

**Town of West Hartford, Connecticut**  
**ANNUAL BUDGET**  
**2021-2022**



**Proposed by the Town Manager &  
Superintendent of Schools**

# **Annual Budget**

**Fiscal Year July 1, 2021 - June 30, 2022**

**Proposed by the Town Manager  
and Superintendent of Schools**

**West Hartford  
Connecticut**



**WEST  
HARTFORD**



March 11, 2021

Town Council

## Re: Proposed Fiscal Year 2022 Budget

As we all know, this past year has been a year like no other in recent memory. We have experienced a global pandemic and a significant Tropical Storm, and participated in a national movement to address systemic racism. Under the Council's leadership, our organization has stepped up to respond to all of these issues and challenges and to support the needs of our community.

I now present for your review and consideration the Proposed FY 2022 Budget totaling \$308,620,511, representing an increase of \$8,373,753 or 2.79% from the FY 2021 Adopted Budget. The municipal services portion of the proposed budget totals \$116,188,026 representing an increase of \$3,333,748 or 2.95% over the current year Adopted Budget. The Superintendent of Schools' Proposed Budget totals \$176,303,925, an increase of \$6,230,397 or 3.66% over the current year. The capital financing portion of the budget for both municipal and education services totals \$16,128,560, a decrease of (\$1,190,392) or (6.87%) over FY 2021.

Summary of Expenditures				
	<u>FY 2021 Adopted</u>	<u>FY 2022 Town Manager Proposed</u>	<u>Increase/ (Decrease)</u>	<u>Percent Change</u>
Total Town Services	\$ 112,854,278	\$ 116,188,026	\$ 3,333,748	2.95%
Board of Education	\$ 170,073,528	\$ 176,303,925	\$ 6,230,397	3.66%
Total Capital Financing	\$ 17,318,952	\$ 16,128,560	\$ (1,190,392)	-6.87%
Total Expenditures	\$ 300,246,758	\$ 308,620,511	\$ 8,373,753	2.79%

The proposed budget would require an increase of \$8,373,753 or 2.79% in property tax revenue. Of this amount, \$1,199,152 would be generated as a result of Grand List growth. With respect to the tax rate, I recommend a uniform mill rate of 43.16 mills to support the proposed budget. This represents an increase of 1.36 mills (3.25%) for real and personal property, and motor vehicles. Taxes for the average homeowner with two vehicles would increase by \$339 or 3.25%.

### Budget Policy Objectives

Management has structured the Proposed FY 2022 Budget in an effort to strike a balance between maintaining current services and increasing the tax burden, as we are cognizant of the financial strain that tax increases impose on our residents and commercial property owners.

For next fiscal year, we propose to maintain undesignated fund balance at 8.5% of General Fund expenditures. Recall that in the current fiscal year we reserved \$1.5M of undesignated fund balance for possible use in balancing the current year budget. If we need to expend these funds, I recommend that we gradually increase the undesignated fund balance back to 9%, as this is an important element of our bond rating.

On January 26, 2021, the Town Council adopted two ordinances related to the issuance of Pension Obligation Bonds (POB's). The first ordinance authorized the issuance of up to \$365M of POB's. It is our intent to sell these POB's in the spring of 2021 and to deposit the bond proceeds in the Pension Trust on July 1, thereby increasing the funding ratio of the Pension Plan to 100% (as of July 1, 2021).

The second ordinance established the creation of a Pension Bond Reserve Fund. The intent of this fund is to mitigate any year over year spikes in annual ADEC payments. If the Town is successful in executing a POB sale, we plan to use the \$26,919,077 that we have budgeted as the FY 2022 Actuarially Determined Employer Contribution (ADEC) to fund the Pension Bond Reserve Fund.

### **Revenue Outlook**

The 2020 Grand List increased by \$27,783,867 or 0.44%, for a net taxable Grand List of \$6,396,112,211. This represents measured growth during a non-revaluation year and is a testament to West Hartford's continued ability to attract residential and commercial investment. The real estate portion of the Grand List increased by \$11,507,391 or 0.2%. Personal property decreased by (\$1,164,271) or (.57%), and the motor vehicle list increased by \$17,440,747 or 3.9%. The proposed budget maintains the current year's property tax collection rate of 99.1%.

For intergovernmental aid, the Governor's Proposed Biennial Budget makes some minor adjustments and shows an allocation of \$1,999,708 from the federal Elementary & Secondary School Emergency Relief Fund (ESSER II) for the West Hartford Public Schools. We have not included the ESSER II funds in the proposed operating budget as the state will pay that grant directly to the school district. Moreover, the grant cannot be used to supplant regular operating expenses. In addition, we have budgeted an additional \$668,000 in payment in lieu of taxes (PILOT) funding.

We are looking forward to receiving guidance on the use of funds for local government under the American Rescue Plan. West Hartford is scheduled to receive \$24.83 million under this program with an additional \$10.321 million earmarked for the school district. We are optimistic that we will be able to use this funding to alleviate pressure on the operating budget, to make important capital investments, and to otherwise support our community.

### **Expenditures**

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

- 1) Municipal services - The municipal services portion of the proposed budget totals \$116,188,026, representing an increase of \$3,333,748 or 2.95% over the current year. Under this proposed budget, current services and programs remain intact. The significant cost drivers leading to this increase include:
  - An increase of \$1,121,493 for the Actuarially Determined Employer Contribution (ADEC) to the Pension Fund;
  - An increase of \$417,200 to cover increases in contractual services related to municipal solid waste and recyclable materials disposal;



- An increase of \$120,879 for contractual services for various service contract increases including full funding for the Fleet Parts Manager contractual service;
- An increase of \$829,261 in Contingency to cover unsettled labor contracts;
- An increase of \$465,493 to the Town Health, Retiree Health Insured, Self-Insured, Heart & Hypertension, and Worker's Compensation programs;
- An decrease of (\$388,700) in the ad valorem tax for wastewater service provided by the Metropolitan District Commission (MDC);
- An increase of \$269,131 to Temporary Payroll to refund youth recreational and senior programs back to pre-pandemic levels; and
- A general fund contribution of \$485,000 for Capital Non-Recurring Expenses (CNRE).

We have offset these cost increases by holding discretionary line items flat, by carrying a number of unfunded positions, and by using additional bond premium to offset debt service liability.

- 2) West Hartford Public Schools budget – The FY 2022 education budget totals \$176,303,925, an increase of \$6,230,397 or 3.66%. Some key points are as follows:
  - Salaries, which comprise 65% of the education budget, increase by \$2.25 million. This increase reflects rate adjustments required by collective bargaining agreements, 2.0 additional special instruction staff to meet student needs, and 1.5 new positions to address equity advancement. Offsetting these increases is a net reduction of 13.8 regular education positions in response to declining enrollment at the middle school and high school levels. In addition, this budget eliminates a vacant Graphic Artist position and assumes vacancies for two maintenance worker positions.
  - Employee benefit expense, which represents 19% of the budget, increases \$1.24 million. Pension costs for non-certified staff increase \$326,099 based on the Board's share of the actuarially determined employer contribution for the Town Pension plan. A modest increase in medical premiums for the State Partnership Plan is included in the proposed budget, as are increases for long-term disability and life insurance. In addition, the budget includes a planned reduction in the use of reserves for retiree health.
  - Purchased services, which total 14% of the education budget, reflect an increase in tuition for outplaced students, contractual rate increases for transportation, and additional funding for special education professional services. Offsetting these increases is a reduction in utility expense due to improved energy efficiency resulting from the assessment, cleaning, balancing, and programming of the HVAC system in each school.
  - The remainder of the education budget (2%) consists of instructional supplies, textbooks, library books, computer equipment and software, custodial and maintenance supplies, and office supplies.
- 3) Capital financing – The capital financing portion of the budget for both municipal and education services totals \$16,128,560, representing a decrease of (\$1,190,392) or (6.87%) under the current year plan. Key projects include School Security Improvements (\$1,350,000), Street Resurfacing (\$1,523,000), and Storm Water Management (\$2,132,000). We are also proposing a new \$6,000,000 project to fund the acquisition of a

strategic property in Elmwood to serve as the site of a new community/cultural center and library branch. The project would provide us with the opportunity to consolidate most of our Elmwood-based assets in one location, and to repurpose some of our existing assets for re-development and grand list growth.

### **Impact on the Taxpayer**

The FY 2022 Proposed Budget of \$308,620,511 represents an increase of \$8,373,753 or 2.79% over the FY 2021 Adopted Budget. While we experienced growth in the October 1, 2020 Grand List, it is not sufficient to cover expenditure growth. Consequently, I recommend an increase of \$10,004,300 (3.83%) in property tax revenue to finance the proposed budget. For the tax rate, I propose a uniform mill rate of 43.16 mills, which would represent an increase of 1.36 mills (3.25%) for real and personal property and motor vehicles. Annual taxes for the average homeowner with a single-family home assessed at \$227,525 and two vehicles assessed at \$21,638 (\$10,819 each) would increase by \$339.

### **Conclusion**

In management's view, the Proposed FY 2022 Budget is a responsible spending plan designed to provide those public services that are important to maintaining West Hartford's quality of life and its standing as one of the nation's premier communities.

The preparation of the proposed budget and CIP requires a great deal of time and effort. I would like to thank our directors and the members of the budget team for their patient and thorough work in preparing this submission.

We appreciate the Town Council's review of this budget proposal.

Sincerely,



Matthew W. Hart  
Town Manager

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## A READER'S GUIDE TO THE BUDGET

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

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

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

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

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

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

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

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

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

## TOWN OF WEST HARTFORD ORGANIZATION VALUES

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

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

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

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

### **Enhancing our Public Image**

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

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

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

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

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

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

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

## SIX MAJOR PUBLIC POLICIES FOR THE FUTURE

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

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

## TOWN OF WEST HARTFORD'S ANNUAL BUDGET PROCESS

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

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

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

### **Budget Referendum Process**

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

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

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

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

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

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



**Calendar for Fiscal Year 2021-2022 Budget Process**

December 2, 2020	Budget guidelines distributed to departments
December - January 14, 2021	Departments prepare budget submissions
January 15 - March 9, 2021	Town Manager's budget review and production of Proposed Budget
<b>March 11, 2021*</b>	<b>Proposed Budget presented to Town Council by Town Manager</b>
March 12 - April 16, 2021	Council review of budget and two public hearings on budget
<b>April 22, 2021**</b>	<b>Town Council adoption of budget</b>
April 23 - June 11, 2021	Preparation of Adopted Budget documents

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

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

**Budget Amendment Process**

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

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

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

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

## FINANCIAL ORGANIZATION OF ACCOUNTS

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

### GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

School Interscholastic Sports Fund (Board of Education) – accounts for resources and expenditures related to interscholastic sports at the Town's high schools.

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

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

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

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

*Capital Projects Funds* – used to account for and report on resources that are restricted, committed or assigned to expenditures for capital outlay.

Capital Projects Fund (Capital Financing) – accounts for all financial resources used for the acquisition of capital assets or construction of major capital facilities.

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

*Debt Service Funds* – used to account for and report on resources that are restricted, committed or assigned to expenditures for principle and interest.

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

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

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

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

### PROPRIETARY FUNDS

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

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

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

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

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

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

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

### FIDUCIARY FUNDS

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

*Trust Funds* – involve a trust agreement that affects the degree of management involvement and the length of time that resources are held. The Town has two trust funds:

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

Other Post-Employment Benefits Fund (Human Resources) – used to report resources that are required to be held in trust for the members and beneficiaries of the Town’s post-employment benefit plan.

*Agency Funds* – are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The Town has one agency fund:

Student Activity Fund (Board of Education) – accounts for the monies generated by student activities in the West Hartford school system.

### BASIS OF ACCOUNTING

All General and Special Revenue Funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and Internal Services Funds utilize a full-accrual system of accounting. The Town shall utilize a full-encumbrance system for all funds in all financial transactions of the town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

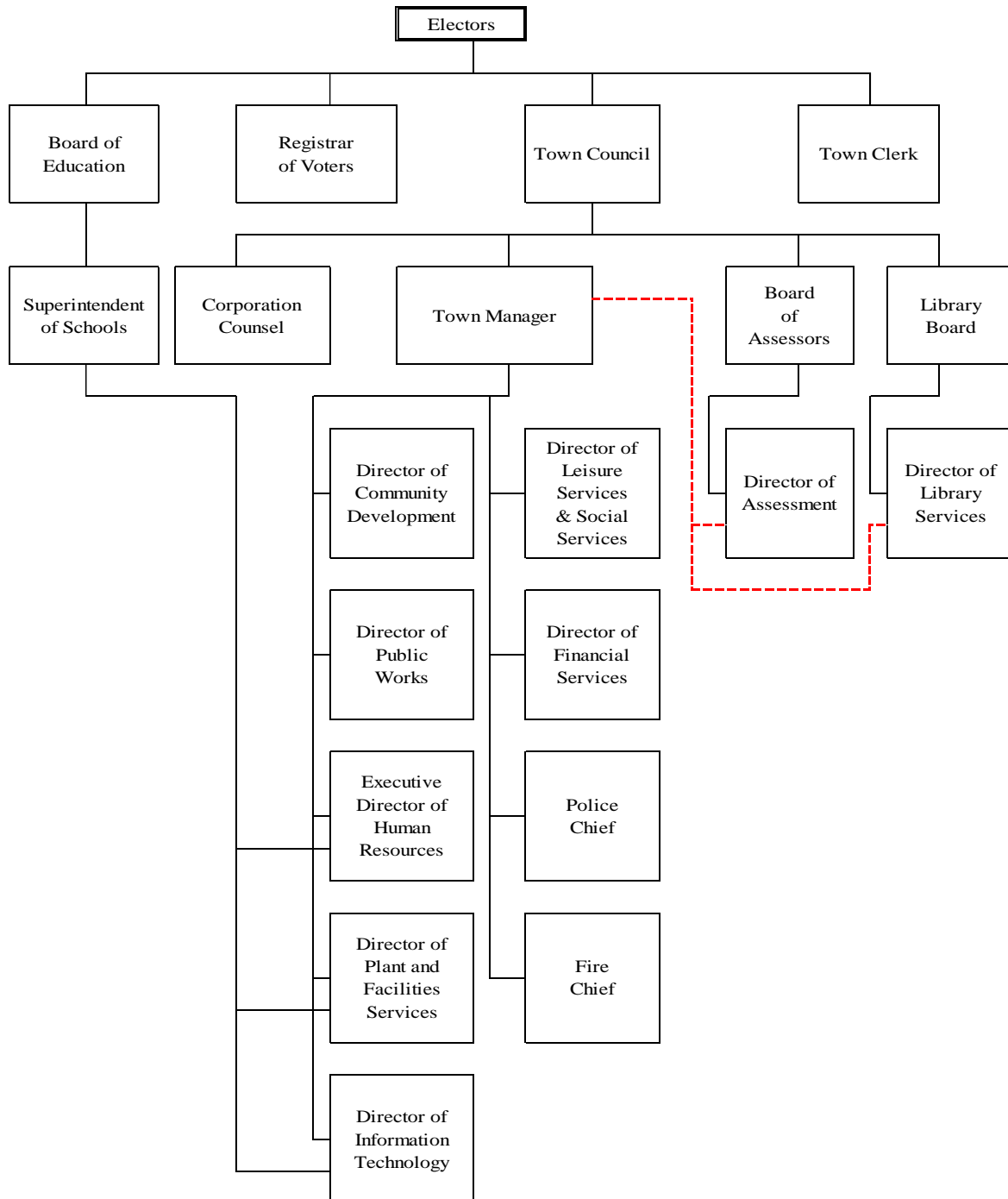
This document is prepared on a **budgetary basis**, which follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on-behalf" contributions by the State.



## ORGANIZATIONAL STRUCTURE

TOWN OF WEST HARTFORD, CONNECTICUT



**FISCAL POLICIES SECTION**

This past year has been one like no other in recent history. As the COVID pandemic raged, the Town continued to provide the highest level of services possible. Hard fiscal decisions were made but the primary focus was on the well-being of Town residents and Town staff. The fiscal year 2022 budget that is presented, continues to maintain that high level of services while limiting the property tax increase only to a level necessary to properly and adequately continue to provide those services.

While it was necessary to utilize \$1.5M of unreserved fund balance to maintain a zero tax increase for fiscal year 2021, this budget does not include any unreserved fund balance contribution for fiscal year 2022. In addition, the budget allocates funding to maintain the discount rate in the Town's pension plan at 6.99%. On January 26, 2021, the Town Council adopted two ordinances related to the issuance of Pension Obligation Bonds (POB's). The first ordinance authorized the issuance of not to exceed \$365M of POB's. It is the Town's intent to sell these POB's in the spring of 2021 and deposit the bond proceeds in the Pension Trust on July 1<sup>st</sup>; increasing the funding ratio of the Pension Plan to 100% (as of July 1, 2021). The second ordinance establishes the creation of a Pension Bond Reserve Fund. The intent of this fund is to mitigate any year over year spikes in the annual ADEC payments. If the Town is successful in executing a POB sale, the \$26,919,077, which is currently identified as the FY 2022 ADEC payment, will instead be used to fund the Pension Bond Reserve Fund.

This proposed budget also includes a \$400K increase towards the current level of underfunded Other Post-Employment Benefits (OPEB) liabilities in an effort to gradually improve the OPEB projected unfunded liability. Lastly, the budget addresses operational needs in public safety, public works, and general government. The following policies are reflected in this budget:

- Continue to assume a property tax collection rate of 99.1%.
- Continue to use conservative revenue estimates in all non-tax and non-municipal aid categories.
- Utilize the Governor's proposed budget for State aid estimates.
- Continue to fully fund the Actuarially Determined Employer Contribution (ADEC) related to Pension liabilities and execute a POB sale in the spring of 2021 to effectuate a 100% fully funded pension plan on July 1, 2021.
- Adhere to planned phase in of ADEC related to Other Post-Employment Benefits (OPEB) liabilities.
- Explore options for service sharing with other municipalities.
- Continue to utilize bond premiums to reduce the impact of debt service payments.
- Regular rebidding of contracts for goods and services.
- Continued efforts to modify employee benefit programs to reduce costs.
- Evaluation of best practices for government operations.

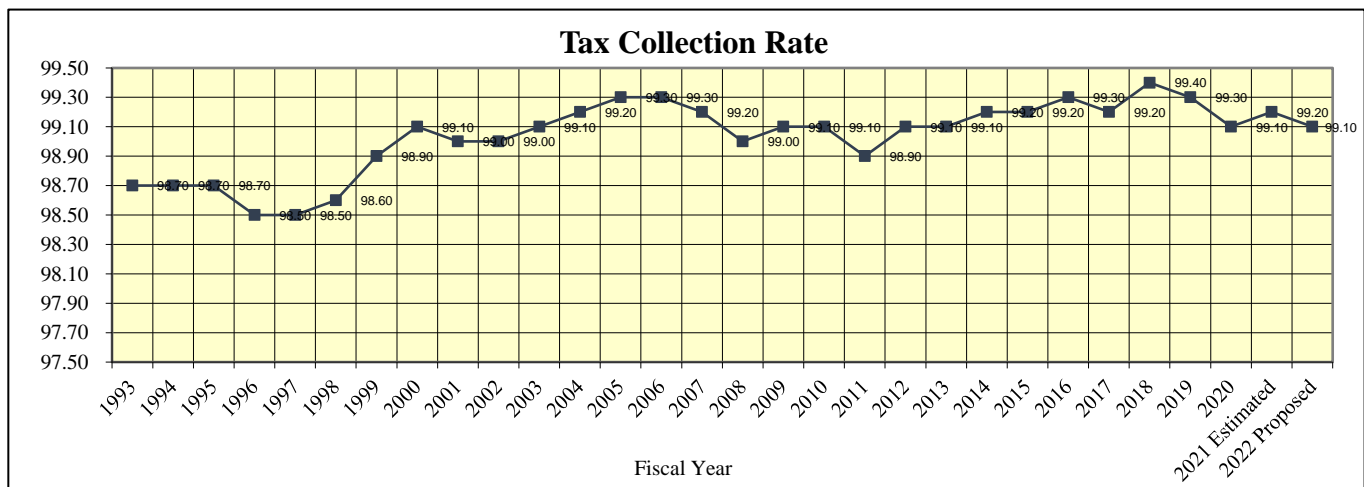
The fiscal year Proposed 2022 General Fund budget totals \$308,620,511 and represents an increase of \$8,373,753 or 2.79% from fiscal year 2021. The municipal services portion of the budget totals \$116,188,026; an increase of \$3,333,748 or 2.95%. The education budget totals \$176,303,925, an increase of \$6,230,397 or 3.66%. The capital financing budget for both municipal and education services is \$16,128,560 a decrease of (\$1,190,392) or (6.9%). In order to finance the budget, an increase in current year property tax revenue of \$10,004,300 or 3.8% is required. Property taxes are the primary source of revenue for municipalities in Connecticut and increases in property tax revenue are generated from growth in the value of taxable property and increases in the tax rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2020 net taxable Grand List totals \$6,396,112,211, an increase of \$27,783,867 or 0.44%. This growth equates to approximately \$1,199,152 in property tax revenue. In order to generate the remaining property tax revenue required, a mill rate of 43.16 is required.

