BALANCE	\$ 972,268	\$ 777,809	\$ 820,860	\$ 637,937

**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, 2015, the BBS fund balance totaled \$972,268 (inclusive of the Capital Projects Reserve of \$395,176).

**FISCAL YEAR 2016 OPERATING RESULTS**

The estimate for fiscal year 2016 includes interest income of \$2,000 and rental of facilities of \$18,856. A transfer of \$3,705,436 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,991,436. Capital financing expenditures of \$3,877,700 represent interest and principal payments due in fiscal year 2016 on the fund's long-term debt.

**FISCAL YEAR 2017 BUDGET**

The budget for fiscal year 2017 includes interest income of \$2,000 and rental of facilities of \$18,856. A transfer of \$3,693,496 is expected from the WHC-SSD Fund representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,979,496. 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 are budgeted and represent interest and principal payments due in fiscal year 2017 on the fund's long-term debt.

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

#### WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Special Services District Tax	\$ 1,701,367	\$1,714,000	\$1,714,000	\$1,714,000
Parking Revenue	2,785,992	2,755,000	2,810,000	3,158,500
Parking Violation Revenue	145,431	125,000	125,000	125,000
Interest Income	<u>9,825</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Total Revenues & Other Resources	\$ 4,642,615	\$4,598,000	\$4,653,000	\$5,001,500

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Parking Operations	\$ 935,594	\$ 936,115	\$ 947,564	\$1,308,004
Transfer Out	<u>3,707,021</u>	<u>3,661,885</u>	<u>3,705,436</u>	<u>3,693,496</u>
Total Expenditures & Other Uses	\$ 4,642,615	\$4,598,000	\$4,653,000	\$5,001,500

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

**Fund: WHC – Special Services District Fund**  
**Department: Non-Departmental**

**PURPOSE**

The West Hartford Center – Special Services District Fund is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC – Special Services District Fund are transferred to the Town at year-end.

**LONG-TERM STRATEGY**

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

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

**FISCAL YEAR 2016 OPERATING RESULTS**

The fund expects to earn Special Services District Tax of \$1,714,000 for fiscal year 2016. In addition, with parking revenue and interest income estimated at \$2,939,000 and a related management fee of \$947,564, the fund expects to transfer \$3,705,436 to the BBS Fund.

**FISCAL YEAR 2017 BUDGET**

The budget for fiscal year 2017 assumes Special Services District taxes of \$1,714,000 and parking revenue and interest income of \$3,287,500. 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 2017 of \$1,308,004. This amount includes 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. These assumptions result in a net transfer to the BBS Fund of \$3,693,496 for fiscal year 2017.

DEPARTMENT: NON-DEPARTMENTAL

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2015-16	Adopted 2016-17
	2013-14	2014-15	2015-16		
<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	1	1	1	1	1
<u>PRIVATE SCHOOL HEALTH</u>					
Senior School Nurse	1	1	1	1	1
School Nurse	$\frac{8}{8}$	$\frac{8}{8}$	$\frac{8}{8}$	$\frac{8}{8}$	$\frac{8}{8}$
TOTAL PRIVATE SCHOOL SERVICES FUND	9	9	9	9	9
TOTAL NON-DEPARTMENTAL – ALL FUNDS	10	10	10	10	10

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**CAPITAL FINANCING**

This program is responsible for developing and administering the capital financing program for the Town and Board of Education.

<b>BUDGET SUMMARY CAPITAL FINANCING</b>						
	<b>Actual 2014-15</b>	<b>Adopted 2015-16</b>	<b>Actual 6 Months</b>	<b>Estimated 2015-16</b>	<b>Adopted 2016-17</b>	<b>Percent Change</b>
Debt Administration	\$ 79,197	\$ 90,000	\$	\$ 90,000	\$ 90,000	
Transfer for Debt						
Service	13,914,144	15,029,984	7,171,859	15,029,984	15,988,411	6.4%
Transfer to CNRE	<u>2,815,000</u>					
<b>Total Department</b>	<b>\$16,808,341</b>	<b>\$15,119,984</b>	<b>\$7,171,859</b>	<b>\$15,119,984</b>	<b>\$16,078,411</b>	<b>6.3%</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town’s capital financing policy).

Bonded debt service is \$16,438,411 for fiscal year 2017. Of this amount, \$15,988,411 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 \$450,000 is funded by bond premiums received from previous Town bond issuances. The fiscal year 2017 budget includes no transfer to the CNRE Fund, as capital projects will be funded to the extent possible from current year surplus. Fiscal year 2017 debt service costs are partially offset by \$131,467 in school construction reimbursement grant revenue from the State of Connecticut.

# TOWN OF WEST HARTFORD

## Fiscal Year 2016-2017

### BUDGET IN BRIEF

### DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Use of Bond Premium	\$ 350,000	\$ 700,000	\$ 700,000	\$ 450,000
Transfer In	<u>13,914,144</u>	<u>15,029,984</u>	<u>15,029,984</u>	<u>15,988,411</u>
Total Revenues & Other Resources	\$14,264,144	\$15,729,984	\$15,729,984	\$16,438,411

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Debt Service	\$13,914,144	\$15,729,984	\$15,729,984	\$16,438,411
Transfer to Leisure Services Fund	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>250,000</u>
Total Expenditures & Other Uses	\$13,914,144	\$15,729,984	\$15,729,984	\$16,688,411

CHANGE IN FUND BALANCE	\$ 350,000	\$	\$	(\$ 250,000)
BEGINNING BALANCE	\$	\$ 350,000	\$ 350,000	\$ 350,000
ENDING BALANCE	\$ 350,000	\$ 350,000	\$ 350,000	\$ 100,000

## **Debt Service Fund**

### **PURPOSE**

A fund established in fiscal year 2010 to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs.

### **LONG-TERM STRATEGY**

This fund will be used to accumulate resources for the payment of long-term debt in order to reduce the financial impact of these obligations on the General Fund.

### **REVIEW OF PERFORMANCE**

The initial funding for the Debt Service Fund came from a bond premium from a previous debt issuance and \$2,758,897 of proceeds received by the Town for a litigation settlement. These proceeds were used over a three year period (fiscal years 2011 through 2013) to reduce the General Fund appropriation based upon the Town's capital financing model. The Town's February 2014 bond issuance generated approximately \$1,894,000 and the February 2015 bond issuance generated approximately \$278,000 in bond premium which are recorded as deferred revenue and will be used to offset debt service over a multi-year period.

### **FISCAL YEAR 2016 OPERATING RESULTS**

In fiscal year 2016, a transfer from the General Fund of \$15,029,984 and use of \$700,000 in bond premium funds debt service payments, resulting in no change to fund balance. The Town issued \$14,000,000 in 15 year General Obligation bonds in February 2016 at a true interest cost of 2.030%. Net bond premium from this sale was \$509,783, which will be used over a multi-year period.

### **FISCAL YEAR 2017 BUDGET**

The budget for fiscal year 2017 reflects a transfer in from the General Fund of \$15,988,411 and use of \$450,000 in bond premium to fund debt service payments of \$16,438,411. In addition, accumulated fund balance in the amount of \$250,000 will be used 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. As such, reimbursement is being made to the Leisure Services Fund from accumulated resources. Exclusive of any premium received on the planned debt issuance in fiscal year 2017, unused bond premium at June 30, 2017 will be \$1,181,493.