## SUMMARY OF REVENUES

	FY 2021 <u>Adopted</u>	FY 2022 <u>Proposed</u>	Increase/ <u>(Decrease)</u>	Percent <u>Change</u>
Current Year Property Taxes	\$261,486,135	\$271,490,435	\$10,004,300	3.83%
Other Property Taxes	4,440,000	4,440,000		
Intergovernmental Revenue	24,716,822	25,385,132	668,310	2.70%
Charges for Services	5,942,333	5,837,898	(104,435)	-1.76%
Miscellaneous Revenue	1,602,000	904,300	(697,700)	-43.55%
Transfers from Other Funds	559,468	562,746	3,278	0.59%
Use of Fund Balance	<u>1,500,000</u>		<u>(1,500,000)</u>	100.00%
Total Revenues	<u>\$300,246,758</u>	<u>\$308,620,511</u>	<u>\$8,373,753</u>	2.79%

**Property Taxes**

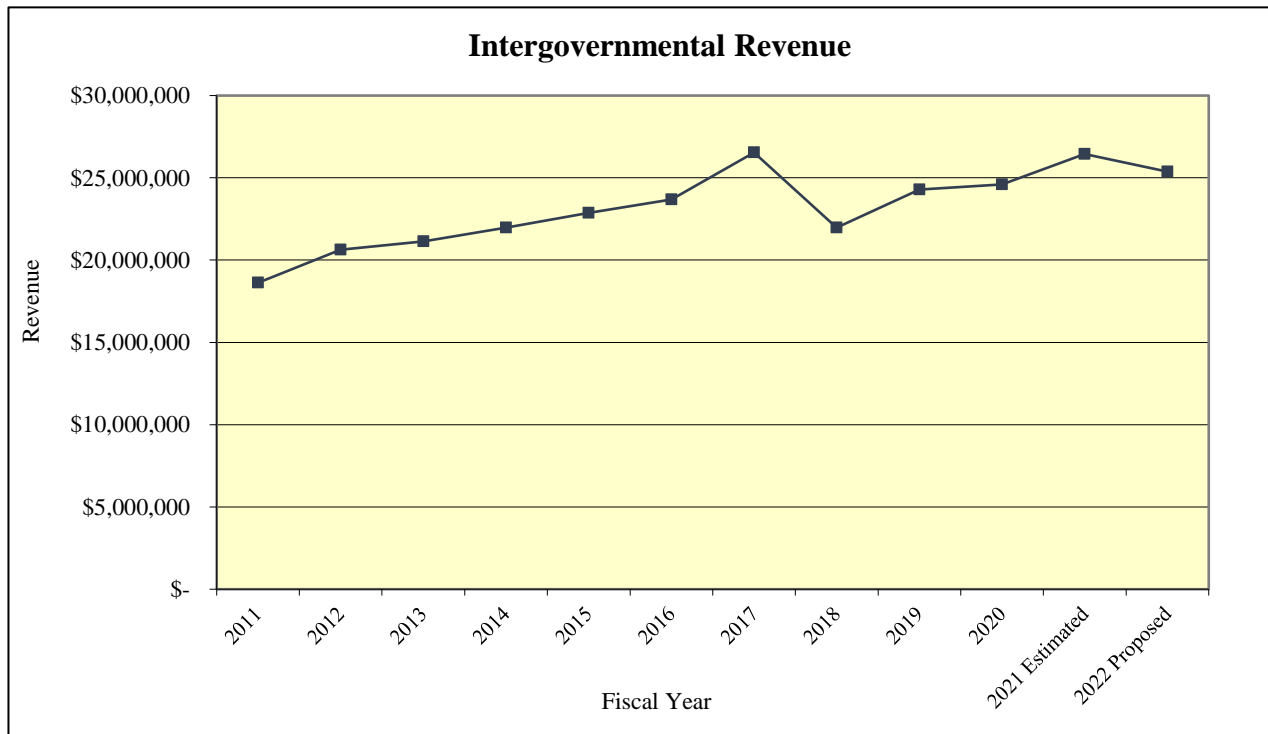
Approximately 88% of the annual General Fund budget is financed through current year property tax revenue. Increases in property tax revenue are generated from growth in the value of taxable property and increases to the mill rate. As a fully developed community, growth in the Town's taxable property is through re-use of existing property. The October 1, 2020 net taxable Grand List totals \$6,396,112,211; an increase of \$27,783,867 or 0.44%. The real estate portion of the Grand List increased by \$11,507,391 or 0.20%. This growth is attributed to the completion of the Ringgold Estates Condos, three parish homes moving from exempt to taxable property and a variety of residential renovations projects. Motor vehicles increased by \$17,440,747 or 4%. The motor vehicle count declined by 1,937 vehicles from the previous year due to the temporary closing of the DMV as well as auto dealerships, during the pandemic. However, with a drop in the supply of new vehicles, the values of used vehicles increased significantly. Business personal property decreased \$(1,164,271) or (.57%). Decline in this category results from 28 fewer businesses in Town partially offset by a healthy level of investment in newer capital equipment. Grand List growth is expected to generate an additional \$1,199,152 in tax revenue. The successful collection of current year property taxes is a critical element in determining property tax revenues and effectively managing the budget during the fiscal year. The collection of the second installment of real estate property taxes in January 2021 was consistent with experience in prior years and it is anticipated that the Town will achieve a 99.2% collection rate in the current fiscal year. The Proposed 2022 budget maintains the 99.1% collection rate assumption.



**Intergovernmental Revenue**

Estimated Intergovernmental Revenue for the proposed fiscal year 2021-2022 budget is detailed below. The Town's fiscal year 2022 adopted budget included State Aid revenue assumptions based on the information available at the time of adoption. The State budget that was subsequently adopted provided more favorable funding than the Town had estimated. The fiscal year 2022 Proposed Budget assumes the Governor's Proposed Biennial Budget.

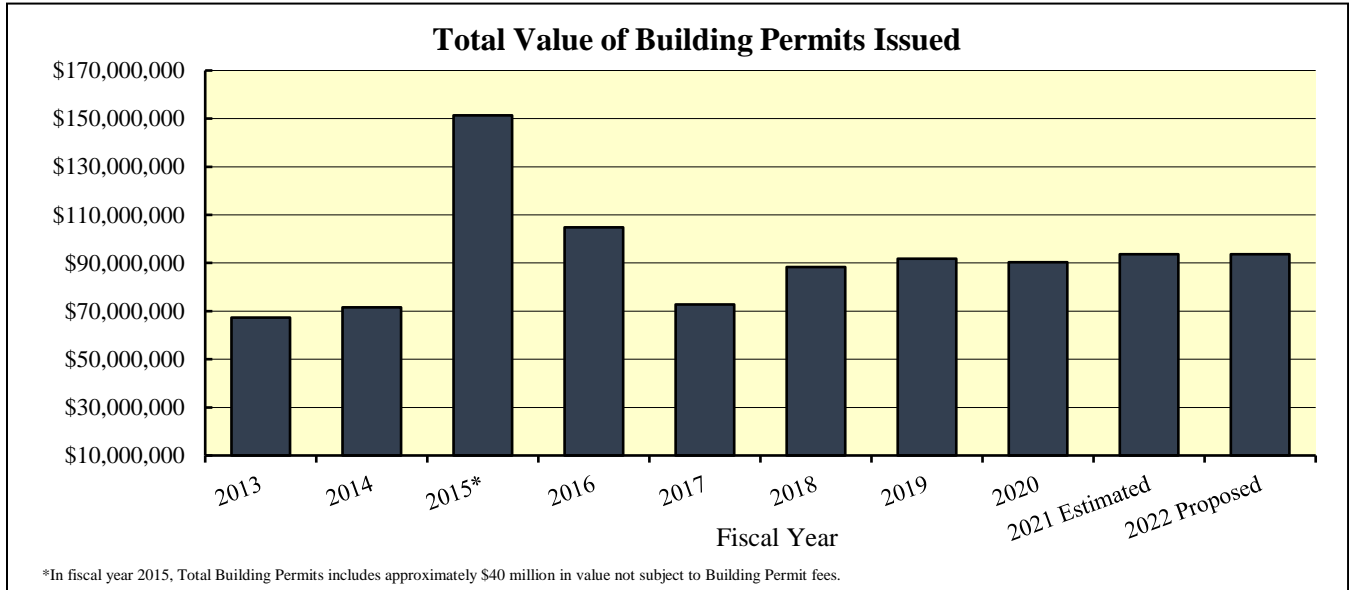
<u>Grant</u>	<u>FY 2021 Adopted</u>	<u>FY 2022 Proposed</u>	<u>Increase/ (Decrease)</u>
Education Cost Sharing	\$ 21,880,823	\$ 21,880,498	\$ (325)
Grant for Municipal Projects	805,784	805,784	
Payment in Lieu of Taxes (PILOT)	899,435	1,567,435	668,000
Pequot/Mohegan Fund Grant	27,820	27,820	
Town Aid Road	686,593	687,270	677
Other State Revenue	<u>331,755</u>	<u>331,755</u>	
<b>Total State Aid</b>	<b>\$ 24,632,210</b>	<b>\$ 25,300,562</b>	<b>\$ 668,352</b>
Federal Aid	<u>84,612</u>	<u>84,570</u>	<u>(42)</u>
<b>Total Intergovernmental Revenue</b>	<b>\$ 24,716,822</b>	<b>\$ 25,385,132</b>	<b>\$ 668,310</b>



### Charges for Services

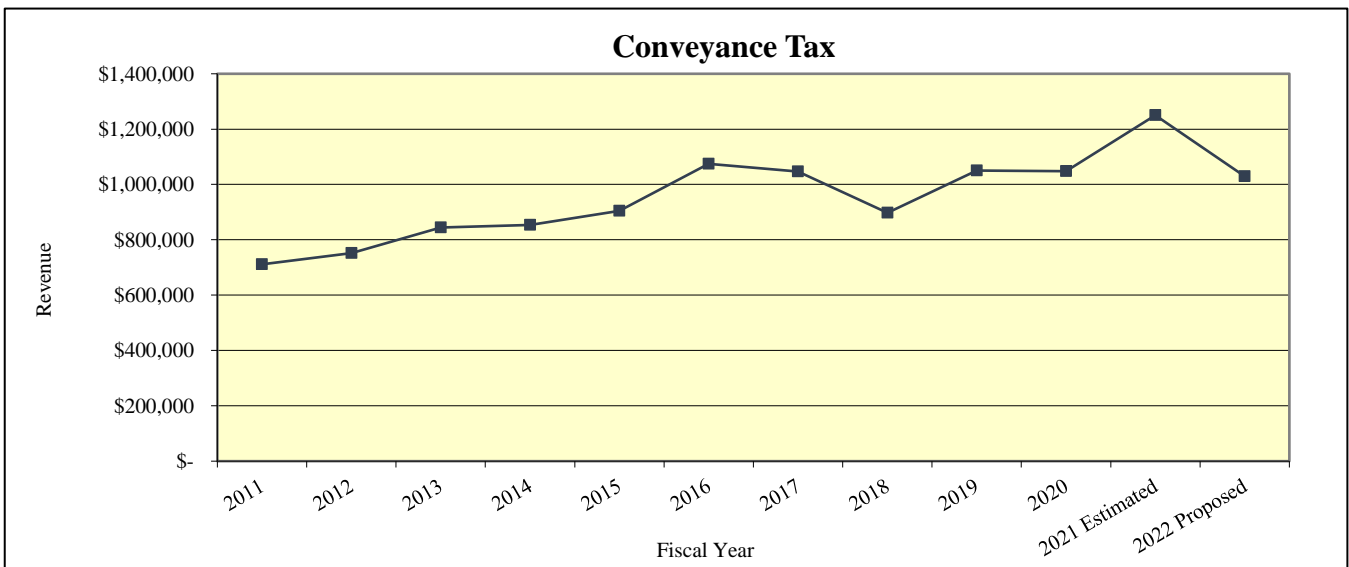
#### **Building Permits**

Estimated building permit revenue is expected to total \$1,600,000 for the proposed fiscal year 2022 budget, consistent with fiscal year 2021 adopted budget. The building permit fee is calculated on the value of new construction or building improvements. The fiscal year 2022 estimate is based on anticipated residential housing and commercial construction projects.



#### **Real Estate Transactions**

The Town receives fees established by the State of Connecticut for real estate transactions. Land records fee revenue is received for the actual recording of legal documents and conveyance taxes are charged on the transfer of all real estate. The fiscal year 2022 proposed budget reflects conveyance tax revenue of \$1,030,000 based upon the level of activity in the current fiscal year. The fiscal year 2022 proposed budget increases land records fee revenue from \$200,000 to \$250,000 which is consistent with current year projections. Land records fee revenue had achieved higher levels in prior years due to the volume of mortgage refinancings.





### Miscellaneous Revenues

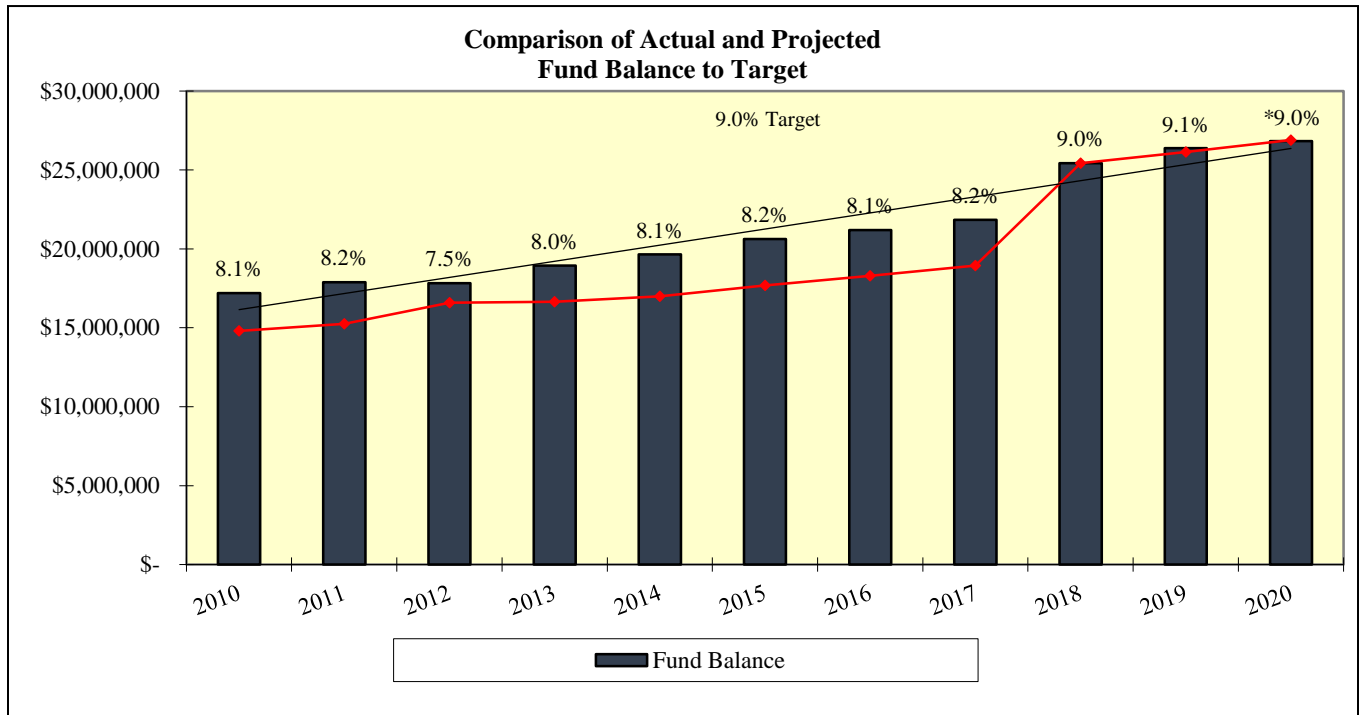
#### **Investment Income**

The Town invests available cash to generate interest income, a source of non-property tax revenue in the annual budget. The proposed fiscal year 2022 budget interest income is lower than the 2021 adopted budget due to lower interest rates. The Town invests available cash in the State Treasurer's Short-Term Investment Fund (STIF) and money market accounts at several financial institutions, at rates between 6 and 35 basis points, to maximize investment income within investment vehicles allowed by State statute. (See Investment Policy on page 2-12.)

The Town has also employed a strategy whereby a balance is maintained with its primary bank. While a lower interest rate is earned on these funds, the bank offers a 35 basis point earnings credit applied directly to banking fees charged to the Town. Investing funds in this manner results in significant cost avoidance. On a quarterly basis, the Town reviews independent bank ratings on all financial institutions with which relationships are maintained, investing only with those that maintain at least a three (out of five) star rating. Based on the current year projection and anticipated interest rates, the estimated interest and investment income for fiscal year 2022 is budgeted at \$430,000; a decrease of \$420,000 over the fiscal year 2021 adopted budget.

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

Fund balance is the amount the Town has accumulated from prior years when revenues exceeded actual expenditures. As of June 30, 2020, the Town's fund balance was \$26,838,000, of which \$1,500,000 was assigned for possible use in FY 2021. A determination will be made at the end of FY 2021 if use of a portion or all of the \$1,500,000 will be required to balance the FY 2021 budget. For FY 2022, there is no plan to use any additional undesignated fund balance. As the Town is continuing to make every effort to keep taxes as low as possible during this pandemic, the replenishment of that \$1,500,000 back to fund balance will be done on a gradual responsible basis.



\*Fiscal Year 2020 Fund Balance includes \$ 25.4M Unassigned Fund Balance & \$1.5M Assigned Fund Balance

**SUMMARY OF EXPENDITURES**

	<u>FY 2021</u> <u>Adopted</u>	<u>FY 2022</u> <u>Proposed</u>	<u>Increase/</u> <u>(Decrease)</u>	<u>Percent</u> <u>Change</u>
Town Services				
Wages & Salaries	\$42,532,682	\$42,745,592	\$212,910	0.50%
Operating Expense	27,091,570	27,668,184	576,614	2.13%
Fringe Benefits	<u>43,230,026</u>	<u>45,774,250</u>	<u>2,544,224</u>	5.89%
Total Town Services	\$112,854,278	\$116,188,026	\$3,333,748	2.95%
Board of Education	\$170,073,528	\$176,303,925	\$6,230,397	3.66%
Capital Financing	<u>\$17,318,952</u>	<u>\$16,128,560</u>	<u>(\$1,190,392)</u>	-6.87%
Total Expenditures	<u>\$300,246,758</u>	<u>\$308,620,511</u>	<u>\$8,373,753</u>	2.79%

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

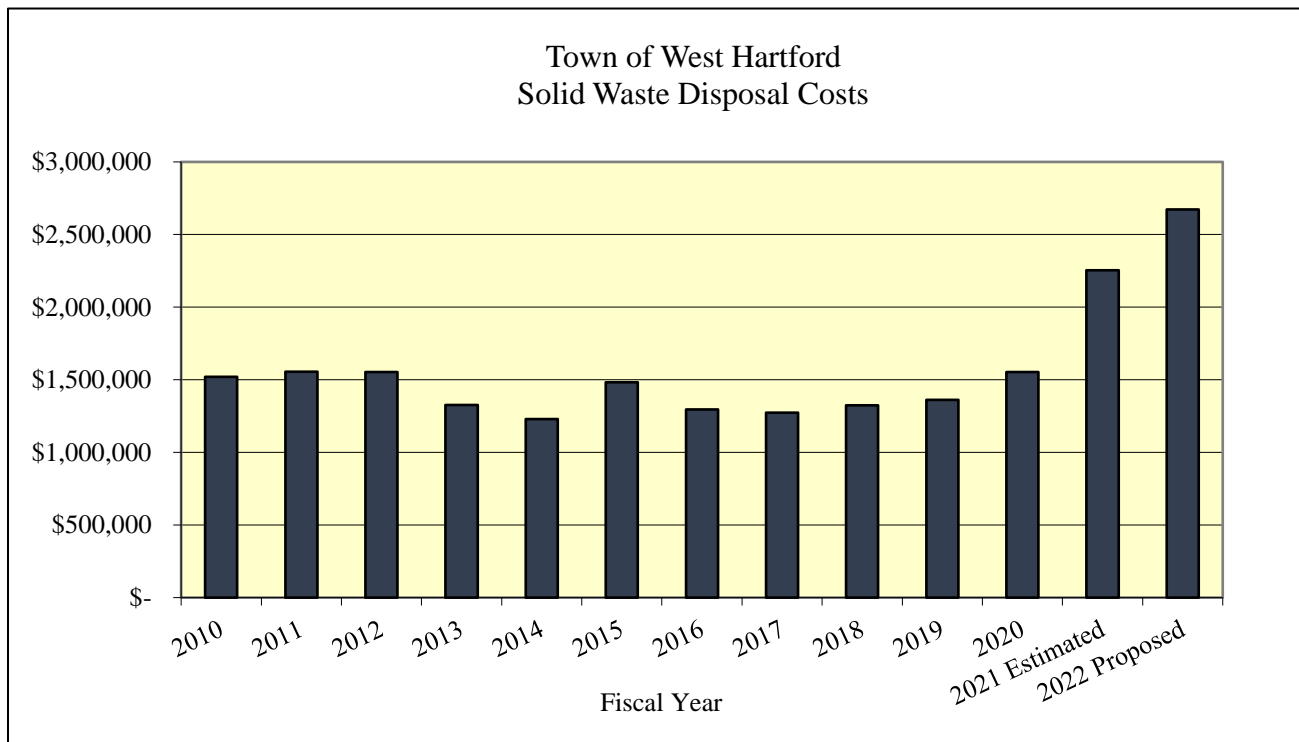
Wages and salaries reflect an overall increase of \$212,910 or 0.5%. Regular payroll totals \$35,509,552, an increase of \$33,357 from the prior year adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all unsettled collective bargaining units. The Fire contract is in place for fiscal year 2022, therefore, the contractual wage increases are reflected in their department budget. This budget reflects funding for two Police Officer positions and benefits being transferred from the General Fund to the Parking Lot Fund. A hiring lag for vacant positions can be seen in the Police Department. The Economic Development Coordinator has been transferred to the Town Manager's office from the Community Development Department and an unfunded Property Appraiser II position is offset by the addition of a new Assessment Analyst position. Also, a new Information Technology Manager is added to the Information Technology Department. This position will be split funded between the Town and the BOE.

The appropriation for temporary/part-time personnel increases \$269,131. In fiscal year 2021, reductions to part time labor in Leisure and Social Services, Library and Public Works are the result of the COVID-19 pandemic which caused a number of programs to be reduced or eliminated. In fiscal year 2022, the temporary payroll has been increased in anticipation of programs being restored. Increases to part time labor can also be found in the Town Managers Office (\$20,000) for staff to assist with economic development, Community Development (\$50,000) to staff a part-time Civil Engineer II position. Decreases can be seen in the Registrar of Voters Office (\$18,000) as well. Financial Services office shows a decrease (\$31,500) for a former part-time Senior Staff Assistant which became a full time position. The Assessor's office temporary payroll decreases (\$25,000) as part-time employee who performed personal property audits has been eliminated in fiscal year 2022. Those responsibilities will now be assigned to the new Assessment Analyst position. The temporary/part time payroll decrease is offset by the minimum wage hourly increase scheduled to take effect on August 1, 2021.

The overtime appropriation decreases \$19,000 due to limited use for the first six months of the fiscal year in the Fire Prevention division. Variances in other departments are based upon anticipated workflow needs and the refill of new employees lower in the pay range than incumbents.

### Operating Expense

Operating expense reflects a net increase of \$576,614 or 2.1% from the 2021 adopted budget. Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The appropriation for fiscal year 2022 decreases \$388,700 or 3.2% from fiscal year 2021. Public Works operating expenses increased \$572,314 or 8.1% primarily due to the increased cost for the disposal of recyclable materials (\$417,200), contractual increases for disposal of municipal solid waste (\$117,579) and yard waste. Also, this budget provides a full year funding for a Fleet Parts Management Service program (\$106,000) in which a vendor will provide a full time Parts Clerk, maintain a parts inventory on site and process all of the documentation associated with purchase and return of parts as well as credits and rebates. As part of this agreement, parts purchased will be deeply discounted from retail rates. This program will allow mechanics more time to work on vehicles, thus increasing productivity. Software maintenance costs increase \$50,980 based on contractual requirements. Professional Services has increased \$20,742 as a result of the occasional need for outside counsel and consulting services for the Town Manager's office. General contributions increase \$53,362 related primarily to the Health District. Supply costs for reopening the Town pools is anticipated to be \$29,500, an increase over fiscal year 2021 due to the pandemic closing all the Town pools. The Public Works budget for vehicle maintenance increases \$47,000 due to the age of the fleet and the anticipated costs for fuel, parts, supplies and tires. Town-wide Utility costs, which are increasing \$178,612, represent the General Fund transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. The increased contribution for fiscal year 2022 results from amortization of less surplus available from the prior year resulting in an increase in street lighting, natural gas, and hydrants. Overall cost of electricity continues to trend down due to continued conservation projects.



**Fringe 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 \$465,493, or 2.3% in fiscal year 2022. Town Health Program expense increases \$500,025, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program: heart and hypertension (\$33,588), self-insured (-\$195,530), workers' compensation (-\$52,772), and insured (\$180,182).

**Pension Benefits**

The Actuarially Determined Employer Contribution (ADEC) for fiscal year 2022 is \$26,919,077, a year over year increase of \$1,479,596. As indicated in the July 1, 2021 valuation, the unfunded accrued liability increased by \$13.4 million from July 1, 2019 to July 1, 2020. The Plan's market value increased \$2.6 million from July 1, 2019 to July 1, 2020, while the actuarial value of assets increased by \$6.7 million. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for the July 1, 2020 valuation is maintained at a 6.99% discount rate and a new blended mortality table based on public sector employees is smoothed in as well. Partly due to these recommended changes, the funded status of the plan decreased from 40.9% to 40.6%.

On January 26, 2021, the Town Council adopted two ordinances related to the issuance of Pension Obligation Bonds (POB's). The first ordinance authorized the issuance of not to exceed \$365M of POB's. It is the Town's intent to sell these POB's in the spring of 2021 and deposit the bond proceeds in the Pension Trust on July 1<sup>st</sup>; increasing the funding ratio of the Pension Plan to 100% (as of July 1<sup>st</sup> 2021). The second ordinance established the creation of a Pension Bond Reserve Fund. The intent of this fund is to mitigate any year over year spikes in the annual ADEC payments. If the Town is successful in executing a POB sale, the \$26,919,077, which is currently identified as the FY 2022 ADEC payment, will instead be used to fund the Pension Bond Reserve Fund.

**Retiree Medical**

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2019, is \$215,240,118. These benefits are paid from a retiree health care reserve fund established in 1984. The General Fund makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2022 resulting in a Town contribution of \$10,072,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the Actuarially Determined Employer Contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

### **Education**

The fiscal year 2022 education budget totals \$176,303,925; an increase of \$6,230,397 or 3.66%.

- Salaries, which comprise 65% of the education budget, increase \$2.25 million. This increase reflects rate adjustments required by collective bargaining agreements, 2.0 additional special instruction staff to meet student needs, and 1.5 new positions to address equity advancement. Offsetting these increases is a net reduction of 13.8 regular education positions in response to declining enrollment at the middle school and high school levels. In addition, this budget eliminates a vacant Graphic Artist position and assumes vacancies for two maintenance worker positions.
- Employee benefit expense, which represents 19% of the budget, increases \$1.24 million. Pension costs for non-certified staff increase \$320,000 based on the Board's share of the actuarially determined employer contribution for the Town Pension plan. A modest increase in medical premiums for the State Partnership Plan is included in the proposed budget, as are increases for long-term disability and life insurance. In addition, the budget includes a planned reduction in the use of reserves for retiree health.
- Purchased services, which total 14% of the education budget, reflect an increase in tuition for outplaced students, contractual rate increases for transportation, and additional funding for special education professional services. Offsetting these increases is a reduction in utility expense due to improved energy efficiency resulting from the assessment, cleaning, balancing, and programming of the HVAC system in each school.
- The remainder of the education budget (2%) consists of instructional supplies, textbooks, library books, computer equipment and software, custodial and maintenance supplies, and office supplies.

### **Capital Financing**

The 2022-2033 Capital Improvement Program (CIP) invests \$331,255,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** Sedgwick Road Pavement Rehabilitation Project improves beyond the roadway repaving include catch basin replacements, the installation of buffered bike lanes, enhanced crosswalks, and traffic signal improvements. This project is funded by a \$1,000,000 Grant from the State of Connecticut's Local Transportation Capital Improvement Program. The Flood Mitigation Infrastructure Improvement project is set to enhance the town's drainage system reducing repetitive street and property flooding. The project is intended to start in Year 2. This project is funded through the issuance of bonds, although the Engineering Division is seeking grants to fund the construction of these improvements.

- **Education:** The CIP includes \$1,350,000 in Year 1 to address school security improvements. Grants of \$270,000 will offset these expenses. These projects are related to enhancing the security features of main offices by creating controlled entrances for visitors. Year 2 is the first year of a 15-year Elementary School Air Quality Project. Costs are partially offset with grant money. The pandemic has highlighted the need for improvements to our elementary schools that lack modern systems to bring in fresh air and filter out contaminants.
- **Town Building Improvements:** In Year 1, \$700,000 is available for the construction of the Animal Shelter. Town building improvements also increased \$360,000 for Years 1, 2, and 3 for Fire and Police departments building renovations. A new project is the acquisition of property in the Elmwood section of Town to be used for the consolidation of all Town services in that neighborhood. This project is funded over two years; \$3M per year for a total project cost of \$6M.
- **Government Operations:** The completion in Year 1 of a time and attendance system to operate in conjunction with the MUNIS Payroll module (\$315,000).
- **Rolling Stock/Miscellaneous Equipment:** Included in this category are replacement vehicles for Town operations (Assessors, Engineering, Building, and Planning), and Public Safety (Police, Fire). Additionally, Miscellaneous Equipment is also added. Year 1 includes funding for a washer for Fire protective gear, a replacement ECG machine, smokeless exhaust system, and radio upgrade for the Fire Department. New items include the purchase of fire turnout gear (\$208,000 Year 1), and Police body cameras (\$400,000 per year for three years).

The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and “other” funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

## FUND BALANCE POLICY – GENERAL FUND

### TOWN OF WEST HARTFORD

The Government Finance Officers Association (GFOA) recommends that governments establish a formal policy on the level of unrestricted fund balance in the General Fund. Credit agencies are in general agreement with this GFOA recommendation as they carefully monitor levels of unrestricted fund balance in a government's General Fund in order to properly evaluate a government's continued creditworthiness. The Town of West Hartford (Town) is in agreement and believes that in order to ensure the long-term economic stability of the Town, a policy that requires maintaining a prudent level of financial resources in order to protect against reducing service levels or raising taxes and fees as a result of unforeseen catastrophic events, unexpected revenue shortfalls, or unpredicted one-time expenditures, is necessary. Furthermore, the Town recognizes that the creation of a formal fund balance policy for the General Fund is essential to preserve and maintain our Triple "A" credit rating.

Accordingly, the Town seeks to maintain an annual minimum unrestricted fund balance in the General Fund of 7.5% of expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town's most recent Comprehensive Audited Financial Report. Should the unrestricted fund balance fall below 7.5%, the Town will take all necessary steps to restore it to at least 7.5% as soon as practical.

The Town intends to limit its unrestricted fund balance in the General Fund to no more than 15% of the audited General Fund Expenditures as stated in the General Fund Schedule of Expenditures and Other Financing Uses Budget and Actual (NON-GAAP BUDGETARY BASIS) in the Town's most recent Comprehensive Audited Financial Report.

Amounts in excess of 15% will be available for appropriation for the following purposes:

1. **Tax Relief Purposes:** Excess unrestricted fund balance may be used for tax relief purposes. This is allowable only when that tax relief is part of an overall strategy that is intended to smooth out projected tax levy increases over a multiyear period.
2. **Unanticipated Operating Expenses:** Excess unrestricted fund balance may be used to offset operating budget expenses in extraordinary cases where those expenses are unanticipated and substantial and/or are projected to occur over a multiyear period.
3. **Recurring Capital Projects:** Excess unrestricted fund balance may be used for recurring capital projects including, but not limited to, Arterial Street Reconstruction, Neighborhood Street Reconstruction, Street Resurfacing and Town Building Improvements.

The Town acknowledges that a drawdown of excess fund balance to mitigate tax increases or to support operations is essentially a one-time source of funding and, therefore, the Town commits to manage any excess fund balance drawdown(s) in a prudent and fiscally responsible manner. When appropriate, drawdowns of excess fund balance will be utilized over a multiyear period. If a significant drawdown of excess fund balance is proposed for a single fiscal year period, the Town Manager will be required to submit a fiscal analysis to the Town Council outlining the impact that one time revenue will have on the following fiscal year's operating budget.

Any recommended usage of excess fund balance must be proposed by the Town Manager and authorized by the Town Council.

**TOWN OF WEST HARTFORD, CONNECTICUT**  
**STATEMENT OF GENERAL INVESTMENT POLICY**

**I. Responsibility**

Under Chapter 18 of the West Hartford Code, the Director of Finance is responsible for the custody of Town funds and money. This includes the investment of all town funds of the Town of West Hartford, including the General Fund, Special Revenue Funds, Capital Projects Fund, Proprietary Funds, and Trust and Agency Funds, and any other funds which may be created from time to time. Investment of those funds shall be administered in accordance with the provisions of this policy. This policy does not apply to the Risk Management Fund (and Capital and Nonrecurring Expenditure Fund), equity reserves and designated liability reserves, which are governed by the Statement of Reserve Investment Policy, nor its employee retirement system funds, which are administered separately and governed by the Statement of Pension Plan Investment Policy.

In meeting this responsibility, the Director of Financial Services establishes objectives for the investment of these funds, may select an investment manager, oversees the compliance of the manager with all articles and restrictions on the investment of the funds, and evaluates the performance of the investment manager, if one is selected. The Town Manager approves the contracts and/or fee schedules of the investment manager and the investment custodian and approves the continuation of the business relationships with the investment manager and the custodian.

Town funds are invested under the authority of Section 7-400 of the Connecticut General Statutes (CGS).

**II. Policy Rationale**

The Town believes that prudent investment management requires a statement of investment policies and objectives to guide the investment manager responsible for investing Town assets. Investment objectives should reflect the Town's goal of attaining market rates of return on its investments, consistent with constraints imposed by its safety objectives, cash flow considerations, and state laws that restrict the investment of public funds. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

Inherent in the investment policy statement is the Town's belief that investment strategies should reflect a prudent investor's tolerance for risk. Certain specified investment restrictions are appropriate to help define the degree of risk tolerance acceptable to the Town. The Town believes that diversification is fundamental to the spreading of risk, for example. Fundamental to this diversification is asset allocation, and as indicated below, the Town accepts responsibility for asset allocation decisions, but may delegate asset allocation responsibility to its investment manager.

The Town's rationale for a statement of investment policy is to produce a superior return for the Town through prudent asset allocation and superior investment performance within the designated asset classes.

**III. Objectives**

The primary objective of the investment of Town funds is to earn an annualized return, including both income and changes in market value after management charges, which exceeds the rate of inflation by 2% as periodically expressed in the Consumer Price Index. The Town recognizes that this objective will not be attainable in periods of market adversity, and the Town places its emphasis on measuring attainment over periods long enough to encompass both a peak and a bottom in the appropriate markets.



The secondary objective of the investment fund is to earn an annualized return which ranks it in the top 40% of appropriate populations of funds as tabulated by Piper, SEI, and others. As in the case of the primary objective, the Town will emphasize standings in these populations for periods long enough to encompass market peaks and valleys, but will nonetheless assess relative performance at least quarterly.

Although these objective standards will be primary in the Town's assessment of manager performance, the Town will make use of other competitive data, as are made available to it.

If the Town selects an investment manager or managers for expertise in a specific class, or classes, of securities, the class objective standard will become primary in the Town's assessment of the particular manager. The Town will assess performance quarterly and will expect that the manager will rank in the top 40% of the appropriate population(s) over periods long enough to encompass both a peak and a bottom in the appropriate markets.

#### **IV. Asset Allocation**

Although asset allocation is finally the responsibility of the Town, the Town may delegate this responsibility or portion thereof to its investment manager, subject to certain restrictions. The Town will strive to give its investment manager the broadest possible mandate to utilize their expertise.

#### **V. Specific Restrictions**

##### **A. General Restrictions on Asset Classes**

Per CGS Sections 7-400, the portfolio may be invested:

- a. In the obligations of the U.S. Government, including the joint and several obligations of the FHLMC, FNMA, GNMA, and FSLIC, the U.S. Postal Service, all federal home loan banks, all federal land banks, all federal intermediate credit banks, the Central Bank for Cooperatives, the Tennessee Valley Authority, or any other agency of the United States government.
- b. In the obligations of any state of the United States or of any political subdivision, authority of agency thereof, provided at the time of investment such obligations are rated within one of the top two rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.
- c. In the obligations of the State of Connecticut or of any regional school district, town, city, borough or metropolitan district in the State of Connecticut, provided at the time of investment the obligations of such government entity are rated within one of the top three rating categories of any nationally recognized rating service or of any rating service recognized by the state commissioner of banking.

Other permissible investments include certificates of deposit, commercial paper, savings accounts, and bankers' acceptances, and the State Short Term Investment Fund (STIF).

##### **B. Specific Restrictions**

Unless specifically approved by the Town, all short term securities in the investment fund will be under the management of the Town, a single investment manager or the Town's custodian bank. To the extent that an investment manager elects to leave monies allocated to it in short term investments, these investments will be aggregated with all securities under the manager's responsibility for management fee purposes.

Short term securities are those which have a maturity date within one year at time of purchase. All short term investments must satisfy at least one of the following criteria:

- a. It is an obligation or guaranteed by the U.S. Government.
- b. It is commercial paper rate A-1 or P-1 by Moody's Investors Service or Standard and Poor's Corporation.
- c. It is a certificate of deposit or a banker's acceptance of a commercial bank with assets of at least \$20 billion and permanent capital of at least \$1 billion with the last five years of profitable operation.
- d. It is a repurchase agreement against the collateral of U.S. Treasury or government guaranteed securities with banks meeting requirement c. above and primary government securities dealers.

Because of the need to demonstrate compliance with state statutes, the Town does not permit the pooling of short term investments with those of other accounts under the manager's or the bank's direction.

## **VI. Diversification and Maturities**

Funds of the Town shall be invested in instruments whose maturities do not exceed five years at the time of purchase. Investments shall be diversified to eliminate the risk of loss resulting from overconcentration in a specific maturity, a specific issuer, or a specific class of securities. In establishing diversification strategies, the following general policies shall apply:

- a. Maturities shall be staggered to avoid undue concentration of funds in a specific maturity. Maturities selected shall provide for stability of income and reasonable liquidity.
- b. Liquidity shall be assured through practices ensuring that the next disbursement date and payroll date cash flow needs are covered through maturing investments or marketable U.S. Treasury bills.
- c. At least five (5) percent of the portfolio shall be invested in overnight instruments or in marketable securities which can be converted into cash with one day's notice.

## **VII. Security**

To protect against potential fraud, funds of the Town invested in repurchase agreements or bearer instruments shall be secured through third-party custody and safekeeping procedures. Investment officials shall be bonded to protect the public against possible embezzlement and malfeasance. Collateralized securities such as repurchase agreements shall be purchased using the delivery versus payment procedure. Unless prevailing practices or economic circumstances dictate otherwise, ownership shall be protected through third-party custodial safekeeping.

## **VIII. Investment Coordinator**

The Town's Director of Finance shall serve as the investment coordinator.

## **IX. Investment Custodian**

The Town (shall) may employ an investment custodian to hold or arrange for the holding of the securities in the portfolio and to execute investment transactions in accordance with instruction received from the investment manager. At least annually, the Town will review the fee schedule and performance of the investment custodian and approve the custodian's fees.

# TOWN OF WEST HARTFORD

## FISCAL YEAR 2021-2022

### BUDGET IN BRIEF

### ALL FUNDS

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
General Fund	\$299,225,363	*\$298,746,758	\$302,904,661	\$308,620,511
Blue Back Square Fund	4,116,254	3,941,719	3,430,300	3,646,530
Community Development Block Grant Fund	1,036,364	773,055	749,461	744,778
CDBG – Housing Rehabilitation Fund	251,464	200,000	200,000	200,000
State Housing & Community Development Fund	378			
Westmoor Park Fund	797,939	733,632	657,508	771,295
Leisure Services Fund	3,336,597	4,468,550	2,534,289	4,650,100
Private School Services Fund	2,218,709	2,501,754	2,256,178	2,491,483
West Hartford Library Fund	30,769	15,000	4,000	15,000
Parking Lot Fund	1,384,186	3,038,761	1,210,960	1,000,700
Technology Investment Fund	12,631	10,000	10,000	10,000
Capital & Non-Recurring Expenditure Fund	2,529,693		9,388	485,000
Police Private Duty Fund	1,935,081	1,900,000	2,045,539	1,900,000
Cemetery Operating Fund	376,329	626,875	610,295	572,900
<b>Total Revenue &amp; Other Resources</b>	<b>\$317,251,757</b>	<b>\$316,956,104</b>	<b>\$316,622,579</b>	<b>\$325,108,297</b>

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
General Fund	\$298,882,424	\$300,246,758	\$304,408,118	\$308,620,511
Blue Back Square Fund	3,848,144	3,410,500	3,410,500	3,658,875
Community Development Block Grant Fund	1,036,364	773,055	749,461	744,778
CDBG – Housing Rehabilitation Fund	251,464	200,000	200,000	200,000
State Housing & Community Development Fund	27,500			
Westmoor Park Fund	887,948	741,570	628,236	757,976
Leisure Services Fund	3,921,483	4,486,777	3,754,347	4,477,399
Private School Services Fund	2,218,709	2,501,754	2,256,178	2,491,483
West Hartford Library Fund	17,298	15,000	8,500	15,000
Parking Lot Fund	2,691,593	3,378,930	2,755,355	2,798,346
Technology Investment Fund	25,958	10,000	10,000	10,000
Capital & Non-Recurring Expenditure Fund	2,679,110	2,073,000	2,687,160	485,000
Police Private Duty Fund	1,916,988	1,855,767	1,963,802	1,875,804
Cemetery Operating Fund	415,867	476,342	478,513	507,752
<b>Total Expenditures &amp; Other Uses</b>	<b>\$318,820,850</b>	<b>\$320,169,453</b>	<b>\$323,310,170</b>	<b>\$326,642,924</b>

CHANGE IN FUND BALANCE	(\$ 1,569,093)	*( \$ 3,213,349)	*( \$ 6,687,591)	(\$ 1,534,627)
BEGINNING BALANCE	\$ 33,687,854	\$ 32,118,761	\$ 32,118,761	\$ 25,431,170
ENDING BALANCE	\$ 32,118,761	\$ 28,905,412	\$ 25,431,170	\$ 23,896,543

\*A use of \$1.5M of General Fund Unrestricted Fund Balance is budgeted in fiscal year 2021.