**TOWN OF WEST HARTFORD**  
**Fiscal Year 2016-2017**  
**BUDGET IN BRIEF**  
**CAPITAL NON-RECURRING**  
**EXPENDITURE FUND**

REVENUES AND OTHER RESOURCES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
FEMA Grant	\$	\$ 200,340	\$ 200,340	\$
Transfer In	<u>2,997,104</u>	<u>100,000</u>	<u>275,500</u>	_____
Total Revenues & Other Resources	\$2,997,104	\$ 300,340	\$ 475,840	\$

EXPENDITURES AND OTHER USES	ACTUAL 2014-2015	ADOPTED 2015-2016	ESTIMATED 2015-2016	ADOPTED 2016-2017
Capital Outlay	\$ 93,750	\$ 784,100	\$ 783,848	\$
Transfer Out	<u>1,640,000</u>	<u>175,500</u>	<u>175,500</u>	<u>1,173,000</u>
Total Expenditures & Other Uses	\$1,733,750	\$ 959,600	\$ 959,348	\$1,173,000

CHANGE IN FUND BALANCE	\$ 1,263,354	(\$ 659,260)	(\$ 483,508)	(\$1,173,000)
BEGINNING BALANCE	\$ 657,498	\$ 1,920,852	\$ 1,920,852	\$ 1,437,344
ENDING BALANCE	\$ 1,920,852	\$ 1,261,592	\$ 1,437,344	\$ 264,344

## Capital & Non-Recurring Expenditure Fund

**PURPOSE**

A budgeted fund created pursuant to CGS Section 7-360 to account for resources accumulated for capital projects or equipment purchases.

**LONG-TERM STRATEGY**

The Fund is a critical element of the Town’s capital financing strategy. The Capital & Non-Recurring Expenditure (CNRE) Fund is utilized to facilitate transfers from the General Fund to be appropriated for capital projects and to accumulate proceeds from unexpended balances in capital project accounts after projects have been completed. The Fund makes a contribution each year to the capital improvement program for project financing. A transfer out represents this fund’s contribution to the Capital Projects Fund.

**FUND PERFORMANCE:**

<b>Five Year History of Operating Results</b>					
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$	\$	\$	\$18,000	\$
Miscellaneous		2,000			
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>\$ 2,000</b>	<b>\$</b>	<b>\$18,000</b>	<b>\$</b>
<b><u>Expenditures:</u></b>					
Capital Outlay	252,000	115,000	266,000	351,000	94,000
<b>TOTAL EXPENSES</b>	<b>\$252,000</b>	<b>\$115,000</b>	<b>\$266,000</b>	<b>\$351,000</b>	<b>\$94,000</b>
<b><u>Transfers:</u></b>					
Transfers In	\$1,005,000	\$157,000	\$1,595,000	\$1,704,000	\$2,997,000
Transfers Out	(140,000)	(928,000)	(1,097,000)	(1,144,000)	(1,640,000)
<b>NET TRANSFERS</b>	<b>815,000</b>	<b>(771,000)</b>	<b>498,000</b>	<b>560,000</b>	<b>1,357,000</b>
<b>OPERATING RESULTS</b>	<b>563,000</b>	<b>(884,000)</b>	<b>232,000</b>	<b>227,000</b>	<b>1,263,000</b>
<b>FUND BALANCE</b>	<b>\$1,082,000</b>	<b>\$198,000</b>	<b>\$430,000</b>	<b>\$657,000</b>	<b>\$1,920,000</b>

**Fund: Capital & Non-Recurring Expenditure Fund**  
**Department: Non-Departmental**

**REVIEW OF PERFORMANCE**

In fiscal year 2015, revenue consisted of transfers from the General Fund of \$2,815,000, \$94,000 in use of Capital Reserves, and \$88,104 from closed or revised capital projects. Expenditures in the fund totaled \$1,733,750, and consisted of capital equipment purchases (\$93,750) and transfers for capital projects (\$1,640,000), resulting in an increase of \$1,263,354 in fund balance. At June 30, 2015, the CNRE fund had unreserved, undesignated fund balance of \$1,920,852.

**FISCAL YEAR 2016 OPERATING RESULTS**

In fiscal year 2016, \$100,000 was transferred in from the Westmoor Park Fund and \$175,500 is used from Capital Reserves. After expenditures of \$959,348, the Fund will have fund balance of \$1,437,344 as of June 30, 2016.

**FISCAL YEAR 2017 BUDGET**

The budget reflects no transfer from the General Fund to fund capital projects in fiscal year 2017. Fund balance of \$1,173,000 will be transferred for capital purchases, in accordance with the fiscal year 2017-2028 Capital Improvement Plan (CIP).

**FISCAL YEAR 2016-2017 and 2017-2018 CAPITAL BUDGETS**

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2017 and 2018. 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, 2017-2028. Of the \$52,223,000 in capital project funding for program years one and two, \$38,051,000 or 73% is to be funded via bonds. An additional \$2,226,000 or 4% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$11,946,000 or 23% 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 2017 and 2018 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 (\$250,000), radio system replacement (\$5,400,000), new Hall High School science labs (\$12,800,000), and phase one of the recycling modernization project (\$200,000).

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.

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**ANNUAL BUDGET 2016-2017**

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The tables below summarize the fiscal years 2017 and 2018 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2017 and 2018 projects are also included in this section.

PROGRAM YEARS 1 – 2

FINANCING SUMMARY

	<u><b>2017</b></u>	<u><b>2018</b></u>	<u><b>Total</b></u>
Long-Term Debt Funding	\$21,060,000	\$16,991,000	\$38,051,000
CNRE Contribution	1,173,000	1,053,000	2,226,000
Grants	8,383,000	3,463,000	11,846,000
Other	<u>                    </u>	<u>100,000</u>	<u>100,000</u>
<b>TOTAL</b>	<b>\$30,616,000</b>	<b>\$21,607,000</b>	<b>\$52,223,000</b>

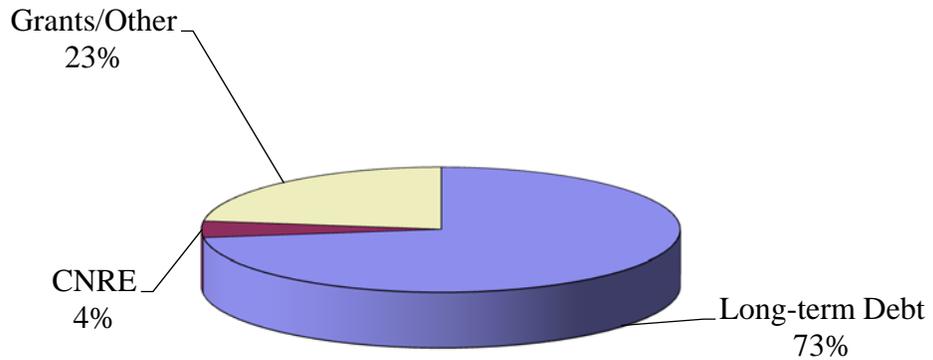
PROGRAM YEARS 1 – 2

PLANNING SUMMARY

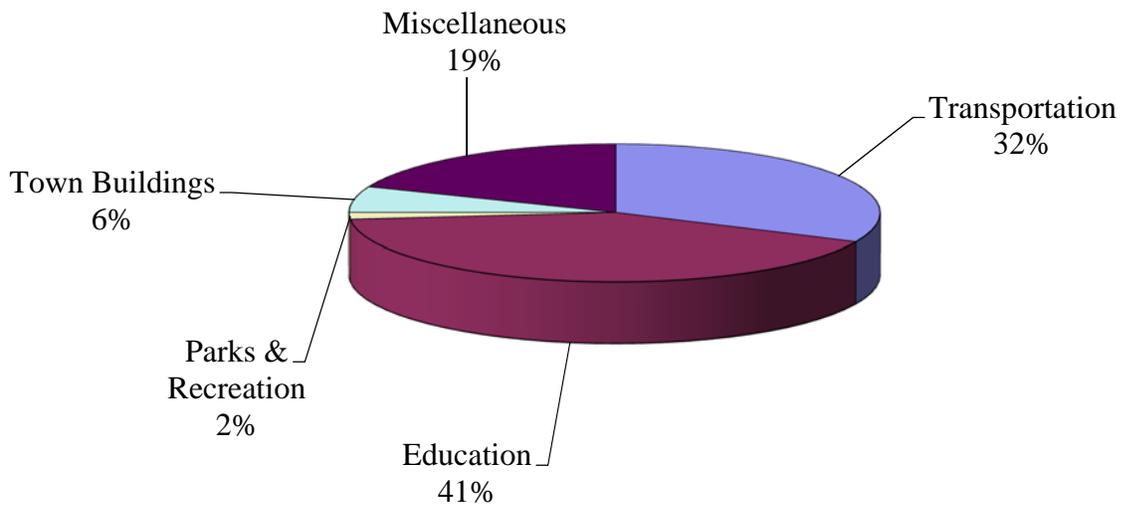
	<u><b>2017</b></u>	<u><b>2018</b></u>	<u><b>Total</b></u>
Transportation & Circulation	\$11,265,000	\$5,434,000	\$16,699,000
Education	10,790,000	10,850,000	21,640,000
Parks & Recreation	303,000	537,000	840,000
Town Building Improvements	1,570,000	1,614,000	3,184,000
Miscellaneous Improvements	<u>6,688,000</u>	<u>3,172,000</u>	<u>9,860,000</u>
<b>TOTAL</b>	<b>\$30,616,000</b>	<b>\$21,607,000</b>	<b>\$52,223,000</b>

# Fiscal Years 2017 & 2018 Capital Budget Summary

## By Financing Source



## By Planning Category



**Town of West Hartford, Connecticut  
Comprehensive Capital Financing Policy**

**March 2016**

**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 \$2,709 in FY 2017 (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:

<b>Purpose</b>	<b>% of Base</b>	<b>Limitation (000’s)</b>	<b>Margin (000’s)</b>
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

<b>Purpose</b>	<b>Interest Rates</b>	<b>Amount (000’s)</b>
General Public Improvements	2.00 – 5.00%	\$102,433
Schools	2.00 – 5.00%	80,085
Sewers		<u>132,085</u>
<b>Total Bond Indebtedness</b>		<b>\$314,603</b>

TOWN COUNCIL ADOPTED  
SUMMARY OF CAPITAL IMPROVEMENTS  
PROGRAM YEAR 2016-2017  
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,390	\$	\$	\$	\$1,390
Neighborhood Street Reconstruction	1,532				1,532
Park Road Interchange	509		4,579		5,088
Pedestrian & Bicycle Management	848		224		1,072
Storm Water Management	373	255			628
Street Resurfacing	1,473				1,473
Traffic System Management	<u>      </u>	<u>82</u>	<u>      </u>	<u>      </u>	<u>82</u>
Sub-Total	6,125	337	4,803	0	11,265
<b><u>EDUCATION</u></b>					
Asbestos Removal	155		70		225
Computer Infrastructure		300			300
Exterior School Building Improvements	690		460		1,150
Furniture & Equipment Replacement		175			175
Hall Science Labs	3,840		2,560		6,400
Heating & Ventilation Systems	800				800
Interior School Building Improvements	750		190		940
School Security	250		100		350
Site and Athletic Field Improvements	250				250
Stage & Auditorium Renovations	<u>200</u>	<u>      </u>	<u>      </u>	<u>      </u>	<u>200</u>
Sub-Total	6,935	475	3,380	0	10,790
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements		75			75
Park & Playfield Improvements	100				100
Park & Playscape Management		78			78
Sitework – Recreational Facilities	<u>50</u>	<u>      </u>	<u>      </u>	<u>      </u>	<u>50</u>
Sub-Total	150	153	0	0	303
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Energy Conservation	100				100
Town Building Improvements	<u>1,470</u>	<u>      </u>	<u>      </u>	<u>      </u>	<u>1,470</u>
Sub-Total	1,570	0	0	0	1,570
<b><u>MISCELLANEOUS IMPROVEMENTS</u></b>					
Communications Infrastructure	500	208			708
Public Safety Facility	100				100
Public Works Rolling Stock	780				780
Radio System Replacement	4,900				4,900
Recycling Center	<u>      </u>	<u>      </u>	<u>200</u>	<u>      </u>	<u>200</u>
Sub-Total	6,280	208	200	0	6,688
<b>TOTAL</b>	<b><u>\$21,060</u></b>	<b><u>\$1,173</u></b>	<b><u>\$8,383</u></b>	<b><u>\$0</u></b>	<b><u>\$30,616</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Arterial Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,390,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,390,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of an arterial/collector roadway. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways or neighborhood streets. Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes and on-street parking, drainage systems, and more sustainable curbing material.

Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc. Work on King Philip Drive from Parsons Drive to Mohawk Drive is planned in 2016.

On an annual basis, the Engineering Division performs pavement condition evaluations, which rates the entire Town-maintained roadway network into 5 categories; Excellent, Good, Fair, Poor, and Extremely Poor. Based on this year's evaluation, 39 percent or 23 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

<b>Project Title</b>		Neighborhood Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,532,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,532,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

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.

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.

The goal is to annually reconstruct 1 mile of the Town's neighborhood streets. Some of the roadways planned for reconstruction in 2016 include Thomson Road, Milton Street, and Lemay Street.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Park Road Interchange			
<b>Department</b>	Community Services	<b>Funding Schedule</b>	Program Year: \$5,088,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$5,088,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	
		Bonds	\$ 509,000
		Grants	\$4,579,000
 <b>Description &amp; Justification</b>			
<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>Construction on the Park Road at Interstate 84 Interchange project is anticipated to start in 2017 and may extend into 2019. The construction cost is estimated to be \$5.09 million, with the cost funded by Federal (80%), State (10%) and Town (10%) sources.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Pedestrian and Bicycle Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,072,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,072,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$848,000
		Grants	\$224,000

### Description & Justification

This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town receives and completes approximately 300 sidewalk work orders each year. However, there is an outstanding list of approximately 1,300 sidewalk work orders. The sidewalk system also provides a neighborhood enhancement and benefits school children, patrons of businesses throughout town, and recreational users.

In addition to the sidewalk system, the Town will continue to design and construct on and off street bicycling options across the Town, such as the Trout Brook Multi-Use Trail, which when complete will stretch from Asylum Avenue to New Park Avenue. To date, the trail is complete from Farmington Avenue to Park Road and from Jackson Avenue to New Park Avenue. The Town received approval to design and construct the trail section from Farmington Avenue to Fern Street through the Connecticut Department of Energy and Environmental Protection's Recreation Trails Program. The estimated construction cost is \$330,000 with grant funds of \$224,000 and the balance funded by the Town. In addition, the Town received a commitment to fund the trail section from Fern Street to Duffield Drive at a construction cost of \$355,000. The Town will fund design costs for this section.