# ANNUAL BUDGET 2021-2022

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

	General Fund	Blue Back Square Fund	CDBG Fund	CDBG Housing Rehab Fund	State Housing Fund	Westmoor Park Fund	Leisure Services Fund
<b><u>Revenues</u></b>							
Property Taxes	\$275,930,435						
Intergovernmental	25,385,132		\$744,778	\$200,000			
Charges for Services	5,837,898	\$19,800				\$381,155	\$4,554,100
Miscellaneous	904,300					390,140	26,000
<b>Total Revenues</b>	<b>\$308,057,765</b>	<b>\$19,800</b>	<b>\$744,778</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$771,295</b>	<b>\$4,580,100</b>
<b><u>Other Resources</u></b>							
Transfers In	\$562,746	\$3,626,730					\$70,000
<b>Total Other Resources</b>	<b>\$562,746</b>	<b>\$3,626,730</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,000</b>
<b>Total Revenue &amp; Other Resources</b>	<b>\$308,620,511</b>	<b>\$3,646,530</b>	<b>\$744,778</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$771,295</b>	<b>\$4,650,100</b>
<b><u>Expenditures</u></b>							
Town Clerk	\$ 279,627						
Town Council	401,281						
Town Manager	535,201						
Corporation Counsel	442,494						
Registrar of Voters	255,123						
Information Technology	1,117,799						
Financial Services	2,358,303						
Assessor	724,569						
Human Resources	486,454						
Fire Department	12,754,052						
Police Department	16,867,587						
Community Development	2,265,230						
Public Works	12,153,127						
Plant & Facilities Services	2,249,306						
Leisure Services & Social Services	3,127,469		\$694,778	\$200,000		\$729,661	\$4,477,399
Library Services	3,211,110						
Education	176,303,925						
Debt Service	16,128,560						
Non-Departmental	54,503,552	\$3,658,875					
<b>Total Expenditures</b>	<b>\$306,164,769</b>	<b>\$3,658,875</b>	<b>\$694,778</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$729,661</b>	<b>\$4,477,399</b>
<b><u>Other Uses</u></b>							
Transfers Out	2,455,742		50,000			28,315	
<b>Total Other Uses</b>	<b>\$2,455,742</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,315</b>	<b>\$0</b>
<b>Total Expenditures and Other Uses</b>	<b>\$308,620,511</b>	<b>\$3,658,875</b>	<b>\$744,778</b>	<b>\$200,000</b>	<b>\$0</b>	<b>757,976</b>	<b>\$4,477,399</b>
<b>Change in Fund Balance</b>	<b>\$0</b>	<b>(\$12,345)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,319</b>	<b>\$172,701</b>
<b>Estimated Fund Balance 7/1/21</b>	<b>\$25,335,497</b>	<b>\$22,023</b>	<b>\$0</b>	<b>\$0</b>	<b>\$549</b>	<b>\$333,472</b>	<b>(\$4,688,144)</b>
<b>Estimated Fund Balance 6/30/22</b>	<b>\$25,335,497</b>	<b>\$9,678</b>	<b>\$0</b>	<b>\$0</b>	<b>\$549</b>	<b>\$346,791</b>	<b>(\$4,515,443)</b>

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

# ANNUAL BUDGET 2021-2022

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

	Private School Services <u>Fund</u>	Library <u>Fund</u>	Parking Lot <u>Fund</u>	Technology Investment <u>Fund</u>	Capital & Non- Recurring Expenditure <u>Fund</u>	Police Private Duty Service <u>Fund</u>	Cemetery Operating <u>Fund</u>	Total All Funds <u>Funds</u>
<b>Revenues</b>								
Property Taxes								\$275,930,435
Intergovernmental	\$618,544							26,948,454
Charges for Services		\$15,000	\$997,750	\$10,000		\$1,900,000	\$569,300	14,285,003
Miscellaneous			2,950				3,600	1,326,990
<b>Total Revenues</b>	\$618,544	\$15,000	\$1,000,700	\$10,000	\$0	\$1,900,000	\$572,900	\$318,490,882
<b>Other Resources</b>								
Transfers In	\$1,872,939				\$485,000			\$6,617,415
<b>Total Other Resources</b>	\$1,872,939	\$0	\$0	\$0	\$485,000	\$0	\$0	\$6,617,415
<b>Total Revenue &amp; Other Resources</b>	\$2,491,483	\$15,000	\$1,000,700	\$10,000	\$485,000	\$1,900,000	\$572,900	\$325,108,297
<b>Expenditures</b>								
Town Clerk								\$ 279,627
Town Council								401,281
Town Manager								535,201
Corporation Counsel								442,494
Registrar of Voters								255,123
Information Technology				\$10,000				1,127,799
Financial Services								2,358,303
Assessor								724,569
Human Resources								486,454
Fire Department								12,754,052
Police Department						\$1,750,804		18,618,391
Community Development								2,265,230
Public Works			\$2,798,346				\$507,752	15,459,225
Plant & Facilities Services								2,249,306
Leisure Services & Social Services								9,229,307
Library Services		\$15,000						3,226,110
Education								176,303,925
Debt Service								16,128,560
Non-Departmental	\$2,491,483							60,653,910
<b>Total Expenditures</b>	\$2,491,483	\$15,000	\$2,798,346	\$10,000	\$0	\$1,750,804	\$507,752	\$323,498,867
<b>Other Uses</b>								
Transfers Out					485,000	125,000		3,144,057
<b>Total Other Uses</b>	\$0	\$0	\$0	\$0	\$485,000	\$125,000	\$0	\$3,144,057
<b>Total Expenditures and Other Uses</b>	\$2,491,483	\$15,000	\$2,798,346	\$10,000	\$485,000	\$1,875,804	\$507,752	\$326,642,924
<b>Change in Fund Balance</b>	\$0	\$0	(\$1,797,646)	\$0	\$0	\$24,196	\$65,148	(\$1,534,627)
<b>Estimated Fund Balance 7/1/21</b>	\$0	\$88,672	(\$147,607)	\$3,389	\$2,478,397	\$174,115	\$1,830,807	\$25,431,170
<b>Estimated Fund Balance 6/30/22</b>	\$0	\$88,672	(\$1,945,253)	\$3,389	\$2,478,397	\$198,311	\$1,895,955	\$23,896,543

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

# TOWN OF WEST HARTFORD

## FISCAL YEAR 2021-2022

### BUDGET IN BRIEF

### GENERAL FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Current Year Property Taxes	\$260,952,193	\$261,486,135	\$262,137,000	\$271,490,435
Other Property Taxes	5,004,968	4,440,000	4,315,000	4,440,000
Intergovernmental	24,593,342	24,716,822	26,455,542	25,385,132
Charges for Services	6,048,831	5,942,333	5,704,299	5,837,898
Miscellaneous	2,167,537	1,602,000	1,057,752	904,300
Transfers In	<u>458,492</u>	<u>559,468</u>	<u>3,235,068</u>	<u>562,746</u>
<b>Total Revenue &amp; Other Resources</b>	<b>\$299,225,363</b>	<b>\$298,746,758</b>	<b>\$302,904,661</b>	<b>\$308,620,511</b>

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Town Council	\$ 388,744	\$ 396,659	\$ 381,474	\$ 401,281
Town Clerk	301,274	286,492	281,183	279,627
Town Manager	409,002	399,050	398,575	535,201
Corporation Counsel	429,330	441,423	569,090	442,494
Registrar of Voters	170,878	274,702	298,037	255,123
Assessor	686,439	761,255	681,593	724,569
Information Technology	1,055,779	1,047,295	1,041,355	1,117,799
Financial Services	2,343,546	2,413,207	2,361,079	2,358,303
Human Resources	524,458	482,936	475,842	486,454
Fire	13,186,937	12,654,077	13,888,718	12,754,052
Police	17,064,783	16,737,520	17,472,239	16,867,587
Community Development	2,688,157	2,575,014	2,463,887	2,265,230
Public Works	9,906,411	11,515,259	12,230,695	12,250,930
Plant and Facilities Services	2,029,000	2,063,389	2,055,843	2,249,306
Leisure Services & Social Services	2,891,850	2,810,768	2,445,017	3,127,469
Library	3,090,901	3,330,015	3,030,599	3,211,110
Education	168,789,596	170,073,528	172,249,528	176,303,925
Capital Financing	16,580,749	17,318,952	16,873,952	16,128,560
Non-Departmental	<u>56,344,590</u>	<u>54,665,217</u>	<u>55,209,412</u>	<u>56,861,491</u>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$298,882,424</b>	<b>\$300,246,758</b>	<b>\$304,408,118</b>	<b>\$308,620,511</b>

CHANGE IN FUND BALANCE	\$ 342,939	(\$ 1,500,000)	(\$1,503,457)	
BEGINNING BALANCE	\$ 26,496,015	\$ 26,838,954	\$ 26,838,954	\$ 25,335,497
ENDING BALANCE	\$ 26,838,954	\$ 25,338,954	\$ 25,335,497	\$ 25,335,497

Note: A use of \$1.5M of General Fund Unrestricted Fund Balance was budgeted in fiscal year 2021.

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

	<b><u>ACTUAL</u></b> <b><u>FY 2019-2020</u></b>	<b><u>ADOPTED</u></b> <b><u>FY 2020-2021</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2020-2021</u></b>	<b><u>PROPOSED</u></b> <b><u>FY 2021-2022</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
Town Council	\$ 388,744	\$ 396,659	\$ 381,474	\$ 401,281	1.2%
Town Clerk	301,274	286,492	281,183	279,627	-2.4%
Town Manager	409,002	399,050	398,575	535,201	34.1%
Corporation Counsel	429,330	441,423	569,090	442,494	0.2%
Registrar of Voters	170,878	274,702	298,037	255,123	-7.1%
Assessor's Office	686,439	761,255	681,593	724,569	-4.8%
Information Technology	1,055,779	1,047,295	1,041,355	1,117,799	6.7%
Financial Services	2,343,546	2,413,207	2,361,079	2,358,303	-2.3%
Human Resources	524,458	482,936	475,842	486,454	0.7%
Fire	13,186,937	12,654,077	13,888,718	12,754,052	0.8%
Police	17,064,783	16,737,520	17,472,239	16,867,587	0.8%
Community Development	2,688,157	2,575,014	2,463,887	2,265,230	-12.0%
Public Works	9,906,411	11,515,259	12,230,695	12,250,930	6.4%
Plant and Facilities Services	2,029,000	2,063,389	2,055,843	2,249,306	9.0%
Leisure Services & Social Services	2,891,850	2,810,768	2,445,017	3,127,469	11.3%
Library	3,090,901	3,330,015	3,030,599	3,211,110	-3.6%
Education	168,789,596	170,073,528	172,249,528	176,303,925	3.7%
Capital Financing	16,580,749	17,318,952	16,873,952	16,128,560	-6.9%
Non-Departmental	<u>56,344,590</u>	<u>54,665,217</u>	<u>55,209,412</u>	<u>56,861,491</u>	4.0%
<b>Total Expenditures &amp; Other Uses</b>	<b>\$298,882,424</b>	<b>\$300,246,758</b>	<b>\$304,408,118</b>	<b>\$308,620,511</b>	<b>2.8%</b>

# ANNUAL BUDGET 2021-2022

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2019-2020	Adopted 2020-2021	Actual 6 month	Estimated 2020-2021	Proposed 2021-2022	Percent Change
<b>PROPERTY TAXES</b>						
Current Year Taxes	\$ 260,952,193	\$ 261,486,135	\$ 174,153,020	\$ 262,137,000	\$ 271,490,435	3.8%
Motor Vehicle Supplement	2,852,610	2,425,000	539,438	2,300,000	2,425,000	
Prior Year Taxes	1,275,913	1,425,000	1,316,681	1,425,000	1,425,000	
Interest & Lien Fees	876,445	590,000	453,031	590,000	590,000	
<b>TOTAL PROPERTY TAXES</b>	<b>265,957,161</b>	<b>265,926,135</b>	<b>176,462,170</b>	<b>266,452,000</b>	<b>275,930,435</b>	<b>3.8%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
<b>Federal</b>						
Dial-A-Ride Assistance	27,102	84,612	5,528	84,612	84,570	
FEMA Grant				665,000		
Miscellaneous Federal	100,687		46,703	54,628		
<b>Total Federal Revenues</b>	<b>127,789</b>	<b>84,612</b>	<b>52,231</b>	<b>804,240</b>	<b>84,570</b>	
<b>State</b>						
ECS Grant	21,686,061	21,880,823	5,470,125	21,880,823	21,880,498	
School Building Subsidy						
Sub-Total Education	21,686,061	21,880,823	5,470,125	21,880,823	21,880,498	
Disabled Property Tax Relief	5,222	6,000	5,042	6,000	6,000	
Grant for Municipal Projects	810,682	805,784	54,296	807,544	805,784	
Payment in lieu of Taxes (PILOT)	908,023	899,435	899,858	899,858	1,567,435	74.3%
Veterans Tax Relief	50,851	62,613	44,268	62,613	62,613	
Sub-Total Property Tax Relief	1,774,778	1,773,832	1,003,464	1,776,015	2,441,832	37.7%
Alcohol/Drug Abuse Grant	7,142	7,142	7,142	7,142	7,142	
YSB Grant						
Sub-Total Human & Cultural Services	7,142	7,142	7,142	7,142	7,142	
Town Aid Road	686,593	686,593	343,635	686,593	687,270	0.1%
Emergency 911 Service Grant	140,749	141,000	72,118	141,000	141,000	
Emergency Management Grant	24,356					
FEMA Grant			1,009,407	1,009,407		
Pequot/Mohegan Fund Grant	27,820	27,820	9,273	27,820	27,820	
Telephone Grant	110,554	115,000		115,000	115,000	
Preservation of Historic Documents	7,500		7,500	7,500		
Sub-Total Other State Aid	997,572	970,413	1,441,933	1,987,320	971,090	0.1%
<b>Total State Revenue</b>	<b>24,465,553</b>	<b>24,632,210</b>	<b>7,922,664</b>	<b>25,651,300</b>	<b>25,300,562</b>	<b>2.7%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>24,593,342</b>	<b>24,716,822</b>	<b>7,974,895</b>	<b>26,455,540</b>	<b>25,385,132</b>	<b>2.7%</b>



# ANNUAL BUDGET 2021-2022

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2019-2020	Adopted 2020-2021	Actual 6 month	Estimated 2020-2021	Proposed 2021-2022	Percent Change
<b>CHARGES FOR SERVICES</b>						
<b>Licenses &amp; Permits</b>						
Building Permits	1,488,754	1,600,000	764,501	1,600,000	1,600,000	
Dog Licenses	6,955	11,000	905	11,000	11,000	
Fire Occupancy Fees	96,223	100,000	31,660	85,000	100,000	
Fire Plan Review Fees	353,840	315,000	38,074	270,000	315,000	
Marriage Licenses	19,700	20,000	10,824	20,000	20,000	
Public Works Permits	117,915	95,000	81,991	95,000	95,000	
Weapons Permits	7,225	11,000	10,430	11,000	14,000	27.3%
Engineering Licenses & Permits	63,050	79,500	22,850	79,500	54,500	-31.4%
Zoning Permits	20,666	35,000	19,328	35,000	35,000	
Miscellaneous Licenses & Permits	9,328	14,400	1,163	12,300	10,300	-28.5%
<b>Total Licenses &amp; Permits</b>	<b>2,183,656</b>	<b>2,280,900</b>	<b>981,726</b>	<b>2,218,800</b>	<b>2,254,800</b>	<b>-1.1%</b>
<b>Charges for Services</b>						
Alarm Fees	12,663	30,000	6,312	30,000	15,000	-50.0%
Birth Certificates	13,408	14,000	5,070	14,000	14,000	
Conveyance Taxes	1,047,370	1,030,000	724,186	1,250,000	1,030,000	
Copies	70,579	55,800	36,759	62,966	59,700	7.0%
Day Care Services	33,725	34,063	17,034	34,063	35,168	3.2%
Death Certificates	65,164	58,000	29,007	58,000	58,000	
General Admissions	93,973	20,000	75	17,500	90,000	350.0%
Land Records Fee	252,285	200,000	168,826	275,000	250,000	25.0%
Land Records – Farmland Bill Fees	18,378	21,000	10,156	21,000	21,000	
MERS Fee	104,468	65,000	94,277	100,000	100,000	53.8%
Memberships	73,254	55,000	1,635	21,900	66,000	20.0%
Metal Recycling		4,500		4,900		-100.0%
Recycling Revenue	18,499	20,000	322	20,000	1,000	-95.0%
Additional Barrel Fees		55,000	50,400	105,400	55,000	
Miscellaneous Charges For Services	68,860	92,740	33,146	80,790	39,350	-57.6%
Paramedic Services	935,507	750,000	384,853	750,000	750,000	
Program Registrations	441,813	422,500	37,691	118,850	375,000	-11.2%
Land Leases	120,705	156,060	79,196	156,060	156,060	
Rental of Facilities	147,080	190,820	15,224	46,370	157,820	-17.3%
Special Events	48,412	63,750		26,000	31,800	-50.1%
TPZ/IWW Applications	25,203	17,500	2,986	15,000	17,500	
Zoning Petitions	10,494	15,000	8,408	15,000	15,000	
<b>Total Charges for Services</b>	<b>3,601,840</b>	<b>3,370,733</b>	<b>1,705,563</b>	<b>3,222,799</b>	<b>3,337,398</b>	<b>-1.0%</b>
<b>Fines &amp; Forfeitures</b>						
Adult Library Fines	24,124	35,000	2,528	7,000	15,000	-57.1%
Moving Vehicle Violations	44,446	45,000	4,876	45,000	20,000	-55.6%
Ordinance Violations	7,756	8,000	4,134	8,000	8,000	
Parking Violation	184,839	200,000	120,705	200,000	200,000	
Miscellaneous Fines & Forfeitures	2,170	2,700	1,525	2,700	2,700	
<b>Total Fines &amp; Forfeitures</b>	<b>263,335</b>	<b>290,700</b>	<b>133,768</b>	<b>262,700</b>	<b>245,700</b>	<b>-15.5%</b>
<b>TOTAL CHARGES FOR SERVICES</b>	<b>6,048,831</b>	<b>5,942,333</b>	<b>2,821,057</b>	<b>5,704,299</b>	<b>5,837,898</b>	<b>-1.8%</b>

# ANNUAL BUDGET 2021-2022

## GENERAL FUND ESTIMATED REVENUES AND OTHER RESOURCES

	Actual 2019-2020	Adopted 2020-2021	Actual 6 month	Estimated 2020-2021	Proposed 2021-2022	Percent Change
<b>MISCELLANEOUS REVENUES</b>						
Miscellaneous Revenue	456,140	375,500	424,722	425,060	100,500	-73.2%
Commissions	49,938					
Contributions	12,299	15,500	7,532	9,550	12,800	-17.4%
Interest & Investment Income	1,284,218	850,000	115,234	262,144	430,000	-49.4%
Miscellaneous Reimbursements	3,920	1,000		1,000	1,000	
Workers Compensation Reimbursements	359,314	360,000	101,281	360,000	360,000	
Refund of Prior Year Expenditures	1,708					
<b>TOTAL MISC REVENUES</b>	<b>2,167,537</b>	<b>1,602,000</b>	<b>648,769</b>	<b>1,057,754</b>	<b>904,300</b>	<b>-43.6%</b>
<b>TRANSFERS IN</b>						
Financial Services (Accounting Services)	67,000	72,000		72,000	72,000	
Human Resources (RMF)	40,000	40,000		40,000	40,000	
Police (PPD)	125,000	125,000		125,000	125,000	
Community Development (CDBG)	50,000	50,000	25,000	50,000	50,000	
Public Works (CNRE)				24,000		
Facilities Services (CPF)	148,992	272,468		272,468	275,746	1.2%
Social Services (CNRE)	27,500			162,000		
Board of Education				2,300,000		
Non-Departmental (CNRE)				189,600		
<b>TOTAL TRANSFERS IN</b>	<b>458,492</b>	<b>559,468</b>	<b>25,000</b>	<b>3,235,068</b>	<b>562,746</b>	<b>0.6%</b>
Use of Fund Balance		1,500,000				-100.0%
<b>GENERAL FUND TOTAL REVENUE</b>	<b>\$ 299,225,363</b>	<b>\$ 300,246,758</b>	<b>\$ 187,931,891</b>	<b>\$ 302,904,661</b>	<b>\$ 308,620,511</b>	<b>2.8%</b>

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**ANNUAL BUDGET 2021-2022**

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

	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
<b><u>Town Council</u></b>					
Wages & Salaries	\$121,419	\$128,355	\$114,907	\$133,358	3.9%
Operating Expense	258,340	258,678	257,945	257,945	-0.3%
Social Security	<u>8,985</u>	<u>9,626</u>	<u>8,622</u>	<u>9,978</u>	3.7%
<b>TOTAL</b>	<b>\$388,744</b>	<b>\$396,659</b>	<b>\$381,474</b>	<b>\$401,281</b>	<b>1.2%</b>
<b><u>Town Clerk</u></b>					
Wages & Salaries	\$203,751	\$195,156	\$192,999	\$188,901	-3.2%
Operating Expense	85,726	79,395	76,327	77,395	-2.5%
Social Security	<u>11,797</u>	<u>11,941</u>	<u>11,857</u>	<u>13,331</u>	11.6%
<b>TOTAL</b>	<b>\$301,274</b>	<b>\$286,492</b>	<b>\$281,183</b>	<b>\$279,627</b>	<b>-2.4%</b>
<b><u>Town Manager</u></b>					
Wages & Salaries	\$373,078	\$369,053	\$369,193	\$478,572	29.7%
Operating Expense	12,680	6,600	5,985	24,850	276.5%
Social Security	<u>23,244</u>	<u>23,397</u>	<u>23,397</u>	<u>31,779</u>	35.8%
<b>TOTAL</b>	<b>\$409,002</b>	<b>\$399,050</b>	<b>\$398,575</b>	<b>\$535,201</b>	<b>34.1%</b>
<b><u>Corporation Counsel</u></b>					
Wages & Salaries	\$277,974	\$320,807	\$251,639	\$314,736	-1.9%
Operating Expense	131,637	97,800	299,648	104,800	7.2%
Social Security	<u>19,719</u>	<u>22,816</u>	<u>17,803</u>	<u>22,958</u>	0.6%
<b>TOTAL</b>	<b>\$429,330</b>	<b>\$441,423</b>	<b>\$569,090</b>	<b>\$442,494</b>	<b>0.2%</b>
<b><u>Registrar of Voters</u></b>					
Wages & Salaries	\$133,571	\$205,000	\$206,797	\$186,351	-9.1%
Operating Expense	29,972	58,370	79,908	58,150	-0.4%
Social Security	<u>7,335</u>	<u>11,332</u>	<u>11,332</u>	<u>10,622</u>	-6.3%
<b>TOTAL</b>	<b>\$170,878</b>	<b>\$274,702</b>	<b>\$298,037</b>	<b>\$255,123</b>	<b>-7.1%</b>
<b><u>Assessor</u></b>					
Wages & Salaries	\$567,078	\$649,422	\$574,122	\$608,336	-6.3%
Operating Expense	77,407	63,137	63,551	70,688	12.0%
Social Security	<u>41,954</u>	<u>48,696</u>	<u>43,920</u>	<u>45,545</u>	-6.5%
<b>TOTAL</b>	<b>\$686,439</b>	<b>\$761,255</b>	<b>\$681,593</b>	<b>\$724,569</b>	<b>-4.8%</b>

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

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
<b><u>Information Technology</u></b>					
Wages & Salaries	\$472,488	\$469,560	\$514,084	\$535,902	14.1%
Operating Expense	549,325	543,500	491,707	543,500	
Social Security	<u>33,966</u>	<u>34,235</u>	<u>35,564</u>	<u>38,397</u>	12.2%
<b>TOTAL</b>	<b>\$1,055,779</b>	<b>\$1,047,295</b>	<b>\$1,041,355</b>	<b>\$1,117,799</b>	<b>6.7%</b>
<b><u>Financial Services</u></b>					
Wages & Salaries	\$1,709,038	\$1,697,387	\$1,600,870	\$1,632,538	-3.8%
Operating Expense	511,689	588,779	649,561	605,179	2.8%
Social Security	<u>122,819</u>	<u>127,041</u>	<u>110,648</u>	<u>120,586</u>	-5.1%
<b>TOTAL</b>	<b>\$2,343,546</b>	<b>\$2,413,207</b>	<b>\$2,361,079</b>	<b>\$2,358,303</b>	<b>-2.3%</b>
<b><u>Human Resources</u></b>					
Wages & Salaries	\$424,598	\$347,498	\$350,185	\$352,775	1.5%
Operating Expense	72,774	108,250	99,990	108,250	
Social Security	<u>27,086</u>	<u>27,188</u>	<u>25,667</u>	<u>25,429</u>	-6.5%
<b>TOTAL</b>	<b>\$524,458</b>	<b>\$482,936</b>	<b>\$475,842</b>	<b>\$486,454</b>	<b>0.7%</b>
<b><u>Fire</u></b>					
Wages & Salaries	\$11,595,973	\$11,028,586	\$12,464,234	\$11,110,897	0.7%
Operating Expense	1,402,361	1,437,728	1,236,721	1,453,472	1.1%
Social Security	<u>188,603</u>	<u>187,763</u>	<u>187,763</u>	<u>189,683</u>	1.0%
<b>TOTAL</b>	<b>\$13,186,937</b>	<b>\$12,654,077</b>	<b>\$13,888,718</b>	<b>\$12,754,052</b>	<b>0.8%</b>
<b><u>Police</u></b>					
Wages & Salaries	\$15,793,800	\$15,375,019	\$16,167,102	\$15,472,843	0.6%
Operating Expense	933,205	1,028,425	971,061	1,056,458	2.7%
Social Security	<u>337,778</u>	<u>334,076</u>	<u>334,076</u>	<u>338,286</u>	1.3%
<b>TOTAL</b>	<b>\$17,064,783</b>	<b>\$16,737,520</b>	<b>\$17,472,239</b>	<b>\$16,867,587</b>	<b>0.8%</b>
<b><u>Community Development</u></b>					
Wages & Salaries	\$2,287,600	\$2,148,657	\$2,063,651	\$1,855,713	-13.6%
Operating Expense	240,259	267,033	250,431	274,175	2.7%
Social Security	<u>160,298</u>	<u>159,324</u>	<u>149,805</u>	<u>135,342</u>	-15.1%
<b>TOTAL</b>	<b>\$2,688,157</b>	<b>\$2,575,014</b>	<b>\$2,463,887</b>	<b>\$2,265,230</b>	<b>-12.0%</b>

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

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Public Works</u></b>					
Wages & Salaries	\$3,882,172	\$4,070,926	\$4,138,512	\$4,218,763	3.6%
Operating Expense	5,652,741	7,044,973	7,692,823	7,617,287	8.1%
Social Security	<u>371,498</u>	<u>399,360</u>	<u>399,360</u>	<u>414,880</u>	3.8%
<b>TOTAL</b>	<b>\$9,906,411</b>	<b>\$11,515,259</b>	<b>\$12,230,695</b>	<b>\$12,250,930</b>	<b>6.4%</b>
<b><u>Plant and Facilities Services</u></b>					
Wages & Salaries	\$1,062,076	\$1,206,874	\$1,164,005	\$1,187,906	-1.6%
Operating Expense	891,735	765,381	802,420	972,883	27.1%
Social Security	<u>75,189</u>	<u>91,134</u>	<u>89,418</u>	<u>88,517</u>	-2.9%
<b>TOTAL</b>	<b>\$2,029,000</b>	<b>\$2,063,389</b>	<b>\$2,055,843</b>	<b>\$2,249,306</b>	<b>9.0%</b>
<b><u>Leisure Services and Social Services</u></b>					
Wages & Salaries	\$1,890,505	\$1,714,833	\$1,505,368	\$2,002,145	16.8%
Operating Expense	900,167	986,640	844,225	1,023,452	3.7%
Social Security	<u>101,178</u>	<u>109,295</u>	<u>95,424</u>	<u>101,872</u>	-6.8%
<b>TOTAL</b>	<b>\$2,891,850</b>	<b>\$2,810,768</b>	<b>\$2,445,017</b>	<b>\$3,127,469</b>	<b>11.3%</b>
<b><u>Library</u></b>					
Wages & Salaries	\$2,331,179	\$2,495,769	\$2,222,293	\$2,379,131	-4.7%
Operating Expense	594,574	652,637	644,062	652,637	
Social Security	<u>165,148</u>	<u>181,609</u>	<u>164,245</u>	<u>179,342</u>	-1.2%
<b>TOTAL</b>	<b>\$3,090,901</b>	<b>\$3,330,015</b>	<b>\$3,030,600</b>	<b>\$3,211,110</b>	<b>-3.6%</b>
<b><u>Board of Education</u></b>					
Board of Education	<u>\$168,789,596</u>	<u>\$170,073,528</u>	<u>\$172,249,528</u>	<u>\$176,303,925</u>	3.7%
<b>TOTAL</b>	<b>\$168,789,596</b>	<b>\$170,073,528</b>	<b>\$172,249,528</b>	<b>\$176,303,925</b>	<b>3.7%</b>
<b><u>Capital Financing</u></b>					
Debt and Sundry	<u>\$16,580,749</u>	<u>\$17,318,952</u>	<u>\$16,873,952</u>	<u>\$16,128,560</u>	-6.9%
<b>TOTAL</b>	<b>\$16,580,749</b>	<b>\$17,318,952</b>	<b>\$16,873,952</b>	<b>\$16,128,560</b>	<b>-6.9%</b>

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**ANNUAL BUDGET 2021-2022**

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

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
<b><u>Non-Departmental</u></b>					
Wages & Salaries	\$105,366	\$109,780	\$98,322	\$86,725	-21.0%
Operating Expense	13,112,316	13,104,244	13,274,344	12,767,063	-2.6%
Fringe Benefits and Insurance	<u>43,126,908</u>	<u>41,451,193</u>	<u>41,836,744</u>	<u>44,007,703</u>	6.2%
<b>TOTAL</b>	<b>\$56,344,590</b>	<b>\$54,665,217</b>	<b>\$55,209,410</b>	<b>\$56,861,491</b>	<b>4.0%</b>
 <b>TOTAL ALL DEPARTMENTS</b>	 <b>\$298,882,424</b>	 <b>\$300,246,758</b>	 <b>\$304,408,118</b>	 <b>\$308,620,511</b>	 <b>2.8%</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 2022 budget includes 447.5 full-time funded positions.

	<b>Authorized and Funded Positions</b>			<b>Revised</b>	<b>Proposed</b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
<u>General Government</u>					
General Fund	16.00	16.00	16.00	16.00	18.00
<u>Information Technology</u>					
General Fund	4.00	4.00	4.00	4.00	4.50
<u>Financial Services</u>					
General Fund	17.00	17.00	17.00	17.00	17.00
<u>Human Resources</u>					
General Fund	3.20	3.20	3.20	3.20	3.20
Pension Fund	1.60	1.60	1.60	1.60	1.60
Risk Management Fund	<u>4.70</u>	<u>3.70</u>	<u>3.70</u>	<u>3.70</u>	<u>3.70</u>
TOTAL	9.50	8.50	8.50	8.50	8.50
<u>Fire</u>					
General Fund	92.00	93.00	93.00	93.00	93.00
<u>Police</u>					
General Fund	151.00	153.00	152.00	152.00	152.00
Parking Lot Fund	<u>2.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
TOTAL	153.00	154.00	154.00	154.00	154.00
<u>Community Development</u>					
General Fund	24.00	24.00	24.00	24.00	23.00
CDGB Fund	<u>1.00</u>				
TOTAL	25.00	24.00	24.00	24.00	23.00

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**ANNUAL BUDGET 2021-2022**

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Public Works

General Fund	49.00	49.00	49.00	49.00	49.00
Parking Lot Fund*	10.00	10.00	10.00	10.00	10.00
Cemetery Operating Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	60.00	60.00	60.00	60.00	60.00

Plant and Facilities Services

General Fund	8.50	9.50	9.50	9.50	9.50
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Leisure Services & Social Services

General Fund	13.62	13.87	13.90	13.90	14.40
CDBG Fund	1.10	2.10	2.10	2.10	1.60
Westmoor Park Fund	2.10	2.10	2.10	2.10	2.10
Leisure Services Enterprise Fund	<u>8.18</u>	<u>7.93</u>	<u>7.90</u>	<u>7.90</u>	<u>7.90</u>
TOTAL	25.00	26.00	26.00	26.00	26.00

Library Department

General Fund	24.00	24.00	24.00	24.00	24.00
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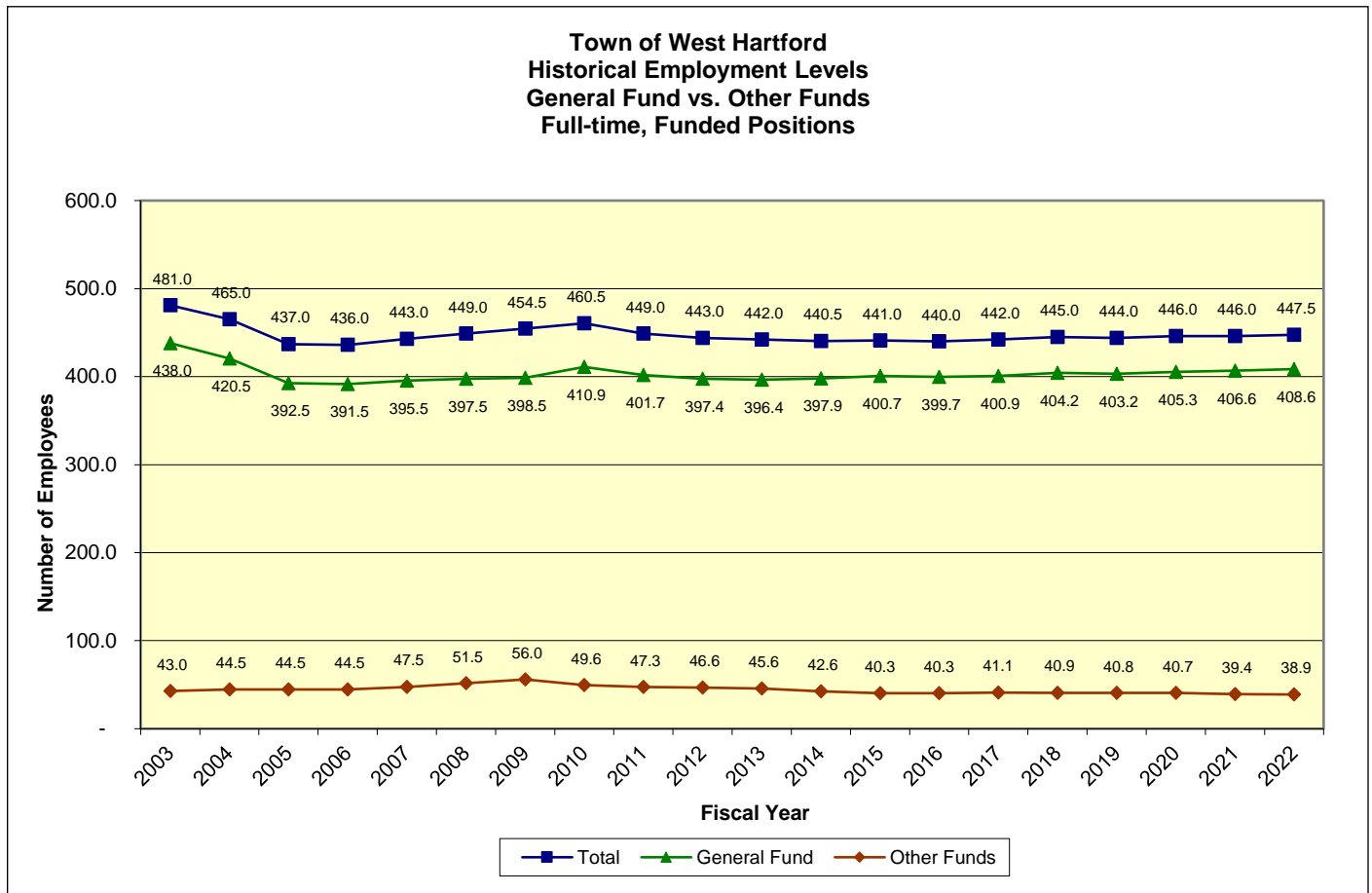
Non-Departmental

General Fund	1.00	1.00	1.00	1.00	1.00
Private School Services Fund	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
TOTAL	10.00	10.00	10.00	10.00	10.00

TOTAL ALL FUNDS	444.00	446.00	446.00	446.00	447.50
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\* Includes three (3) permanent part-time positions.





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

	<b><u>ADOPTED</u></b> <b><u>FY 2021</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2021</u></b>	<b><u>PROPOSED</u></b> <b><u>FY 2022</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>WAGES &amp; SALARIES</u></b>				
<b>REGULAR PAYROLL</b>	<b>\$35,542,909</b>	<b>\$34,944,323</b>	<b>\$35,509,552</b>	<b>-0.1%</b>
<b>Comment:</b> Regular payroll totals \$35,509,552, a decrease of \$33,357 or 0.1% from the prior adopted budget. This appropriation represents the wages and salaries associated with all full-time employees, inclusive of paramedic stipends and hazardous material certification stipends. The budget also includes applicable merit increases for eligible employees. A contingency has been established for potential wage settlements for all collective bargaining unit contracts that are currently unsettled. As in fiscal year 2021, two Police Officer positions and associated benefits are funded in the Parking Fund.				
<b>TEMPORARY PAYROLL</b>	<b>2,216,026</b>	<b>1,890,777</b>	<b>2,485,157</b>	<b>12.1%</b>
<b>Comment:</b> The appropriation for part-time personnel increases \$269,131. The increase is largely due to restoring part time labor in Leisure and Social Services to reflect the programming available for summer camps, outdoor pools, Senior Centers and the Elmwood Community Center which were reduced in fiscal year 2021 due to the COVID-19 pandemic. Temporary payroll increases are also seen in the Town Manager's Office (\$20,000) to support Economic Development, Public Works (\$24,000) to assist in maintaining the Town grounds, and Community Development (\$50,000) to help staff an authorized but unfunded Civil Engineer II position. Facilities Services has a temporary payroll increase (\$8,012) to recognize the new CT minimum wage amount on August 1, 2021 and contractual wage and step increases.				
<b>OVERTIME</b>	<b>3,688,576</b>	<b>6,105,461</b>	<b>3,669,576</b>	<b>-0.5%</b>
<b>Comment:</b> The overtime appropriation decreases \$19,000. The primary overtime driver is as a result trending actual overtime expenditures in the Fire Department Prevention Division. It is expected that from five to seven retirements can take place in the department resulting in filling minimum manning requirements with overtime. Also affecting overtime is the required training associated Paramedics in the Fire Department Emergency Medical Services Division as well as maintaining certifications in the officers inspection program in the Fire Prevention Division. The significant increase in the fiscal year 2021 projection reflects overtime related to filling of vacant Fire positions while recruitment, training and precepting (paramedics) took place.				
<b>HOLIDAY</b>	<b>954,561</b>	<b>946,788</b>	<b>959,233</b>	<b>0.5%</b>
<b>Comment:</b> Holiday pay is budgeted for Police and Fire employees who receive pay in lieu of holidays off.				

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

<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROPOSED</u></b>	<b><u>PERCENT</u></b>
<b><u>FY 2021</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>CHANGE</u></b>

**WAGES & SALARIES (continued)**

<b>EDUCATION PREMIUM PAY</b>	<b><u>130,610</u></b>	<b><u>129,290</u></b>	<b><u>122,074</u></b>	<b>-6.5%</b>
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**Comment:** Paid to eligible Police and Fire uniformed employees and Clerical Union employees per union contract, the Education Premium Pay is decreased by \$8,536 for FY 2022. Members of the Clerical Union are eligible for education attainment payments of \$720 for an Associate's Degree or \$1,020 for a Bachelor's Degree. Members of the Police and Fire Unions are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; and \$2,000 for 120 college credits or a Bachelor's Degree. The variance reflects fluctuation in the number of employees eligible for this payment.

<b>TOTAL WAGES AND SALARIES</b>	<b>\$42,532,682</b>	<b>\$44,016,639</b>	<b>\$42,745,592</b>	<b>0.5%</b>
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**CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET  
GENERAL FUND**

	<b><u>ADOPTED</u></b> <b><u>FY 2021</u></b>	<b><u>ESTIMATED</u></b> <b><u>FY 2021</u></b>	<b><u>PROPOSED</u></b> <b><u>FY 2022</u></b>	<b><u>PERCENT</u></b> <b><u>CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b>				
<b>OFFICE EXPENSE</b>	<b>\$644,535</b>	<b>\$663,152</b>	<b>\$654,285</b>	<b>1.5%</b>
<b>Comment:</b> Includes copying, postage, office supplies, paper, printing and other miscellaneous costs associated with program operation. Total office expense costs are increased by \$9,750 in fiscal year 2022, primarily due to Police renewal certification to include drug testing and a behavioral health assessment.				
<b>DUES AND TRAVEL</b>	<b>292,415</b>	<b>263,802</b>	<b>292,807</b>	<b>0.1%</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 minor increase is related to an additional required professional membership for the Planning and Zoning Technician.				
<b>TRAINING</b>	<b>102,240</b>	<b>98,765</b>	<b>101,765</b>	<b>-0.5%</b>
<b>Comment:</b> Used for customer service training programs as well as department specific training. The decrease in the current year projection reflects more virtual training rather than the traditional in-person training.				
<b>ADVERTISING</b>	<b>62,633</b>	<b>52,428</b>	<b>61,933</b>	<b>-1.1%</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. The decrease is related to additional online advertising for the Leisure and Social Services programs.				
<b>PROFESSIONAL SERVICES</b>	<b>631,537</b>	<b>857,089</b>	<b>652,279</b>	<b>3.3%</b>
<b>Comment:</b> This appropriation funds services provided by outside consultants and contractual costs such as internal mail, switchboard and copying services. Paramedic communication network operations, provided by North Central Connecticut Emergency Medical Services Council, Inc. shows a slight increase. Increases are also seen in the Town Clerk's office for sign language services (\$3,000), the Town Manager's office for consulting services (\$10,000) along with the Corporation Counsel's office primarily as a result of trending actuals for legal services (\$7,000).				