For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways.

In order to address the upcoming trail construction, the ever increasing number of sidewalk deficiencies, retaining wall failures, and the increasing demand for a comprehensive bicycling network, the funding schedule for this project was increased.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$628,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$628,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$373,000
		Capital Non-Recurring Expenditure Fund	\$255,000

### **Description & Justification**

This capital program maintains the complex Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next few years, the Town plans to complete a comprehensive mapping of the entire drainage system.

Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.

This program will include the creation of a new Stormwater Management Plan, as required by the State of Connecticut Department of Energy and Environmental Protection, which includes a Town-wide storm drainage system inventory.

Inspections of the Town's storm pipes occur annually and on an as needed basis to investigate flooding or pavement failures especially prior to a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe repairs, which average \$210,000 per year.

The Public Works Department replaces all necessary catch basins in conjunction with the Town's street programs. On the average, 150 catch basins are replaced every year at a cost of approximately \$100,000.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Street Resurfacing	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,473,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,473,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt over the past five years, the Town has only been able to resurface an average of 7.5 miles during this period of time.

The street selections for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 35 percent or 76 miles is in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; and paving the roadway. In some cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Traffic System Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$82,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$82,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	

### **Description & Justification**

This Capital Improvement Program addresses the replacement of the Town's 61 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, 2 miles of guiderail, and the Town's street lighting system. Proper operating condition of these traffic control devices greatly improves safety to the mobile public.

In the past 7 years, 45 of the Town's traffic signals were replaced. Of the remaining 16 traffic signals, 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.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Asbestos Removal	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$225,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$225,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$155,000
		State Grant	\$70,000

### **Description & Justification**

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.

Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Computer Infrastructure	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$300,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$300,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	

### **Description & Justification**

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Exterior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$1,150,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,150,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$690,000
		State Grant	\$460,000

### **Description & Justification**

With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to the partial roof replacement at King Philip.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Furniture and Equipment Replacement	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$175,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$175,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	

### **Description & Justification**

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are four categories of items included in this replacement program.

**Classrooms and Laboratories**– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

**Administrative** – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

**Cafeteria** – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

**Equipment** – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

**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 and equipment throughout the system.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Hall Science Labs			
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	Program Year: \$6,400,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$6,400,000
<b>Project Duration</b>	Year 1 of 2	<b>Funding Source(s)</b>	
		Bonds	\$3,840,000
		State Grant	\$2,560,000

### 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.

The total anticipated cost of the Hall Science Labs is \$12,800,000. The Town expects to receive a total of \$5,120,000 in State aid to offset the total cost.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Heating and Ventilation Systems	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$800,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$800,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This program provides for the replacement of existing boilers and upgrades to existing HVAC systems some of which have performed well beyond their useful life. Replacement boilers are typically more energy efficient and include a greater amount of programmable auxiliary controls. Reconfigured piping is often necessary. New temperature controlled gas burners are included, as are requisite improvements to the gas piping. Associated breeching, dampers and needed chimney repairs are included.</p> <p>Good preventive maintenance practice dictates that major building components be repaired or replaced, if necessary, before problems arise. Few components of a building are as essential as a dependable boiler. Boiler failures can cause major problems to the educational process as well as unanticipated major expense during the middle of a fiscal year.</p> <p>This funding will go toward the replacement of the boiler at Smith School.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Interior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$940,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$940,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$750,000
		State Grant	\$190,000

### **Description & Justification**

School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.

The school system has 11 elementary schools, 3 middle schools, and 2 high schools, that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.

Improvements this year will include floor replacement at Sedgwick and Wolcott, refurbishment of the Smith science lab, replacement of the Conard gym floor, and painting at Wolcott and Sedgwick.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		School Security	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$350,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$350,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$250,000
		State Grant	\$100,000

### **Description & Justification**

This project will address various security improvements at all school facilities. Included in the project are card access entry systems, exterior lock changes, installation of a “panic button” and automatic building wide notification systems at all schools. The project will also upgrade the existing exterior camera systems at secondary schools to provide for secure internet access to video by administrative and public safety personnel.

These investments will improve the security at all school buildings. This year’s allocation will go toward replacement of classroom doors throughout the system.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Site and Athletic Field Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$250,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$250,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	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.

The funding will go toward replacement of Conard bleachers.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Stage & Auditorium Renovations	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$200,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$200,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.

The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the Winter Concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.

Funding will be allocated this year for seating at Norfeldt in the summer of 2016 and resurfacing of the stage floors at Conard and Hall.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Outdoor Pool Improvements	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$75,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$75,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	
<b>Description &amp; Justification</b>			
<p>The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize down-time at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Park & Playfield Improvements	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$100,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$100,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

This is a cooperative program between the Town and the Board of Education to expand, upgrade and improve West Hartford's athletic fields. It is the intent of both the Town and schools to prioritize the major needs and attempt to address concerns as funding becomes available. Recommendations include a reorganization of certain fields, total reconstruction of poor fields, irrigation, regrading and re-seeding of designated fields.

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.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Park & Playscape Management	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$78,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$78,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	\$78,000

### **Description & Justification**

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.

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.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Sitework – Recreational Facilities	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$50,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$50,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This project will repair and repave parking lots at recreational facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility for the elderly and residents who are handicapped.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Energy Conservation	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	
		Program Year:	\$100,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$100,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.</p> <p>Natural gas 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.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Town Building Improvements	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	
		Program Year:	\$1,470,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$1,470,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This 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

<b>Project Title</b>		Communications Infrastructure	
<b>Department</b>	Information Technology Services	<b>Funding Schedule</b>	
		Program Year:	\$708,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$708,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$500,000
		Capital Non-Recurring Expenditure Fund	\$208,000

### **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

<b>Project Title</b>		Public Safety Facility	
<b>Department</b>	Fire Services & Police Services	<b>Funding Schedule</b>	Program Year: \$100,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$100,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>Currently, Fire and Police Services utilize space at Brixton Street as a training site. At this time the space, built in 1980, is in need of repair. Funds will be used to study the best use of this space to maximize utilization for both public safety departments and will determine what repairs or renovations are required. The future of the Town's police range, dog pound, fire tower and public safety classroom space will all be considered as part of this study.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Public Works Rolling Stock	
<b>Department</b>	Public Works	<b>Funding Schedule</b>	
		Program Year:	\$780,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$780,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	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.