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

<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROPOSED</u></b>	<b><u>PERCENT</u></b>
<b><u>FY 2021</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>CHANGE</u></b>

**OPERATING EXPENSES** (continued)

<b>CONTRACTUAL SERVICES</b>	<b>3,469,896</b>	<b>4,045,647</b>	<b>3,590,775</b>	<b>3.5%</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 \$120,879. This increase is related to increased costs for curbside services related to trash pick-up and the continuance of a bi-weekly recycling collection program, consulting services for the Plan of Conservation and Development implementation, additional contractor service for snow/ice occurrences, a contractual increase for Call Before You Dig services along with Red Cross fees and a management fee to run the Town's four (4) pools in fiscal year 2022.

<b>SOLID WASTE DISPOSAL</b>	<b>2,317,300</b>	<b>2,317,300</b>	<b>2,734,500</b>	<b>18.0%</b>
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**Comment:** This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is increased based upon increased rates (\$92 per ton @ 20,650 tons) as well as a significant increase (\$90 per ton @ 6,600 tons) to dispose of recyclable materials. COVID and stay at home increased disposal volume by 10.9% to 20,650 tons annually.

<b>OFFICE &amp; MINOR EQUIPMENT</b>	<b>154,310</b>	<b>156,313</b>	<b>162,410</b>	<b>5.2%</b>
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**Comment:** Used to purchase a variety of minor equipment, primarily for the Fire, Police, and Public Works departments.

<b>MEALS</b>	<b>18,500</b>	<b>12,000</b>	<b>18,500</b>	
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**Comment:** Meal reimbursement payments are required by collective bargaining agreements or appropriated for individuals serving on oral boards. The budget for meals remains consistent.

<b>UNIFORMS &amp; LAUNDRY</b>	<b>335,473</b>	<b>369,673</b>	<b>336,518</b>	<b>0.3%</b>
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**Comment:** Pays for uniforms for public safety employees along with uniforms and/or laundry for community maintenance departments, per union contracts. The increase relates to anticipated new public safety hires in the coming year.

<b>EDUCATION TUITION REIMBURSEMENT</b>	<b>37,500</b>	<b>37,500</b>	<b>37,500</b>	
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**Comment:** This appropriation pays for certain approved educational courses for public safety employees (\$30,000) and town-wide (\$7,500) through the Human Resources department.

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

	<b><u>ADOPTED</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROPOSED</u></b>	<b><u>PERCENT</u></b>
	<b><u>FY 2021</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>CHANGE</u></b>

**OPERATING EXPENSES** (continued)

<b>GENERAL CONTRIBUTIONS</b>	<b>1,047,871</b>	<b>1,047,871</b>	<b>1,101,233</b>	<b>5.1%</b>
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**Comment:** This appropriation funds the General Fund portion of costs associated with public health services provided by the West Hartford-Bloomfield Regional Health District (\$759,087), youth services provided by The Bridge, Inc. (\$200,438), a contractual contribution to the West Hartford Revolver Club (\$1,500), the North Central Mental Health (\$4,428) and utility costs at Noah Webster House (\$14,500), the Sarah Whitman Hooker House (\$6,054) and the West Hartford Art League (\$15,001). In addition, the Town Council makes contributions to several non-profit agencies serving West Hartford residents (\$100,225).

<b>INFORMATION TECHNOLOGY RENTAL AND MAINTENANCE</b>	<b>1,145,101</b>	<b>1,173,513</b>	<b>1,196,081</b>	<b>4.5%</b>
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**Comment:** Funds a variety of software and hardware related maintenance costs. Annual software support contracts provide for technical assistance, new software updates and new releases of the software. Increases are related to Microsoft licenses based upon volume of users, a new recreation software program implemented in fiscal year 2021, a Microsoft license related to the Town's previous financial system, and the new CityView application with modules for online permitting. Minor increases are seen in various other software maintenance agreements.

<b>UTILITIES</b>	<b>1,033,013</b>	<b>840,114</b>	<b>1,211,625</b>	<b>17.3%</b>
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**Comment:** This appropriation, which is increasing \$178,612, represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, street lighting, natural gas, hydrants and water for Town buildings. In fiscal year 2016, the Town began a large scale capital project devoted to energy improvement which has resulted in significant annual electricity savings. To date, the project has focused primarily on streetlights and school buildings. Town building projects and upgrades are progressing and a virtual net metering solar project is underway, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills. An increase in the appropriation relates to streetlights and hydrants, partially offset by savings for natural gas, electricity, and hydrants and an use of \$200,000 in fund balance.

<b>MDC</b>	<b>12,260,900</b>	<b>12,260,900</b>	<b>11,872,200</b>	<b>-3.2%</b>
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**Comment:** Payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency's adopted budget and apportioned to the member communities based upon the local property tax levy. The operating budget for fiscal year 2022 decreases \$388,700 or 3.2% from fiscal year 2021.

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

	<b><u>ADOPTED FY 2021</u></b>	<b><u>ESTIMATED FY 2021</u></b>	<b><u>PROPOSED FY 2022</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u> (continued)</b>				
<b>TELECOMMUNICATIONS</b>	<b>236,694</b>	<b>235,822</b>	<b>238,359</b>	<b>0.7%</b>
<b>Comment:</b> Maintenance and operating costs for the town wide telephone system, data communications network and radio system.				
<b>VEHICLES &amp; EQUIPMENT EXPENSE</b>	<b>962,133</b>	<b>931,741</b>	<b>1,004,533</b>	<b>4.4%</b>
<b>Comment:</b> Includes vehicle maintenance and fuel costs for all Town departments. The appropriation for fuel has increased based upon rising rates and estimated consumption. Fuel forecasts indicate an overall increase in gas and diesel costs.				
<b>OPERATING EXPENSE – MISCELLANEOUS</b>	<b>20,610</b>	<b>33,482</b>	<b>39,385</b>	<b>91.1%</b>
<b>Comments:</b> Includes expenditures related to small machines or equipment repairs and maintenance. The increase is primarily due to the reopening of the outdoor pools this summer as they were opened at minimum capacity for Summer 2020 due to the COVID-19 pandemic.				
<b>MAINTENANCE &amp; REPAIRS</b>	<b>713,190</b>	<b>799,498</b>	<b>717,028</b>	<b>0.5%</b>
<b>Comments:</b> This appropriation includes all Town wide equipment repair and maintenance. Included in this category are sidewalk maintenance, streetlight maintenance, signal and traffic light maintenance and hardware/equipment maintenance. The increase of \$3,838 is primarily related to winter storm equipment and pool maintenance repair and supplies.				
<b>SUPPLIES</b>	<b>721,427</b>	<b>696,900</b>	<b>748,612</b>	<b>3.8%</b>
<b>Comment:</b> This category encompasses all type of supplies the Town utilizes. Detailed breakdowns are available on Department budget summaries. Included in this category are snow supplies. The Town utilizes Clearlane to treat Town roads in anticipation of a snow event. The budget represents funding based upon a historical average of events per year. Street repair supplies such as cement, sand, bituminous materials and catch basins are included in this appropriation as well. Recreational supplies as well as public safety supplies are also included in this category. The increase of \$27,185 is related to the increased cost of bituminous materials used for patching roads; and recreational supplies i.e. uniforms, lifeguard equipment, first aid supplies and swim lesson equipment.				

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

	<b><u>ADOPTED FY 2021</u></b>	<b><u>ESTIMATED FY 2021</u></b>	<b><u>PROPOSED FY 2022</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>OPERATING EXPENSES</u></b> (continued)				
<b>SPECIAL EVENTS</b>	<b>3,280</b>	<b>1,525</b>	<b>1,875</b>	<b>-42.8%</b>
<b>Comments:</b> This account funds special event programming at the West Hartford and Elmwood Senior Centers. This expense is offset by program registrations.				
<b>TOWN ASSISTANCE/ADA EXPENSE</b>	<b>317,250</b>	<b>272,128</b>	<b>329,685</b>	<b>3.9%</b>
<b>Comments:</b> This account funds the cost of the Town's Dial-A-Ride contract, bus transportation to and from Kennedy Park for the Hillcrest Camp program, expenditures related to evictions and foreclosures experienced by Town residents, and administrative costs of the Probate Court. The increase is partly related to the Dial-A Ride program.				
<b>RENTALS/LEASES</b>	<b>124,647</b>	<b>114,647</b>	<b>125,181</b>	<b>0.4%</b>
<b>Comment:</b> Various land, operating equipment and system leases within the Information Technology, Financial Services, Public Works and Radio Maintenance departments.				
<b>LIBRARY/ELECTRONIC MATERIALS</b>	<b><u>439,115</u></b>	<b><u>440,543</u></b>	<b><u>439,115</u></b>	
<b>Comment:</b> Materials for the public libraries including books, subscriptions, periodicals as well as electronic materials including e-books, e-serial and e-audio and on-line resources, all available to West Hartford patrons. This budget for library/electronic materials remains consistent with prior year.				
<b>TOTAL OPERATING EXPENSES</b>	<b>\$27,091,570</b>	<b>\$27,722,353</b>	<b>\$27,668,184</b>	<b>2.1%</b>



# CATEGORIES OF EXPENSE SUMMARY – TOWN BUDGET

## GENERAL FUND

	<u>ADOPTED FY 2021</u>	<u>ESTIMATED FY 2021</u>	<u>PROPOSED FY 2022</u>	<u>PERCENT CHANGE</u>
<b><u>FRINGE BENEFITS, INSURANCE &amp; MISCELLANEOUS</u></b>				
<b>SOCIAL SECURITY</b>	<b>\$1,689,428</b>	<b>\$1,620,385</b>	<b>\$1,675,079</b>	<b>-0.8%</b>
<b>Comment:</b> Determined by payroll costs and estimated cost-of-living and merit increases for eligible employees, as well as enrollment of temporary employees in the social security alternative program.				
<b>PENSION</b>	<b>18,447,538</b>	<b>18,447,538</b>	<b>19,660,059</b>	<b>6.6%</b>
<b>Comment:</b> The fiscal year 2022 contribution to the Pension Fund reflects the actuarially determined employer contribution required to achieve full funding of the pension plan. The total contribution for fiscal year 2022 is \$26,919,077, an increase of \$1,479,596 over the fiscal year 2021 adopted budget, as discussed more fully in the Human Resources departmental section. This contribution is split amongst the budgets of the Town, Board of Education, and other funds. The impact on the General Fund is an increase of \$1,212,521.				
<b>RISK MANAGEMENT EXPENSE</b>	<b>20,404,596</b>	<b>20,404,596</b>	<b>20,870,089</b>	<b>2.3%</b>
<b>Comment:</b> 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 \$465,493, or 2.3% in fiscal year 2022. Town Health Program expense increases \$500,025, reflecting the General Fund's portion of the increase in the contribution for retiree health and an increase in active employee health care costs based upon current year trends. The other risk programs are experiencing variances due to claim trends and amortization of accumulated surplus/deficit in each program, as detailed in the Human Resources departmental section.				
<b>CONTINGENCY</b>	<b>769,020</b>	<b>1,440,020</b>	<b>1,598,281</b>	<b>107.8%</b>
<b>Comment:</b> The appropriation for fiscal year 2022 reflects potential wage settlements for all collective bargaining agreements except Police and Fire. In fiscal year 2021, this account was reduced by \$675,000 from the proposed budget in anticipation of negotiating union concessions equal to that amount.				
<b>TRANSFERS OUT</b>	<b><u>1,919,444</u></b>	<b><u>1,633,107</u></b>	<b><u>1,970,742</u></b>	<b>2.7%</b>
<b>Comment:</b> The overall Private School Services Fund subsidy increases \$51,298 to \$1,872,939 for fiscal year 2022. The transfer for the private school transportation program increases \$27,510 due to a contractual rate increase. The transfer for the private school health program increases \$23,788 due to salary, temporary payroll, pension and benefit increases. A transfer of \$97,803 from the Public Works department to the Board of Education is included for grounds maintainers' health benefits.				
<b>TOTAL FRINGE BENEFITS, INSURANCE &amp; MISC.</b>	<b>\$43,230,026</b>	<b>\$43,545,646</b>	<b>\$45,774,250</b>	<b>5.9%</b>
<b>TOTAL TOWN GENERAL FUND</b>	<b>\$112,854,278</b>	<b>\$115,284,638</b>	<b>\$116,188,026</b>	<b>3.0%</b>

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

	<b><u>ADOPTED FY 2021</u></b>	<b><u>ESTIMATED FY 2021</u></b>	<b><u>PROPOSED FY 2022</u></b>	<b><u>PERCENT CHANGE</u></b>
<b><u>CAPITAL FINANCING</u></b>				
<b>DEBT ADMINISTRATION</b>	<b>\$90,000</b>	<b>\$125,000</b>	<b>\$90,000</b>	
<b>Comment:</b> The cost of legal, financial, administrative and credit rating expenses for the annual bond sale.				
<b>TRANSFER FOR DEBT SERVICE</b>	<b>17,228,952</b>	<b>16,748,952</b>	<b>15,553,560</b>	<b>-9.7%</b>
<b>Comment:</b> Funds the debt service on long-term bonds that have been issued by the Town for capital improvements. The principal and interest payments on General Obligation bonds that have already been issued total \$17,848,560 in fiscal year 2022, a decrease of \$1,330,392 from the prior year. Debt service includes principal payments of \$13,925,000 and interest payments of \$3,923,560, which are made out of the Debt Service Fund. Of this total, \$15,553,560 is funded via transfer from the General Fund. The remaining \$2,295,000 is funded by bond premiums received from previous Town bond issuances.				
<b>TRANSFER TO CNRE</b>			<b><u>485,000</u></b>	<b>100.0%</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 2022, a transfer of \$485,000 is made to fund these projects.				
<b>TOTAL CAPITAL FINANCING</b>	<b>\$17,318,952</b>	<b>\$16,873,952</b>	<b>\$16,128,560</b>	<b>-6.9%</b>
<b><u>BOARD OF EDUCATION</u></b>				
<b>DIRECT APPROPRIATION</b>	<b><u>\$170,073,528</u></b>	<b><u>\$172,249,528</u></b>	<b><u>\$176,303,925</u></b>	<b>3.7%</b>
<b>Comment:</b> Annual direct appropriation to the Board of Education for public schools.				
<b>TOTAL BOARD OF EDUCATION</b>	<b>\$170,073,528</b>	<b>\$172,249,528</b>	<b>\$176,303,925</b>	<b>3.7%</b>
<b>TOTAL GENERAL FUND BUDGET</b>	<b>\$300,246,758</b>	<b>\$304,408,118</b>	<b>\$308,620,511</b>	<b>2.8%</b>

**GENERAL GOVERNMENT OVERVIEW**

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

<b>BUDGET SUMMARY GENERAL GOVERNMENT</b>					
	<b><u>Actual 2019-2020</u></b>	<b><u>Adopted 2020-2021</u></b>	<b><u>Estimated 2020-2021</u></b>	<b><u>Proposed 2021-2022</u></b>	<b><u>Percent Change</u></b>
Town Council	\$ 388,744	\$ 396,659	\$ 381,474	\$ 401,281	1.2%
Town Clerk	301,274	286,492	281,183	279,627	-2.4%
Town Manager	409,002	399,050	398,575	535,201	34.1%
Corporation Counsel	429,330	441,423	569,090	442,494	0.2%
Registrar of Voters	170,878	274,702	298,037	255,123	-7.1%
Assessor	<u>686,439</u>	<u>761,255</u>	<u>681,593</u>	<u>724,569</u>	-4.8%
<b>TOTAL</b>	<b>\$2,385,667</b>	<b>\$2,559,581</b>	<b>\$2,609,952</b>	<b>\$2,638,295</b>	<b>3.1%</b>

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**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, Standing Committee meetings and Special Services District 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 and Minutes 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.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Assisted Corporation Counsel and West Hartford Community Interactive in providing all virtual public meetings via Webex. Assisted Boards and Commissions members with training on conducting virtual meetings.
- ✓ Participated as member of the Municipal Operations Recovery Committee meeting weekly in developing plans to safely conduct Municipal Operations over the course of the pandemic while complying with State and CDC guidelines.

<b>BUDGET SUMMARY TOWN COUNCIL</b>						
<b><u>Revenues:</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Charges for Services	\$	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b><u>Expenditures:</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Wages & Salaries	\$ 121,419	\$128,355	\$ 60,865	\$114,907	\$133,358	3.9%
Operating Expense	258,340	258,678	220,377	257,945	257,945	-0.3%
Social Security	8,985	9,626	4,508	8,622	9,978	3.7%
<b>TOTAL</b>	<b>\$388,744</b>	<b>\$396,659</b>	<b>\$285,750</b>	<b>\$381,474</b>	<b>\$401,281</b>	<b>1.2%</b>

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**ANNUAL BUDGET 2021-2022**

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<b><u>Full-Time Positions:</u></b>	<b>Authorized Positions</b>			<b>Revised</b>	<b>Proposed</b>
	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>	<b><u>2020-2021</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>
General Fund	1.5	1.5	1.5	1.5	1.5

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Council's budget increases \$4,622 or 1.2% in fiscal year 2022. Wages and salaries increase as a result of an increase in the Town Clerk's salary. Operating expense remains flat. Social security increases reflect changes to wages and salaries.

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$121,419	\$128,355	\$60,865	\$114,907	\$133,358	3.9%
Dues	97,720	98,453	77,222	97,720	97,720	-0.7%
Professional Services	43,120	44,000	40,230	44,000	44,000	
General Contributions	101,500	100,225	86,925	100,225	100,225	
Information Technology	16,000	16,000	16,000	16,000	16,000	
Social Security	<u>8,985</u>	<u>9,626</u>	<u>4,508</u>	<u>8,622</u>	<u>9,978</u>	3.7%
<b>Total Department</b>	<b>\$388,744</b>	<b>\$396,659</b>	<b>\$285,750</b>	<b>\$381,474</b>	<b>\$401,281</b>	<b>1.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Proposed</b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Town Clerk	1.0	1.0	1.0	1.0	1.0
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

## TOWN COUNCIL– BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Town Council office is staffed with 1.5 full time positions. A Town/Council Clerk is elected every four years with the salary set by Town Council resolution on a biennial basis. The Assistant Town Clerk position is shared with the Town Clerk’s office.

**Dues:** The Town pays dues to organizations as detailed in the chart below.

Dues to Outside Agencies				
<u>Agency</u>	<u>Actual</u> <u>2020</u>	<u>Adopted</u> <u>2021</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
Capital Region Council of Governments (CRCOG)	\$46,551	\$47,284	\$46,551	\$46,551
Greater Hartford Transit District (GHTD)	10,123	10,123	10,123	10,123
CT Conference of Municipalities (CCM)	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>	<u>41,046</u>
TOTAL	\$97,720	\$98,453	\$97,720	\$97,720

**Professional Services:** This appropriation funds the cost of the Town Council’s annual financial audit. The Town and the Board of Education split the cost of the audit equally.

**General Contribution:** This appropriation funds contributions to not-for-profit organizations as detailed below. The reduction is due to a one time contribution in fiscal year 2020 to the West Hartford Women’s Chorale as well as a 5% reduction in all contributions beginning in fiscal year 2021.

Contributions to Outside Agencies				
<u>Agency</u>	<u>Actual</u> <u>2020</u>	<u>Adopted</u> <u>2021</u>	<u>Estimated</u> <u>2021</u>	<u>Proposed</u> <u>2022</u>
West Hartford Youth League	\$34,000	\$32,300	\$32,300	\$32,300
Noah Webster Foundation	30,000	28,500	28,500	28,500
West Hartford Community Television	22,500	21,375	21,375	21,375
West Hartford Art League	5,000	4,750	4,750	4,750
Playhouse on Park	5,000	4,750	4,750	4,750
Interval House	3,000	2,850	2,850	2,850
West Hartford Women’s Chorale	2,000	-	-	-
West Hartford Community Theater	-	1,900	1,900	1,900
West Hartford Symphony	<u>-</u>	<u>3,800</u>	<u>3,800</u>	<u>3,800</u>
TOTAL	\$101,500	\$100,225	\$100,225	\$100,225

**Information Technology:** This appropriation funds the meeting management software (i.e. Board Docs).

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS****Town Council****(Calendar Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Number of Public Hearings	26	18	17	20	19
Number of Town Council Meetings	21	21	22	21	27
Special Services District Meetings	5	5	5	5	5
Standing Committees	n/a	42	48	41	28
Legal Notices	67	54	60	90	59
Justice of the Peace Appointments*	n/a	135	4	5	141
Board & Commission Appointments	48	77	42	58	40

\* Justices of the Peace are appointed every four years.  
n/a – information not available.