Also included in this appropriation is \$620,000 for equipment that will be needed to comply with Connecticut Department of Energy and Environmental Protections' Municipal Separate Storm Sewer System (MS4) permit requirements. It is anticipated that the Town will need to purchase a street sweeper (\$220,000) and a vactor (\$400,000) in order to perform necessary services. The remainder of the funding will be used for the replacement of other existing rolling stock.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Radio System Replacement	
<b>Department</b>	Police Services	<b>Funding Schedule</b>	
		Program Year:	\$4,900,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$4,900,000
<b>Project Duration</b>	Year 1 of 2	<b>Funding Source(s)</b>	Bonds

### Description & Justification

The Town's current 3-site, 800 megahertz analog radio system backbone was purchased and installed in 1999. Between 2008 and 2010, the Town replaced many of its portable and mobile radios as part of a national re-banding program at no cost to the Town. Some components of that backbone infrastructure (controllers and GPS units) were upgraded with Capital Improvement Funding in 2009 and 2010 to keep the system operational until 2015, when Motorola support for the existing system would expire. During that same period, the Town also replaced the remaining portable and mobile radios that were outdated and could no longer be supported by the equipment maintenance contract. Through a Federal fire grant the Town also invested in a microwave communications system that replaced the original T-1 telephone communications system. This system coordinates the remote radio sites and the master site located at Raymond Road. Since its installation, the system has operated flawlessly through snowstorms, recent hurricanes and Winter Storm Alfred. The Town has also re-located its main radio tower site to the WCCC tower site on Albany Avenue in West Hartford.

After 2015, Motorola, the manufacturer and maintainer of the Town's system equipment, will no longer guarantee replacement parts for the current backbone components of the Town's radio system. The Town can continue operating in this mode, but jeopardizes system operation in the event of a failure in the equipment or equipment components located at the main equipment site on Raymond Road or at any of the three remote sites (Albany Avenue, Hamilton Heights & Avery Heights in Hartford). This is especially critical for the Public Safety radio system users (approximately 250 mobiles and portables) who rely on the radio system for emergency communications and support.

Anticipating the need to replace the current radio system, representatives from Motorola were asked to provide the Town with an estimated cost for migrating to a digital radio system, utilizing existing backbone equipment and field units wherever possible.

As part of the process, the Town hired a radio system consultant, utilizing existing Radio System CIP funds, to review the components of the Motorola proposal and make recommendations for opportunities in migrating to a digital format, including broadband data capability and interoperability with Towns that border West Hartford. The consultant may also assist the Town in preparing an RFP for a new digital radio system, reviewing the proposal submitted and working with the Town to oversee the installation.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Recycling Center	
<b>Department</b>	Public Works	<b>Funding Schedule</b>	
		Program Year:	\$200,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2016-2017	Total Cost:	\$200,000
<b>Project Duration</b>	Year 1 of 2	<b>Funding Source(s)</b>	Grants

### **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.

Funds included in year one will fund an environmental assessment, site investigation and hazardous buildings materials assessment. These first phases will be funded by a grant awarded by the State, through the Department of Economic and Community Development's Remedial Action and Redevelopment Municipal Grant Program.

TOWN COUNCIL ADOPTED  
SUMMARY OF CAPITAL IMPROVEMENTS  
PROGRAM YEAR 2017-2018  
(IN THOUSANDS)

	BONDS	CNRE	GRANTS	OTHER	TOTAL
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,442	\$	\$	\$	\$1,442
Neighborhood Street Reconstruction	1,578				1,578
North Main Street Bridge Rehabilitation	200				200
Pedestrian & Bicycle Management	470				470
Storm Water Management	454		63		517
Street Resurfacing	943				943
Traffic System Management	<u>200</u>	<u>84</u>	<u>—</u>	<u>—</u>	<u>284</u>
Sub-Total	5,287	84	63	0	5,434
<b><u>EDUCATION</u></b>					
Asbestos Removal	155		70		225
Computer Infrastructure		300			300
Exterior School Building Improvements	890		560		1,450
Furniture & Equipment Replacement		175			175
Hall Science Labs	3,840		2,560		6,400
Heating & Ventilation Systems	800				800
Interior School Building Improvements	840		210		1,050
Site and Athletic Field Improvements	250				250
Stage & Auditorium Renovations	<u>200</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>200</u>
Sub-Total	6,975	475	3,400	0	10,850
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements		80			80
Park & Playfield Improvements	125				125
Park & Playscape Management		182		50	232
Rockledge Improvements				50	50
Sitework – Recreational Facilities	<u>50</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>50</u>
Sub-Total	175	262	0	100	537
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Energy Conservation	100				100
Town Building Improvements	<u>1,514</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>1,514</u>
Sub-Total	1,614	0	0	0	1,614
<b><u>MISCELLANEOUS IMPROVEMENTS</u></b>					
Communications Infrastructure	500	232			732
Financial Management System	250				250
Fire Apparatus	1,170				1,170
Public Works Rolling Stock	620				620
Radio System Replacement	<u>400</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>400</u>
Sub-Total	2,940	232	0	0	3,172
<b>TOTAL</b>	<b><u>\$16,991</u></b>	<b><u>\$1,053</u></b>	<b><u>\$3,463</u></b>	<b><u>\$100</u></b>	<b><u>\$21,607</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Arterial Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,442,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,442,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

This Capital Improvement Program provides the funding necessary to address the reconstruction needs of an arterial/collector roadway. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways or neighborhood streets. Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes and on-street parking, drainage systems, and more sustainable curbing material.

Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc. Work on King Philip Drive from Tumblebrook Lane to Parsons Drive is planned for 2017.

On an annual basis, the Engineering Division performs pavement condition evaluations, which rates the entire Town-maintained roadway network into 5 categories; Excellent, Good, Fair, Poor, and Extremely Poor. Based on this year's evaluation, 39 percent or 23 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

<b>Project Title</b>		Neighborhood Street Reconstruction	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$1,578,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,578,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<b>Description &amp; Justification</b>			
<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

<b>Project Title</b>		North Main Street Bridge Rehabilitation	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$200,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$200,000
<b>Project Duration</b>	Year 1 of 2	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></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

<b>Project Title</b>		Pedestrian and Bicycle Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$470,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$470,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This capital program addresses the needs of the pedestrians and bicyclists throughout the Town. The Town of West Hartford maintains an extensive system of 300 miles of sidewalks. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. 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.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$517,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$517,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$454,000
		Grants	\$ 63,000

### **Description & Justification**

This capital program maintains the complex Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe. In the next few years, the Town plans to complete a comprehensive mapping of the entire drainage system.

Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.

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 \$260,000.

The State of Connecticut Department of Transportation granted funds to the Town for the rehabilitation of the Braeburn Road culvert. The estimated project cost is \$133,000 with the State portion of \$62,500 and the Town portion of \$70,500.

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.

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.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Street Resurfacing	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$943,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$943,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt over the past five years, the Town has only been able to resurface an average of 7.4 miles during this period of time. In order to increase this distance and get closer to 10 miles, annual funding for this program is increased by \$100,000.

The street selections for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 35 percent or 76 miles is in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; and paving the roadway. In some cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Traffic System Management	
<b>Department</b>	Community Services	<b>Funding Schedule</b>	
		Program Year:	\$284,000
<b>Category</b>	Transportation & Circulation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$284,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$200,000
		Capital Non-Recurring Expenditure Fund	\$84,000

### **Description & Justification**

This Capital Improvement Program addresses the replacement of the Town's 61 traffic signals, 1,200 traffic control signs, 30 miles of pavement markings, two miles of guiderail, and the Town's street lighting system. Proper operating maintenance of these traffic control devices greatly improves safety to the mobile public.

In the past seven years, 46 of the Town's traffic signals were replaced. Of the remaining 16 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.

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.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Asbestos Removal	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$225,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$225,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$155,000
		State Grant	\$70,000

### **Description & Justification**

Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.

Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Computer Infrastructure	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$300,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$300,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	

### **Description & Justification**

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Exterior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$1,450,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,450,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$890,000
		State Grant	\$560,000
 <b>Description &amp; Justification</b>			
<p>With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.</p> <p>The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.</p> <p>This year's appropriation will be dedicated to the partial replacement of roofing at King Philip and Hall.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Furniture and Equipment Replacement	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$175,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$175,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	

### **Description & Justification**

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are four categories of items included in this replacement program.

**Classrooms and Laboratories**– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

**Administrative** – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

**Cafeteria** – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

**Equipment** – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

**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 and equipment throughout the system.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Hall Science Labs	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$6,400,000
<b>Category</b>	Education	Prior Year(s):	\$6,400,000
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$12,800,000
<b>Project Duration</b>	Year 2 of 2	<b>Funding Source(s)</b>	
		Bonds	\$3,840,000
		State Grant	\$2,560,000

### **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

<b>Project Title</b>		Heating and Ventilation Systems	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$800,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$800,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
 <b>Description &amp; Justification</b>			
<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

<b>Project Title</b>		Interior School Building Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$1,050,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,050,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$840,000
		State Grant	\$210,000
 <b>Description &amp; Justification</b>			
<p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools, that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include replacement of flooring in classrooms at King Philip and Braeburn, replacement of exterior doors at Webster Hill, painting at Sedgwick and Wolcott, and reconfiguration of the offices at Bugbee and Sedgwick.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Site and Athletic Field Improvements	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$250,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$250,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. 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 and Duffy parking lot.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Stage & Auditorium Renovations	
<b>Department</b>	Public Schools	<b>Funding Schedule</b>	
		Program Year:	\$200,000
<b>Category</b>	Education	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$200,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the Winter Concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>Funding will be allocated this year for an upgrade of seating at Wolcott and sound/lighting upgrades at Conard/Hall.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Outdoor Pool Improvements	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$80,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$80,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	
 <b>Description &amp; Justification</b>			
<p>The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize down-time at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Park & Playfield Improvements	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$125,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$125,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

This is a cooperative program between the Town and the Board of Education to expand, upgrade and improve West Hartford's athletic fields. It is the intent of both the Town and schools to prioritize the major needs and attempt to address concerns as funding becomes available. Recommendations include a reorganization of certain fields, total reconstruction of poor fields, irrigation, regrading and re-seeding of designated fields.

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.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Park & Playscape Management	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$232,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$232,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Capital Non-Recurring Expenditure Fund	\$182,000
		Other	\$50,000

### **Description & Justification**

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.

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.

Also included in this year's appropriation is \$100,000 to restore McGovern Pond, located in Spicebush Swamp Park. It is anticipated that \$50,000 will be funded via Capital Non-Recurring Expenditure Fund and \$50,000 will be sought in matching funds. McGovern Pond has slowly been filled with sediments, consisting primarily of road sand, eroded soils from construction sites and organic plant materials. The removal of these sediment deposits by dredging is the most efficient method to restore the pond to a condition that supports a diverse aquatic community. McGovern Pond plays an important role as a location for Ecoventure, the Town's ecology education program, and is the site of the Annual Fishing Derby.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Rockledge Improvements	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$50,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$50,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	Other
<p><b>Description &amp; Justification</b></p> <p>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.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Sitework – Recreational Facilities	
<b>Department</b>	Human & Leisure Services	<b>Funding Schedule</b>	
		Program Year:	\$50,000
<b>Category</b>	Parks & Recreation	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$50,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>This project will repair and repave parking lots at recreational facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility for the elderly and residents who are handicapped.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Energy Conservation	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	
		Program Year:	\$100,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$100,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements 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

<b>Project Title</b>		Town Building Improvements	
<b>Department</b>	Facilities Services	<b>Funding Schedule</b>	
		Program Year:	\$1,514,000
<b>Category</b>	Building Improvements	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,514,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds

### **Description & Justification**

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This 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

<b>Project Title</b>		Communications Infrastructure	
<b>Department</b>	Information Technology Services	<b>Funding Schedule</b>	
		Program Year:	\$732,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$732,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	
		Bonds	\$500,000
		Capital Non-Recurring Expenditure Fund	\$232,000

### **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

<b>Project Title</b>		Financial Management System	
<b>Department</b>	Financial Services	<b>Funding Schedule</b>	
		Program Year:	\$250,000
<b>Category</b>	Miscellaneous	Prior Year(s):	\$1,500,000
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,750,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	
		Bonds	\$250,000

### **Description & Justification**

This project replaces the Town's automated general ledger accounting, purchasing and payroll/human resource management systems. This also includes budgeting, fixed asset management and vendor registration systems. The project includes the purchase of new software and hardware, implementation and data conversion services, and training. The current software applications for general ledger accounting and purchasing are reaching end of useful life. The vendor has not made any significant re-investment in the applications and vendor support has diminished. This has resulted in stagnated functionality and incompatibility issues with newer operating system software versions. The general ledger accounting and payroll system are used 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.

The Town's financial management operation is highly dependent on technology for the efficient processing of financial transactions and distribution of financial information throughout the organization. The Town's current financial management system has been in use since 1999. Over the last several years, ownership of the software has transferred to several different companies. The current owner has not released any significant updates to the software for three years. Software updates are required to implement new functionality, fix glitches in the software and keep current with new server and end user computer operating systems. There are enhancements and changes to the purchasing system that are important to the Town's use of the system that have not been forthcoming. The selection and implementation of a new financial management system is a considerable effort that will take several years to implement. It will also require re-integration with other systems or potential replacement of other systems if a new financial management system has the functionality provided by other systems.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Fire Apparatus	
<b>Department</b>	Fire Services	<b>Funding Schedule</b>	
		Program Year:	\$1,170,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$1,170,000
<b>Project Duration</b>	Single	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b>            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.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Public Works Rolling Stock	
<b>Department</b>	Public Works	<b>Funding Schedule</b>	
		Program Year:	\$620,000
<b>Category</b>	Miscellaneous	Prior Year(s):	-
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$620,000
<b>Project Duration</b>	Recurring	<b>Funding Source(s)</b>	Bonds
<p><b>Description &amp; Justification</b></p> <p>The Department of Public Works utilizes a variety of rolling stock to perform a diverse array of community maintenance services. Equipment in good repair is critical to the productive use of the department's resources. The Town has developed a multi-year plan to replace rolling stock based upon the condition of existing inventory and expected useful life. Timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance services provided by the staff of the Department of Public Works. Included in this funding is \$620,000 for the replacement of existing rolling stock.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>		Radio System Replacement	
<b>Department</b>	Police Services	<b>Funding Schedule</b>	
		Program Year:	\$400,000
<b>Category</b>	Miscellaneous	Prior Year(s):	\$4,900,000
<b>Fiscal Year</b>	2017-2018	Total Cost:	\$5,300,000
<b>Project Duration</b>	Year 2 of 2	<b>Funding Source(s)</b>	Bonds

### Description & Justification

The Town's current 3-site, 800 megahertz analog radio system backbone was purchased and installed in 1999. Between 2008 and 2010, the Town replaced many of its portable and mobile radios as part of a national re-banding program at no cost to the Town. Some components of that backbone infrastructure (controllers and GPS units) were upgraded with Capital Improvement Funding in 2009 and 2010 to keep the system operational until 2015, when Motorola support for the existing system would expire. During that same period, the Town also replaced the remaining portable and mobile radios that were outdated and could no longer be supported by the equipment maintenance contract. Through a Federal fire grant the Town also invested in a microwave communications system that replaced the original T-1 telephone communications system. This system coordinates the remote radio sites and the master site located at Raymond Road. Since its installation, the system has operated flawlessly through snowstorms, recent hurricanes and Winter Storm Alfred. The Town has also re-located its main radio tower site to the WCCC tower site on Albany Avenue in West Hartford.