## **TOWN CLERK**

### **MISSION**

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

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Due to the pandemic, our office offered free subscriptions for our Land Records system to residents and customers. As a result, our office was able to continue conducting Land Recordings and searching capability via online and mail in an accurate and efficient manner.
- ✓ Wrote and received a \$31,952 grant from the Center for Tech and Civic Life to assist with expenses from the August Primary and November Presidential Election. The Town also received an Absentee Ballot Support Grant from the State in the amount of \$32,536 to assist with election expenses. Due to these grants, the expenses in the Town Clerk's office for the elections were 100% covered.
- ✓ Wrote and received \$3,045 grants from the State of CT HAVA to purchase new computers for the Election. The Town's Information Technology department funded 50% of the total grant (\$6,090); grant from State Library for \$7,500 that resulted in new storage system for maps and land record binders that would otherwise come from Town funds.
- ✓ Developed a volunteer program for residents to help with the Absentee Ballot Process resulting in over 30 people assisting and providing over 300 hours of volunteer time during August, September and October, which resulted in less temporary staff dollars being spent.
- ✓ Assisted State Election officials with testing new Absentee Ballot program and processes which resulted in half of our registered voters (20,000) requesting ballots by mail for the Presidential and 10,500 in the Primary. The Town of West Hartford was second highest in the State for voter turnout, and second highest for the number of Absentee Ballots issued in November.
- ✓ Produced and filmed video on Election and Voting for residents. This video was shared State wide with the League of Women Voters.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Participate in training involving the new State Death Registry that is being implemented. Utilizing this new system will result in more accurate and efficient processes including staff time and office supplies.
- ❖ Continue to cross train staff on new software as it becomes available from State Agencies.
- ❖ Work with the Elections Division of the Secretary of State's office in developing procedures for November Municipal Election pertaining to Absentee Ballots.

### TOWN CLERK

#### BUDGET SUMMARY

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Intergovernmental	\$ 7,500	\$	\$ 7,500	\$ 7,500	\$	
Licenses and Permits	29,535	35,500	12,677	33,400	34,400	-3.1%
Charges for Services	<u>1,562,826</u>	<u>1,444,840</u>	<u>1,103,746</u>	<u>1,777,894</u>	<u>1,528,200</u>	5.8%
<b>TOTAL</b>	<b>\$1,599,861</b>	<b>\$1,480,340</b>	<b>\$1,123,923</b>	<b>\$1,818,794</b>	<b>\$1,562,600</b>	<b>5.6%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$203,751	\$195,156	\$113,079	\$192,999	\$188,901	-3.2%
Operating Expense	85,726	79,395	36,273	76,327	77,395	-2.5%
Social Security	<u>11,797</u>	<u>11,941</u>	<u>6,691</u>	<u>11,857</u>	<u>13,331</u>	11.6%
<b>TOTAL</b>	<b>\$301,274</b>	<b>\$286,492</b>	<b>\$156,043</b>	<b>\$281,183</b>	<b>\$279,627</b>	<b>-2.4%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
<b><u>Full-Time Positions:</u></b>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>
General Fund	1.9	2.5	2.5	2.5	2.5

#### BUDGET & PROGRAM HIGHLIGHTS

The Town Clerk's budget decreases \$6,865 or 2.4% in fiscal year 2022. A net decrease of \$6,255 in wages and salaries reflects a decrease in costs associated with elections. Operating expense decreases \$2,000 or 2.5%.

Revenues in the Town Clerk's office reflect an increase of \$82,260 or 5.6% with increases to revenue line items land records fees and MERS fee. In addition, the historical document preservation grant (\$7,500) has not yet been awarded for fiscal year 2022.

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**ANNUAL BUDGET 2021-2022**

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**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Intergovernmental						
Revenue	\$ 7,500	\$	\$7,500	\$ 7,500	\$	
Licenses and Permits	29,535	35,500	12,677	33,400	34,400	-3.1%
Conveyance Taxes	1,047,370	1,030,000	723,638	1,250,000	1,030,000	
Land Records Fee	250,499	200,000	158,902	275,000	250,000	25.0%
Charges for Services	<u>264,957</u>	<u>214,840</u>	<u>221,206</u>	<u>252,894</u>	<u>248,200</u>	15.5%
<b>Total Department</b>	<b>\$1,599,861</b>	<b>\$1,480,340</b>	<b>\$1,123,923</b>	<b>\$1,818,794</b>	<b>\$1,562,600</b>	<b>5.6%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$178,773	\$156,136	\$84,174	\$150,233	\$157,881	1.1%
Temporary Payroll	23,941	38,000	28,454	41,746	30,000	-21.1%
Education Premium Pay	1,037	1,020	451	1,020	1,020	
Office Expense	30,741	27,200	7,819	24,132	22,200	-18.4%
Dues and Travel	565	1,000	210	1,000	1,000	
Advertising	9,317	6,000	4,294	6,000	6,000	
Professional Services	13,060	10,000	6,961	10,000	13,000	30.0%
Office Equipment	1,195	1,195		1,195	1,195	
Information Technology	30,188	33,000	16,659	33,000	33,000	
Telecommunications	660	1,000	330	1,000	1,000	
Social Security	<u>11,797</u>	<u>11,941</u>	<u>6,691</u>	<u>11,857</u>	<u>13,331</u>	11.6%
<b>Total Department</b>	<b>\$301,274</b>	<b>\$286,492</b>	<b>\$156,043</b>	<b>\$281,183</b>	<b>\$279,627</b>	<b>-2.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Deputy Town Clerk	0.4	1.0	1.0	1.0	1.0
Clerk of Vital Statistics	1.0	1.0	1.0	1.0	1.0
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
<b>TOTAL</b>	<b>1.9</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

## TOWN CLERK– BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The appropriation reflects anticipated merit increases for those eligible and benefit elections.

**Temporary Payroll:** The temporary payroll appropriation covers daily responsibilities such as covering lunch hours, vacations, high volume periods and special projects (i.e. elections, dog licensing month).

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

**Office Expense:** This includes the costs for printing of land record books, absentee ballots for elections, dog license notices, Vital Records and other miscellaneous statutory materials. The department is utilizing the Board of Education print shop when it is deemed cost beneficial. Costs are expected to decrease due to lower expenses associated with elections.

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

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

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

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

**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.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Town Clerk**

**(Calendar Year)**

	<b><u>Actual</u> <u>2016</u></b>	<b><u>Actual</u> <u>2017</u></b>	<b><u>Actual</u> <u>2018</u></b>	<b><u>Actual</u> <u>2019</u></b>	<b><u>Actual</u> <u>2020</u></b>
Absentee Ballots Processed	6,306	874	4,133	1,678	30,946
Annual Births	587	554	597	535	592
Annual Deaths	736	753	749	716	833
Burial/Cremation permits	645	721	721	580	663
Certified Copies Vital Statistics	4,529	4,835	4,432	4,368	4,075
Copies of Land Records	41,841	41,967	38,888	44,056	53,559
Dog Licenses	2,927	2,955	2,884	2,901	1,842
E Search Subscriptions	28	34	34	36	387
Land Records Processed	9,031	8,897	8,335	8,561	10,957
Liquor permits	137	156	155	116	40
Maps	216	194	116	232	134
Marriage Certificates	491	486	488	503	277
Military Discharges Filed	27	28	31	39	16
Notary Commission	118	144	152	118	84
Notary Fees	402	483	653	734	132
Trade Names	168	151	138	129	116

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## **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 Manager is appointed by the Town Council and serves as the organization's chief executive officer overseeing the administrative operations of the Town government. In this role, the Manager implements and monitors policies adopted by the Town Council. The Manager's duties include the execution of all laws and ordinances; development and execution of the annual operating and capital budgets; and communication with the Town Council. The Public Relations Specialist and the Economic Development Coordinator are both assigned to the Town Manager's Office. The Public Relations Specialist functions as the Town's Public Information Officer responsible for communications and supporting special events, while the Economic Development Coordinator works to support the Town's business community and to promote economy vitality.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Led Town's response to Covid-19 pandemic, with a focus on public health and safety, and initiatives to promote economic vitality and recovery.
- ✓ Worked with executive team to develop and execute plan to quickly reduce expenditures in order to avoid tax increase in FY 2021; carefully managed Town's finances throughout fiscal year and received AAA bond rating from both Moody's and Standard & Poor's.
- ✓ Collaborated with staff, restaurateurs and other stakeholders to create the premier outdoor dining experience in state of Connecticut.
- ✓ Negotiated tax stabilization agreement with developers of \$66M One Park Project, which will create 126 construction jobs & 20 new permanent jobs; add \$36M to grand list; generate \$4.8M per yr. in new consumer spending; and create new source of affordable housing.
- ✓ Worked with Finance Director and Town's advisors to obtain Council approval to issue \$365 million in pension obligation bonds as part of a strategic financing plan to reduce legacy pension costs. The plan is projected to save the Town more than \$140 million (net present value) over the next 30 years.
- ✓ Assisted Town Council with passage of ordinance permitting accessory dwelling units (ADUs) designed to enhance housing choice options.
- ✓ Initiated a diversity, equity, and inclusion (DEI) initiative beginning with Town's executive team in order to make DEI a critical component of daily operations and future decision-making.
- ✓ Worked with police leadership and Corporation Counsel's Office to develop proposed civilian police review ordinance to promote community relations and public confidence in the WHPD.
- ✓ Coordinated over 50 outdoor concerts at Blue Back Square and several special events including a virtual Memorial Day ceremony, Park Road Parade Marches On, Halloween Drive-Through Trick or Treating, Stroll Your Own Way holiday celebration, Drive-in Chanukah Fire on Ice, a virtual Dr. Martin Luther King Jr. celebration and the Mayor's State of the Town presentation.
- ✓ Coordinated the preparation of 22 Covid-related messages and six Tropical Storm Isaias-related messages from March 2020 to January 2021 using the town's Everbridge system.
- ✓ Led preparation of new digital Welcome to West Hartford brochure for new residents and businesses.
- ✓ Established an inter-departmental public relations team to produce videos, social media graphics, news stories, and more throughout the course of the pandemic.

- ✓ Promoted public awareness regarding the importance of participating in the decennial Census.
- ✓ Experienced an increase in the Town's social media followers on all fronts. Facebook page likes/followers increased from 2,093 to 2,800 and Instagram increased to 1,700 followers, up from 1,093. Twitter grew to 3,792 followers, up from 3,347. Posts range on average from 1,000 views to as much as 12,000. In addition, the Town's email subscriber list increased from 6,900 to 7,700 as staff added the economic development database to ConstantContact to increase the Town's ability to reach businesses via email.
- ✓ In cooperation with the West Hartford Chamber of Commerce, organized eight virtual small business forums on a variety of topics related to COVID-19 assistance, advocacy, and recovery.
- ✓ Increased efforts to support business retention and expansion through direct and mass communications, surveys and virtual meetings. Facilitated connections between businesses and local, regional and State resources providing access to advice, financial aid, marketing support, and workforce development. Fifty-eight new businesses opened in town, despite the challenges caused by the pandemic.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Propose modifications to zoning ordinances to support transit-oriented development (TOD).
- ❖ Complete North Main St. road diet trial.
- ❖ Create advisory group to develop affordable housing policy and state-mandated affordable housing plan.
- ❖ Complete phase 2 of drainage & stormwater study and develop model to finance recommended infrastructure improvements.
- ❖ Partner with Chamber of Commerce to introduce *WHy West Hartford* initiative to market and promote the Town as destination for new residents and businesses.
- ❖ Encourage growth and retention of existing businesses in Town.
- ❖ Promote the diversification and growth of the Town's tax base.
- ❖ Implement EMS-related recommendations of fire department efficiency & effectiveness study.
- ❖ Participate in CT DEEP's initiatives to develop long-term sustainable solutions to improve recycling and reduce municipal solid waste.
- ❖ Establish task force to help prepare next application to Sustainable CT, and to assess and make recommendations on Town's future sustainability priorities.



## TOWN MANAGER

**BUDGET SUMMARY**

<b><u>Expenditures:</u></b>	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Wages & Salaries	\$373,078	\$369,053	\$171,453	\$369,193	\$478,572	29.7%
Operating Expense	12,680	6,600	2,299	5,985	24,850	276.5%
Social Security	<u>23,244</u>	<u>23,397</u>	<u>9,091</u>	<u>23,397</u>	<u>31,779</u>	35.8%
<b>TOTAL</b>	<b>\$409,002</b>	<b>\$399,050</b>	<b>\$182,843</b>	<b>\$398,575</b>	<b>\$535,201</b>	<b>34.1%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>	<b><u>2020-2021</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>
General Fund	3	3	3	3	4

**BUDGET & PROGRAM HIGHLIGHTS**

The Town Manager's budget increases by \$136,151 or 34.1%. A net increase in wages and salaries reflects the Town Manager's salary and associated benefits as well as projected staff merit increases. In addition, the Economic Development Coordinator's position and department expenses are transferred into the Town Manager's budget in Fiscal Year 2022. Operating expenses increase \$10,000 in the professional services line for consulting services. Social security adjustments reflect wage and salary changes.

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

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$359,030	\$368,033	\$170,695	\$368,033	\$457,852	24.4%
Temporary Payroll	13,213		440	440	20,000	100.0%
Education Premium Pay	835	1,020	318	720	720	-29.4%
Office Expense	6,456	2,000	165	2,000	2,200	10.0%
Dues and Travel	4,344	4,000	1,894	3,385	4,750	18.8%
Training					2,500	100.0%
Professional Services	1,400				10,000	100.0%
Office/Minor Equipment		100		100	100	
Information Technology					4,800	100.0%
Telecommunications	480	500	240	500	500	
Social Security	<u>23,244</u>	<u>23,397</u>	<u>9,091</u>	<u>23,397</u>	<u>31,779</u>	35.8%
<b>Total Department</b>	<b>\$409,002</b>	<b>\$399,050</b>	<b>\$182,843</b>	<b>\$398,575</b>	<b>\$535,201</b>	<b>34.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Economic Development Coordinator**					1
Public Relations Specialist*	<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>4</b>

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

\*\* Beginning in fiscal year 2022, the Economic Development Coordinator position was transferred from Community Development.

## TOWN MANAGER – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This department is staffed with four full-time employees. The Economic Development Coordinator position is transferred to the Town Manager's Office from Community Development in fiscal year 2022.

**Temporary Payroll:** Temporary payroll is budgeted for an intern who will assist the Economic Development Coordinator who will provide business services throughout Town.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's degree.

**Office Expense:** This appropriation covers the cost of office supplies, postage, printing and copying and is increased based upon experience.

**Dues and Travel:** This appropriation is for dues to professional organizations and related travel, primarily for the International City/County Management Association (ICMA), and dues for the CT Economic Development Association, professional association events and mileage reimbursement.

**Training:** This appropriation has been transferred from Community Development division to fund economic development training opportunities.

**Professional Services:** This appropriation funds miscellaneous consulting services.

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

**Information Technology:** This appropriation funds a subscription to online real estate service that will provide additional property information and market data to assist in efforts to retain and attract businesses and investments.

**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.

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**CORPORATION COUNSEL****MISSION**

The Office of Corporation Counsel appears for and protects the rights of the town in all actions, suits or proceedings brought by or against it or any of its departments, officers, agencies, boards or commissions. Additionally, the Office of Corporation Counsel provides legal advice to the Town Council, the Town Manager, and all town officers, boards and commissions in all matters affecting the town, and furnishes written opinions on questions of law involving their respective powers and duties. Upon request, the Office of Corporation Counsel prepares or approves forms of contracts or other instruments to which the town is a party or in which it has an interest. As provided by ordinance, the Office of Corporation Counsel compromises or settles claims by or against the town, and advises the Town Council as to the same.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ A new Assistant Corporation Counsel was appointed.
- ✓ Drafted documents related to the COVID-19 emergency declaration. Provided legal advice to the Executive Police Group throughout the course of the pandemic.
- ✓ Analyzed over eighty-five executive orders issued by Governor Lamont and provided timely, clear and concise guidance to the Town Council, Town administration, Town departments, West Hartford-Bloomfield Health District and the school district regarding their impact on Town operations.
- ✓ Reviewed the Sector Rules for Reopening Connecticut and provided recommendations to Town administration, Town departments and the West Hartford-Bloomfield Health District regarding enforcement of the Sector Rules.
- ✓ Worked closely with the Revenue Collector to establish and implement the Tax Relief Programs authorized by Town Council.
- ✓ Worked collaboratively with various Town departments to establish and implement the successful outdoor dining permitting process.
- ✓ Provided assistance to the Town Building Official to develop guidelines for its Remote Video Inspection Program.
- ✓ Developed a process to conduct virtual public meetings and proceedings and provided assistance to the Town Council, Town Clerk, various boards and commissions to insure compliance with the legal requirements for the conduct of public meetings and the posting of agendas and legal notices.
- ✓ Reviewed contracts, grant agreements, memoranda of understanding, leases, license agreements, easements and other contractual arrangements between the Town and third-parties for form and legality and compliance with the Town Charter and Code of Ordinances.
- ✓ Provided assistance to various departments to amend, create or repeal ordinances in the Code of the Town of West Hartford, including ordinances establishing the Civilian Police Review Board and the West Hartford Prevention Council.
- ✓ Worked closely with the Finance Department and outside advisors on the issuance of pension obligation bonds and the establishment of a first of its kind special reserve fund.
- ✓ Represented the West Hartford Board of Education in a contested expulsion hearing.

- ✓ Worked with outside counsel to achieve favorable results in certain litigation and administrative proceedings against the Town.
- ✓ Worked closely with the Assessor to successfully defend tax assessment appeals and, when appropriate, recommended reasonable settlements of tax appeal litigation cases.
- ✓ Established more professional and uniform style for Town Council resolutions and ordinances.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Continue to provide initial responses from West Hartford officials within 24 hours or by the next business day.
- ❖ Provide complete follow-up responses within one week or to report any expected delays beyond that time frame.
- ❖ Improve office efficiency through the implementation of a modernized file and document management system.
- ❖ Create standardized templates for work product, including memoranda. Continue to refine and improve style conventions for resolutions and ordinances.
- ❖ Collaborate with the Town Clerk to improve the efficiency of Town Council meetings.
- ❖ Create standardized processes for commonly encountered legal issues such as FOIA requests.
- ❖ Maintain and sharpen the skills of staff attorneys through continuing legal education.
- ❖ Ensure compliance of town officials with ethics and FOIA requirements by improving and developing training and education opportunities.

**CORPORATION COUNSEL**

<b>BUDGET SUMMARY</b>						
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Charges for Services	\$ _____	\$ 250	\$ _____	\$ 50	\$ 250	
<b>TOTAL</b>	<b>\$ _____</b>	<b>\$ 250</b>	<b>\$ _____</b>	<b>\$ 50</b>	<b>\$ 250</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$277,974	\$320,807	\$94,809	\$251,639	\$314,736	-1.9%
Operating Expense	131,637	97,800	197,303	299,648	104,800	7.2%
Social Security	19,719	22,816	6,840	17,803	22,958	0.6%
<b>TOTAL</b>	<b>\$429,330</b>	<b>\$441,423</b>	<b>\$298,952</b>	<b>\$569,090</b>	<b>\$442,494</b>	<b>0.2%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>	<b><u>2020-2021</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>
General Fund	2	2	2	2	2

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Corporation Counsel's budget is increased by \$1,071 or 0.2% in fiscal year 2022. Wages and salaries decreases \$6,071 and reflects anticipated merit increases, offset by the refill of a vacant position lower in salary range than the incumbent. Operating expense increase due to an increase in outside legal costs. Social security is consistent with the variance in payroll.

**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Copies	\$	\$ 250	\$	\$ 50	\$ 250	
<b>Total Department</b>	<b>\$</b>	<b>\$ 250</b>	<b>\$</b>	<b>\$ 50</b>	<b>\$ 250</b>	

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$261,369	\$291,807	\$ 94,809	\$251,639	\$285,736	-2.1%
Temporary Payroll	16,604	29,000			29,000	
Office Expense	10,333	17,300	3,224	17,300	17,300	
Dues and Travel	1,918	2,500	503	2,500	2,500	
Professional Services	66,638	18,000	166,135	219,848	25,000	38.9%
Contractual Services	52,329	59,000	27,231	59,000	59,000	
Telecommunications	420	1,000	210	1,000	1,000	
Social Security	19,719	22,816	6,840	17,803	22,958	0.6%
<b>Total Department</b>	<b>\$429,330</b>	<b>\$441,423</b>	<b>\$298,952</b>	<b>\$569,090</b>	<b>\$442,494</b>	<b>0.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2020-21</u></b>	<b><u>Proposed 2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Deputy Corporation Counsel				1	1
Assistant Corporation Counsel	2	2	2	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**CORPORATION COUNSEL – BUDGET AND PROGRAM HIGHLIGHTS**

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

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

**Office Expense:** This appropriation funds office supplies, postage, printing costs and off-site storage facility charges. It also funds court filing fees, marshal fees and a subscription to legal publications.



**Dues and Travel:** This appropriation funds membership in the Connecticut Association of Municipal Attorneys and the Connecticut Bar Association, annual filings required for attorneys by the State of Connecticut, seminars required to meet minimum continuing legal education requirements and reimbursement for mileage and parking expenses in connection with court appearances.

**Professional Services:** This appropriation is for outside legal services. Fiscal year 2021 budget was amended by \$150,000 for outside counsel as well as consultants to explore redevelopment opportunities on the old UCONN campus. Fiscal year 2022 reflects a slight increase over the adopted fiscal year 2021 budget.