After 2015, Motorola, the manufacturer and maintainer of the Town's system equipment, will no longer guarantee replacement parts for the current backbone components of the Town's radio system. The Town can continue operating in this mode, but jeopardizes system operation in the event of a failure in the equipment or equipment components located at the main equipment site on Raymond Road or at any of the three remote sites (Albany Avenue, Hamilton Heights & Avery Heights in Hartford). This is especially critical for the Public Safety radio system users (approximately 250 mobiles and portables) who rely on the radio system for emergency communications and support.

Anticipating the need to replace the current radio system, representatives from Motorola were asked to provide the Town with an estimated cost for migrating to a digital radio system, utilizing existing backbone equipment and field units wherever possible.

As part of the process, the Town hired a radio system consultant, utilizing existing Radio System CIP funds, to review the components of the Motorola proposal and make recommendations for opportunities in migrating to a digital format, including broadband data capability and interoperability with Towns that border West Hartford. The consultant may also assist the Town in preparing an RFP for a new digital radio system, reviewing the proposal submitted and working with the Town to oversee the installation.

**ANNUAL BUDGET 2016-2017**

ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2016

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, 2015 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2016 to June 30, 2017 as shown in the revenue section of the budget document, the following are hereby appropriated to the General Fund:

	<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>
Town Clerk	\$168,272	\$ 96,450	\$	\$ 10,762	\$275,484
Town Council	113,274	247,770		8,473	369,517
Town Manager	267,201	4,150		15,550	286,901
Corporation Counsel	340,240	71,360		23,953	435,553
Registrar of Voters	234,970	47,243		12,689	294,902
Information Technology	463,666	385,500		33,094	882,260
Financial Services	1,710,672	430,188		124,846	2,265,706
Assessor	597,872	58,320		44,348	700,540
Human Resources	349,589	76,355		26,745	452,689
Fire	9,891,336	968,058		153,243	11,012,637
Police	13,757,526	917,553		303,977	14,979,056
Community Services	2,187,175	397,216		161,896	2,746,287
Public Works	4,141,680	7,037,047		375,501	11,554,228
Facilities Services	1,170,060	885,573		88,309	2,143,942
Social Services & Leisure Services	1,953,361	962,102		109,329	3,024,792
Library	2,582,283	647,187		180,816	3,410,286
Education				153,283,022	153,283,022
Debt Service/Capital Financing				16,078,411	16,078,411
Payments to Probate		40,000			40,000
Contingency				1,035,000	1,035,000
Radio Maintenance	104,889	309,008		8,024	421,921
Private School Health Services				663,760	663,760
Revaluation Litigation		25,000			25,000
Health District		503,532			503,532
Private School Transportation				867,262	867,262
Risk Management Contributions				31,220,742	31,220,742
Metropolitan District Commission		8,956,500			8,956,500
<b>TOTALS</b>	<b>\$40,034,066</b>	<b>\$23,066,112</b>	<b>\$</b>	<b>\$204,829,752</b>	<b>\$267,929,930</b>

And further, that allocated debt and sundry overhead expenses appropriated to municipal departments and the school department are not available for discretionary expenditure, but are under the exclusive jurisdiction of the Town Treasurer for the sole purpose of meeting the indicated debt and sundry costs, either as direct budgetary expenditures or as transfers to such funds established in accordance with Chapter 18 Section 37 of the Code of Ordinances.

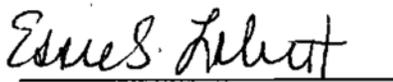
**ANNUAL BUDGET 2016-2017**

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	\$	\$	\$	\$3,897,275	\$3,897,275
Community Development Block Grant Fund	245,747	130,815		322,441	699,003
CDBG – Housing Rehabilitation Fund		175,000			175,000
Westmoor Park Fund	348,347	123,749		195,492	667,588
Leisure Services Fund	1,156,037	1,245,385		653,070	3,054,492
Private School Services Fund	751,093	902,940		588,186	2,242,219
West Hartford Library Fund		15,000	8,980		23,980
Parking Lot Fund	917,042	1,150,226	449,500	805,738	3,322,506
Capital & Non-Recurring Expenditure Fund				1,173,000	1,173,000
Police Private Duty Fund	1,400,000	17,500		647,746	2,065,246
Technology Investment Fund		21,700			21,700
Cemetery Operating Fund	128,885	173,158		97,015	399,058

And further, that increases or decreases to said appropriations may be made only upon certification by the Town Treasurer that anticipated expenditures do not exceed anticipated revenues.

ATTEST:

  
 \_\_\_\_\_  
 Essie S. Labrot, Town Clerk

  
 \_\_\_\_\_  
 Ron VanWinkle, Town Manager

Approved as to form and legality:

  
 \_\_\_\_\_  
 Joseph O'Brien, Corporation Counsel

RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2015

WHEREAS The Town of West Hartford has traditionally adopted a single mill rate with respect to all taxable property within the Town; and

WHEREAS section 206 of Public Act 15-244 provides that for the assessment year commencing October 1, 2015, the mill rate for motor vehicles shall not exceed 32 mills and further permits municipalities to establish separate mill rates for motor vehicles and other taxable property; and

WHEREAS Connecticut General Assembly may, in its current session, consider whether the provisions of section 206 of Public Act 15-244 should be repealed, postponed or otherwise deferred or whether said provisions should become discretionary on the part of each municipality and any such action will take place after the adoption of the Town's budget but before the issuance of property tax bills; and

WHEREAS the implementation of a single uniform mill rate for all taxable property within the Town is the preferred alternative of this body in the event that such legislation is passed

NOW THEREFORE BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2015, 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. thirty-nine and fifty-one hundredths (39.51) 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 accord with the provisions of section 206 of Public Act 15-244.

Said taxes shall become due on July first, two thousand sixteen (July 1, 2016) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand sixteen (July 1, 2016), and January first, two thousand seventeen (January 1, 2017) 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 sixteen (July 1, 2016). 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; and

BE IT FURTHER RESOLVED THAT if the provisions of section 206 of Public Act 15-244 are repealed, postponed, deferred or otherwise rendered ineffective or if those provisions are made discretionary then there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General

Assembly heretofore passed, a tax of thirty-nine and thirty-seven hundredths (39.37) mills on the dollar with respect to all taxable property. Said taxes shall become due on July first, two thousand sixteen (July 1, 2016) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand sixteen (July 1, 2016), and January first, two thousand seventeen (January 1, 2017) 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 sixteen (July 1, 2016). 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 APPROPRIATING \$8,273,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2016-2017, APPROPRIATING \$20,391,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2017-2018 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$28,664,000 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 \$8,273,000 is hereby appropriated to meet the estimated costs of various town and school improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2016-2017, as follows, said appropriations to be inclusive of administrative, legal, financing and costs of issuance related thereto, and any and all State grants-in-aid for the school projects:

<u>Town Projects</u>	<u>2016-2017</u>
Park Road Interchange	\$ 488,000
Pedestrian & Bicycle Management	331,000
Public Safety Facility	100,000
Public Works Rolling Stock	205,000
Street Resurfacing	<u>749,000</u>
Town Total	\$1,873,000
<u>School Projects</u>	
Hall High Science Labs	<u>\$6,400,000</u>
School Total	\$6,400,000
Total	<u>\$8,273,000</u>

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**ANNUAL BUDGET 2016-2017**

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Section 2. The sum of \$20,391,000 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>
Arterial Street Reconstruction	\$ 1,442,000
Communications Infrastructure	500,000
Energy Conservation	100,000
Financial Management System	250,000
Fire Apparatus	1,170,000
Neighborhood Street Reconstruction	1,578,000
North Main Street Bridge	200,000
Park & Playfield Improvements	125,000
Pedestrian & Bicycle Management	470,000
Public Works Rolling Stock	620,000
Radio System Replacement	400,000
Sitework at Recreational Facilities	50,000
Storm Water Management	454,000
Street Resurfacing	943,000
Town Building Improvements	1,514,000
Traffic System Management	<u>200,000</u>
Town Total	\$10,016,000
<u>School Projects</u>	
Asbestos Removal	\$ 225,000
Exterior School Building Improvements	1,450,000
Hall High Science Labs	6,400,000
Heating & Ventilation Systems	800,000
Interior School Building Improvements	1,050,000
Site & Athletic Field Improvements	250,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$10,375,000
Total	<u>\$20,391,000</u>
Grand Total	<u>\$28,664,000</u>

Section 3. To meet said appropriations and in lieu of a tax therefor, bonds, notes or temporary notes of the Town shall be issued pursuant to Chapter VII of the Town's Charter and Chapter 109 of the General Statutes of Connecticut, as amended, or any other provision of law thereto enabling, in an amount not to exceed \$28,664,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 4. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the school projects, or the actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 5. The bonds shall be sold by the Town Manager and Director of Financial Services in a competitive offering or by negotiation, in their discretion. If sold in a competitive offering, the bonds shall be sold at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town.

Section 6. The Town Manager and Director of Financial Services are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The notes shall be issued with maturity dates which comply with the provisions of the General Statutes of Connecticut, as amended, governing the issuance of such notes. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon. The net interest cost on such notes, including renewals thereof, and the expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the projects included in Sections 1 and 2. Upon the sale of the bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

Section 7. Any of the estimated amounts set forth for projects not required to meet the actual cost of any such project may be transferred by the Town Manager and the Director of Financial Services to meet the actual cost of any other project set forth in Sections 1 or 2 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 8. While it is anticipated that the bonds will qualify as tax-exempt bonds, the Town Manager and the Director of Financial Services are authorized, upon the advice of bond counsel, to issue all or any portion of the bonds as bonds the interest on which is includable in the gross income of the owners thereof for federal income tax purposes, and it is hereby found and determined that the issuance of any such bonds is in the public interest.

Section 9. The Town hereby expresses its official intent under Treasury Regulation Section 1.150-2 of the Internal Revenue Code of 1986, as amended, that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized for the project; that the Town Manager and Director of Financial Services are authorized to bind the Town pursuant to such representations and agreements as they deem necessary or advisable in order to ensure and maintain the continued exemption from Federal income taxation of interest on the bonds, notes or temporary notes authorized by this resolution, if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

Section 10. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:

  
\_\_\_\_\_  
Joseph O'Brien, Corporation Counsel

AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2016

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>	
Storm Water Management	\$255,000
Traffic System Management	<u>82,000</u>
Total	337,000
<u>Board of Education</u>	
Computer Infrastructure	300,000
Furniture & Equipment Replacement	<u>175,000</u>
Total	475,000
<u>Parks &amp; Recreation</u>	
Outdoor Pool Improvements	75,000
Park & Playscape Management	<u>78,000</u>
Total	153,000
<u>Miscellaneous</u>	
Communications Infrastructure	<u>208,000</u>
Total	208,000
TOTAL	\$1,173,000

ATTEST:



Essie S. Labrot, Town Clerk



Ron VanWinkle, Town Manager

Approved as to form and legality:

  
Joseph O'Brien, Corporation Counsel

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## GLOSSARY OF TERMS

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

The **budgetary basis** follows the modified accrual basis of accounting except:

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

ACTIVITY CLASSIFICATION - a grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are street services, refuse collection, traffic regulation, housing services, property assessment, etc.

APPROPRIATION - an authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

APPROPRIATION ORDINANCE - the ordinance by which appropriations are enacted into law by the legislative body. This gives legal authority to spend.

ASSESSED VALUATION - a valuation set upon real estate or other property by a government as a basis for levying taxes.

**BUDGET** - a plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

**BUDGET DOCUMENT** - as defined by the Charter of the Town of West Hartford, not later than 110 days before the end of the fiscal year, the Manager shall present to the Council a budget consisting of: A budget message outlining the financial policy of the Town government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This includes:

- Actual revenues and expenditures in the last two fiscal years, the first six months of the current fiscal year, total estimated revenues and expenditures for the entire current fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Summary of principal sources of anticipated revenues and a clear summary of detailed budget estimates.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.
- Appropriation and revenue ordinances and resolutions to carry out the adopted budget.

**BUDGETARY BASIS** - the budgeting and accounting policies of the Town of West Hartford conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

**CAPITAL BUDGET** - a plan of proposed capital projects and the means of financing them for a current fiscal period.

**CAPITAL EXPENDITURE** – payment to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of more than one year.

**CDBG** – the Community Development Block Grant (CDBG) is 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 Services and Social Services & Leisure Services sections.

CDBG Housing Rehabilitation Fund - a special revenue fund to account for housing rehabilitation activities funded via the CDBG federal grant monies. Specific budget information can be found in the Community Services section.

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs. Specific budget information can be found in the Capital Financing section.

General Fund - the chief operating fund for West Hartford that accounts for all the resources used for financing the general administration of the Town and a fund that accounts for all resources not otherwise accounted for in other funds. It is the largest and most important fund in the Town of West Hartford's budget. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

Leisure Services Fund – an enterprise fund created to account for the leisure service activities of the Town. This fund can be found in the Social Services & Leisure Services section.

Parking Lot Fund - a special revenue fund established in fiscal year 1996 utilized to ensure that revenues generated by gated parking lots and parking meters in the Town Center cover operational costs with no taxpayer subsidy. In addition, this fund receives a management fee to run the operations of the Blue Back Square parking garages. Specific budget information can be found in the Public Works section.

Pension Operating Fund - a pension trust fund used to account for the payment of current pension benefits and other costs associated with the operation of the Town's pension plan. Specific budget information can be found in the 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 Services section.

Utilities Service Fund - an internal service fund used to account for the energy and utility costs of the Town and Board of Education. Specific budget information can be found in the Facilities Services section.

Technology Investment Fund – a special revenue fund established July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. This fund is detailed in the Information Technology section.

West Hartford Center – Special Services District Fund - a fund created to account for the financial activity of the West Hartford Center Special Services District. The District is responsible for collecting Special Services District Tax and operation of the parking garages and surface lots of the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services. Specific budget information can be found in the Non-Departmental section. This fund is not subject to appropriation.

West Hartford Library Fund - a special revenue fund to account for grants and other receipts received by the library through the Connecticut 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 Social Services & Leisure Services section.



TOWN OF WEST HARTFORD