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

**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.

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

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

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Executed two successful elections, including a Presidential Preference Primary that was rescheduled twice, and a Federal Election with a historically high voter registration and turnout, regardless of a worldwide pandemic.
- ✓ Successfully implemented all directives in Governor Lamont's Executive Orders as they applied to absentee ballots, polling locations, and Election Day Registration.
- ✓ Applied for and received, in cooperation with the Town Clerk, various grants from the State of Connecticut, including a Secure Polls Grant in the amount of \$17,500, an EDR Stretch Grant in the amount of \$2,500, an Absentee Ballot Support Grant in the amount of \$32,536, as well as a grant from the Center for Tech and Civic Life in the amount of \$31,952. This money was used to offset expenses incurred due to various directives in Governor's Executive Order relating to the August Primary and the November Election.
- ✓ Processed and counted absentee ballots for over 18,000 registered voters, an unprecedented amount for our town.
- ✓ Together with the Mayor and Town Clerk, created a video detailing the process for safely voting in-person on November 3<sup>rd</sup> in order to assuage the public's concerns of COVID transmission within polling locations.
- ✓ Relocated District 4 polling location from Elmwood Community Center to Charter Oak International Academy as a means to increase voter accessibility.

**FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Complete work on video training for poll workers to improve job performance in cooperation with WHC-TV.
- ❖ Initiate move to electronic file storage in order to decrease printing and paper costs and increase storage space within the Registrars of Voters vault.

### REGISTRAR OF VOTERS

#### BUDGET SUMMARY

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Wages & Salaries	\$133,571	\$205,000	\$150,871	\$206,797	\$186,351	-9.1%
Operating Expense	29,972	58,370	79,518	79,908	58,150	-0.4%
Social Security	<u>7,335</u>	<u>11,332</u>	<u>3,813</u>	<u>11,332</u>	<u>10,622</u>	-6.3%
<b>TOTAL</b>	<b>\$170,878</b>	<b>\$274,702</b>	<b>\$234,202</b>	<b>\$298,037</b>	<b>\$255,123</b>	<b>-7.1%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2020-2021</u></b>	<b><u>Proposed</u> <u>2021-2022</u></b>
	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>	<b><u>2020-2021</u></b>		
General Fund	0.6				

#### BUDGET AND PROGRAM HIGHLIGHTS

The Registrar of Voters' budget decreased by \$19,579 or 7.1% in fiscal year 2022. Wages and salaries reflect a decrease of \$18,649 due to streamlining the duties of poll workers needed for the upcoming municipal election. Operating expenses decrease from the prior year. Social security changes are reflective of changes in salary.

**Fund: General Fund**

**Department: Registrar of Voters**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Temporary Payroll	\$133,571	\$205,000	\$150,871	\$206,797	\$186,351	-9.1%
Office Expense	16,728	35,500	68,913	68,494	35,500	
Dues and Travel	2,134	5,530	2,396	2,795	5,530	
Advertising		300	177	177	300	
Professional Services		3,300	330	330	3,300	
Telecommunications	675	740	330	740	520	-29.7%
Operating Expense – Miscellaneous	10,435	13,000	7,372	7,372	13,000	
Social Security	<u>7,335</u>	<u>11,332</u>	<u>3,813</u>	<u>11,332</u>	<u>10,622</u>	-6.3%
<b>Total Department</b>	<b>\$170,878</b>	<b>\$274,702</b>	<b>\$234,202</b>	<b>\$298,037</b>	<b>\$255,123</b>	<b>-7.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised 2020-21</u></b>	<b><u>Proposed 2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Deputy Town Clerk	0.6	_____	_____	_____	_____
<b>TOTAL</b>	0.6	_____	_____	_____	_____

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>(Calendar Year)</b>					
	<b><u>Actual</u> <u>2016</u></b>	<b><u>Actual</u> <u>2017</u></b>	<b><u>Actual</u> <u>2018</u></b>	<b><u>Actual</u> <u>2019</u></b>	<b><u>Actual</u> <u>2020</u></b>
Percent Voting:					
Special Election- February				15%	
Special Election - April				23%	
Gubernatorial			75%		
Municipal		32%		34%	
Presidential	78%				87%
Presidential Primary (Democrat and Republican combined)					40%
Number of Registered Voters	43,248	38,855	40,568	40,352	42,891
Connecticut Voter Registration System:					
Additions	7,515	2,255	4,673	2,877	5,888
Changes	4,941	7,165	4,924	3,816	7,547

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

	<b><u>Actual</u> <u>2020</u></b>	<b><u>Adopted</u> <u>2021</u></b>	<b><u>Estimated</u> <u>2021</u></b>	<b><u>Proposed</u> <u>2022</u></b>
Registrars/Deputy Registrars	\$91,000	\$91,000	\$91,000	\$91,351
Office Staff	13,517	39,000	20,488	39,000
Election Workers	<u>29,054</u>	<u>75,000</u>	<u>95,309</u>	<u>56,000</u>
Total Temporary Payroll	\$133,571	\$205,000	\$206,797	\$186,351

**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.

**Dues and Travel:** This appropriation funds the cost of membership in the Registrar of Voters Association of Connecticut (ROVAC) as well as any travel and registration costs associated with bi-annual ROVAC conference and state-mandated Registrar and moderator certification/recertification.

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

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

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

**Operating Expense - Miscellaneous:** This line item funds costs related to the optical scan voting machines including annual maintenance and programming memory cards for each polling location, absentee ballot central counting, and electronic document reader. In addition, this appropriation funds costs associated with state mandated annual canvass of active, registered voters including purchase of NCOA reports as well as printing, copying, and mailing of canvass letters.

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

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**ASSESSOR'S OFFICE****MISSION**

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

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Completed 56 business personal property audits encompassing the 2016-2019 grand list years resulting in the recapture of \$903,435 in escaped assessment value or approximately \$37,763 in property taxes.
- ✓ Settled four tax appeals originating from the 2016 revaluation.
- ✓ Signed revaluation contracts for residential and commercial property for the 2021 revaluation.
- ✓ West Hartford Assessor appointed to the International Association of Assessing Officers "Text Task Force" with five other assessors from around the country.
- ✓ Successfully created and mailed 20,790 residential property data mailers for revaluation 2021.
- ✓ West Hartford now has a portal facilitating electronic filing of annual business personal property declarations, utilized during compilation of the 2020 grand list.
- ✓ Completed the October 1, 2020 grand list by the statutory deadline of January 31, 2021.

**FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Complete development of Office Procedures Manual in fiscal year 2022 for improved continuity with staff changeover and overall office administration.
- ❖ Update images on all improved parcels in Town by July 1, 2023.
- ❖ Submit revision recommendation to Town Manager concerning West Hartford Code 161-6 on ambulance type vehicles to provide adequate time for vehicle conversions before registrations.

### ASSESSOR'S OFFICE

#### BUDGET SUMMARY

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Charges for Services	\$1,241	\$1,500	\$ 379	\$1,500	\$1,000	-33.3%
<b>TOTAL</b>	<b>\$1,241</b>	<b>\$1,500</b>	<b>\$ 379</b>	<b>\$1,500</b>	<b>\$1,000</b>	<b>-33.3%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$567,078	\$649,422	\$262,378	\$574,122	\$608,336	-6.3%
Operating Expense	77,407	63,137	41,262	63,551	70,688	12.0%
Social Security	41,954	48,696	18,941	43,920	45,545	-6.5%
<b>TOTAL</b>	<b>\$686,439</b>	<b>\$761,255</b>	<b>\$322,581</b>	<b>\$681,593</b>	<b>\$724,569</b>	<b>-4.8%</b>

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-2021</u>	<u>Proposed</u> <u>2021-2022</u>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-2019</u></b>	<b><u>2019-2020</u></b>	<b><u>2020-2021</u></b>		
General Fund	7	7	7	7	8

#### BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2022 budget for the Assessor's Office decreases \$36,686, or 4.8%, from the prior year budget. Wages and salaries decreases \$41,086. One Property Appraiser II position is unfunded in fiscal year 2022. This is offset by the addition of an Assessment Analyst position being added and anticipated merit increases and deferred compensation matching for full-time employees. Operating expense reflects an increase of \$7,551, for annual software maintenance contracts. Social security increases to reflect the changes to wages and salaries.

**ANNUAL BUDGET 2021-2022**

**SUMMARY OF REVENUES**

<b><u>Revenues</u></b>	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Copies	\$1,241	\$1,500	\$379	\$ 1,500	\$ 1,000	-33.3%
<b>TOTAL</b>	<b>\$1,241</b>	<b>\$1,500</b>	<b>\$379</b>	<b>\$ 1,500</b>	<b>\$ 1,000</b>	<b>-33.3%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$540,824	\$621,277	\$249,703	\$545,488	\$605,191	-2.6%
Temporary Payroll	24,038	25,000	11,688	25,488		-100.0%
Overtime	1,179	2,125	537	2,126	2,125	
Education Premium Pay	1,037	1,020	450	1,020	1,020	
Office Expense	16,253	22,200	6,949	20,900	22,200	
Dues and Travel	1,953	3,737	890	3,337	3,737	
Training	2,055	3,515	60	3,415	3,515	
Advertising		200		100	200	
Information Technology	55,144	29,597	32,311	32,311	37,148	25.5%
Telecommunications	1,329	2,384	558	2,384	2,384	
Vehicles & Equipment Expense	673	1,504	494	1,104	1,504	
Social Security	41,954	48,696	18,941	43,920	45,545	-6.5%
<b>Total Department</b>	<b>\$686,439</b>	<b>\$761,255</b>	<b>\$322,581</b>	<b>\$681,593</b>	<b>\$724,569</b>	<b>-4.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	1
Property Appraiser II*	2	2	2	2	2
Property Appraiser III					1
Administrative Assessment Technician	1	1	1	1	1
Assessment Analyst**					1
Staff Assistant	1	1	1	1	1
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>

\* One Property Appraiser II is authorized but unfunded in fiscal year 2022.

\*\* An Assessment Analyst position is included in fiscal year 2022.

## ASSESSOR'S OFFICE – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Assessment is staffed with eight full-time positions, including the addition of an Assessment Analyst in fiscal year 2022. One Property Appraiser II position is authorized but unfunded in fiscal year 2022. Regular payroll reflects anticipated merit increases.

**Temporary Payroll:** An appropriation for a part-time employee to perform personal property audits and ensure all personal property is discovered and listed has been eliminated in fiscal year 2022. These duties will be performed by the Assessment Analyst.

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

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

**Office Expense:** The office expense appropriation covers office supplies, paper products, postage, printing and copying, subscriptions and publications.

**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.

**Information Technology:** This appropriation funds the annual cost of web hosting for Vision software and software maintenance and support contracts for Vision and Quality Data. The increase represents contractual adjustments.

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

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>(calendar year)</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b><u>(GL 2014)</u></b>	<b><u>(GL 2015)</u></b>	<b><u>(GL 2016)</u></b>	<b><u>(GL 2017)</u></b>	<b><u>(GL 2018)</u></b>
Percent of State reporting deadlines met	100%	100%	100%	100%	100%
Number of business personal property accounts	2,737	2,808	2,759	2,807	2,730
Timeliness of property transfers entered into CAMA system	1 month	1 month	1 month	1 month	1 month
Inspections (Sales and Permits)	2,351	2,702	2,376	2,871	2,365
Real property transfers	2,295	2,324	1,692	1,400	2,155
Elderly, veterans, blind and disability applications	1,391	1,191	1,025	1,033	1,131

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**ANNUAL BUDGET 2021-2022**

DEPARTMENT: GENERAL GOVERNMENT

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Proposed
	2018-19	2019-20	2020-21	2020-21	2021-2022
<u>GENERAL FUND</u>					
<u>TOWN COUNCIL</u>					
Town Clerk	1	1	1	1	1
Assistant Town Clerk	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
TOTAL	1.5	1.5	1.5	1.5	1.5
<u>TOWN CLERK</u>					
Deputy Town Clerk	0.4	1	1	1	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>	<u>0.5</u>
TOTAL	1.9	2.5	2.5	2.5	2.5
<u>TOWN MANAGER</u>					
Town Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Economic Development Coordinator**					1
Public Relations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	4
<u>CORPORATION COUNSEL</u>					
Deputy Corporation Counsel					1
Assistant Corporation Counsel	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>1</u>
TOTAL	2	2	2	2	2
<u>REGISTRAR OF VOTERS</u>					
Deputy Town Clerk	<u>0.6</u>				
TOTAL	0.6	-	-	-	-
<u>ASSESSOR'S OFFICE</u>					
Director of Assessments	1	1	1	1	1
Property Appraiser I	2	2	2	2	2
Property Appraiser II*	2	2	2	2	2
Administrative Assessment Technician	1	1	1	1	1
Assessment Analyst***					1
Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	8
<b>TOTAL GENERAL GOVERNMENT</b>	16	16	16	16	18

\* One Property Appraiser II position is authorized but unfunded in fiscal year 2022.

\*\* This position is transferred from Community Development in fiscal year 2022.

\*\*\* An Assessment Analyst position is added in fiscal year 2022.

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**DEPARTMENT OF INFORMATION TECHNOLOGY****MISSION**

The mission of the Information Technology Department is to contribute to the successful operation, performance and long-term viability of the organization through a technical infrastructure that promotes employee and customer access to information. This mission is accomplished through the cost effective and efficient delivery of management and maintenance of a wide-area network for voice and data communications and an infrastructure for supporting the Town's business applications.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Implemented redundant fiber to 50% of municipal buildings to improve network reliability;
- ✓ Digitized over 563 paper forms resulting in thousands of online submissions for both internal and residential use;
- ✓ Implemented PowerDMS, online training and certification system for public safety personnel;
- ✓ Implemented enterprise wireless for guest use at Rockledge, Cornerstone, VMSR, and ECC;
- ✓ Implemented a new disaster recovery (DR) system for both Town and Schools.
- ✓ Implemented a new notification system inclusive of IP speakers at Town Hall for safety announcements;
- ✓ Launched a new high quality mobile friendly website for the Town of West Hartford;
- ✓ Implemented redundant fiber from the Police station to the data center, ensuring connectivity in the event of a fiber break;
- ✓ Completed the installation of over 700 IP security cameras for all Public Schools, Public Works, Municipal Parking and the Police Department;
- ✓ Implemented Ecollect for paperless new student enrollment, online form submission and electronic signature for PowerSchool Parent Portal;
- ✓ Maintained 99.99% uptime availability of the entire communications infrastructure for the past 12 months;
- ✓ Integrated building permit and town clerk databases with our GIS portal for easier access to property records;
- ✓ Implemented a new data validation system for PowerSchool to ensure data entered meets reporting requirements;
- ✓ Increased the internet speed for West Hartford Public Schools from 1Gbps to 2Gbps;
- ✓ Deployed over thousands of new devices as part of the annual technology refresh process and COVID support for At Home Learning and telecommuting;
- ✓ Closed over 15,000 work orders, an increase of 15.3% over the prior year; average time to completion has increased from 5 days to 10 days.

**FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ 75% of town facilities that currently have no existing public address system (PA) will have Informacast implemented, a system that will enable a one-way PA over existing VoIP speakerphones.
- ❖ 100% of the town's network will have a failover internet service provider (ISP) to maintain connectivity in the event of a provider outage.
- ❖ 100% of municipal buildings will have an enterprise class wireless system installed for secure staff access and guest access for public use.
- ❖ Implement TechGuard to empower the workforce to recognize and respond to sophisticated cyber threats leveraging this cutting-edge and comprehensive training solution.
- ❖ Expand IP surveillance cameras to the Public Libraries, Rockledge, ECC, WHFD and Westmoor Park.
- ❖ 100% implementation of Telestaff Time & Attendance system for WHPD and WHFD.
- ❖ 100% replacement of core network hardware greater than 15 years old for both Town and Schools.

## DEPARTMENT OF INFORMATION TECHNOLOGY

BUDGET SUMMARY						
<u>Expenditures:</u>	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Wages & Salaries	\$472,488	\$469,560	\$241,146	\$514,084	\$535,902	14.1%
Operating Expense	549,325	543,500	321,344	491,707	543,500	
Social Security	33,966	34,235	15,776	35,564	38,397	12.2%
<b>TOTAL</b>	<b>\$1,055,779</b>	<b>\$1,047,295</b>	<b>\$578,266</b>	<b>\$1,041,355</b>	<b>\$1,117,799</b>	<b>6.7%</b>

Authorized Positions				<u>Revised</u>	<u>Proposed</u>
<u>Full-Time Positions:</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>
General Fund	4	4	4	4	4.5

## BUDGET &amp; PROGRAM HIGHLIGHTS

In total, the fiscal year 2022 budget for the Department of Information Technology increases \$70,504 or 6.7%. Wages and salaries increase \$66,342, or 14.1% primarily due to request to add an Information Technology Manager position which is split 50/50 with the Board of Education. In addition, merit increases for eligible employees are included in the increase. Operating expense remain consistent with prior year. The social security adjustment reflects estimated cost based upon wages and withholdings.

## DEPARTMENT: INFORMATION TECHNOLOGY

## SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$471,151	\$469,560	\$226,637	\$483,291	\$535,902	14.1%
Temporary Payroll	1,337		14,509	30,793		
Office Expense	688	500	225	500	500	
Dues and Travel	3,497	1,000			1,000	
Training		5,000			5,000	
Professional Services	55,542	37,000	23,411	37,000	37,000	
Information Technology	323,205	350,000	244,940	314,207	350,000	
Telecommunications	50,636	60,000	41,563	60,000	60,000	
Rental & Leases	31,407	40,000	11,205	30,000	40,000	
Information Systems	84,350	50,000		50,000	50,000	
Social Security	<u>33,966</u>	<u>34,235</u>	<u>15,776</u>	<u>35,564</u>	<u>38,397</u>	12.2%
<b>TOTAL</b>	<b>\$1,055,779</b>	<b>\$1,047,295</b>	<b>\$578,266</b>	<b>\$1,041,355</b>	<b>\$1,117,799</b>	<b>6.7%</b>

## FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Manager*					0.5
Information Technology Specialist	1	2	2	2	2
Information Technology Analyst	1				
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4.5</b>

\* The Director position, one Network Engineer position as well as the Information Technology Manager are shared with the Board of Education.

## INFORMATION TECHNOLOGY - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Information Technology is staffed with full-time employees, three of whom are shared equally with the Board of Education. The appropriation reflects anticipated merit increases and benefit elections. One new Information Technology Manager is added in fiscal year 2022.

**Temporary Payroll:** The funding for temporary part-time employees was used to supplement existing staff work in the field.

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

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

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

**Professional Services:** This appropriation for outside consultants funds professional services to maintain and enhance existing applications for business software and the Geographic Information System (GIS) application. It also funds a service agreement for the Town's back-up system, including repair and maintenance if hardware failures occur.

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

**Telecommunications:** The primary purpose of this appropriation is to support the Townwide Voice over Internet Protocol (VoIP) phone system. The balance of the appropriation is for cell phones, mobile communication devices and desktop phones for IT staff and a backup internet service. This appropriation also includes implementation and maintenance of an Informacast emergency notification system, which will serve as a public address system.

**Rental & Leases:** This appropriation funds internet bandwidth services.

**Information Systems:** This expense is associated with maintaining hardware that provides wide-area network for voice and data communications. Costs include the network maintenance contract with Cisco SmartNet for routers and switches, and maintenance of servers that host software and communication applications. This appropriation increases based upon annual warranty renewals, rising costs for maintenance and repair based upon recent trends, and emergency network maintenance needs.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>	<b><u>Estimated FY 2021</u></b>
Number of Municipal/School Sites on Town Owned Fiber	44	44	46	46	46
Number of Physical Servers Consolidated to Virtual Servers	112	112	141	150	150
Number of Sites with Building-wide Wireless	25	27	32	37	40
<b><u>IT Helpdesk:</u></b>					
Number of Town Work Orders Received	2,673	2,577	2,577	2,944	5,593
Number of BOE Work Orders Received	9,221	9,140	9,140	10,438	18,788
Percentage Completed	99.9%	99.9%	99.9%	96.5%	76.5%
Average Number of Days to Complete	4.56	5.25	5.25	3.26	13.54
<b><u>Website Statistics:</u></b>					
Site Visits to www.westhartfordct.gov	687,391	700,602	700,602	866,788	945,788
Site Visits to West Hartford's GIS Site	10,932	12,756	12,756	11,046	12,432
Use of West Hartford's Online Parking Omit System	23,234	20,463	20,463	23,000	13,403

**TOWN OF WEST HARTFORD**  
**Fiscal Year 2021-2022**  
**BUDGET IN BRIEF**  
**TECHNOLOGY INVESTMENT**  
**FUND**

<b>REVENUES AND OTHER RESOURCES</b>	<b>ACTUAL 2019-2020</b>	<b>ADOPTED 2020-2021</b>	<b>ESTIMATED 2020-2021</b>	<b>PROPOSED 2021-2022</b>
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Charges for Services	\$ 12,631	\$ 10,000	\$ 10,000	\$ 10,000
Total Revenues & Other Resources	\$ 12,631	\$ 10,000	\$ 10,000	\$ 10,000

<b>EXPENDITURES AND OTHER USES</b>	<b>ACTUAL 2019-2020</b>	<b>ADOPTED 2020-2021</b>	<b>ESTIMATED 2020-2021</b>	<b>PROPOSED 2021-2022</b>
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Technology Investments	\$ 25,958	\$ 10,000	\$ 10,000	\$ 10,000
Total Expenditures & Other Uses	\$ 25,958	\$ 10,000	\$ 10,000	\$ 10,000

CHANGE IN FUND BALANCE	(\$ 13,327)	\$	\$	\$
BEGINNING BALANCE	\$ 16,716	\$ 3,389	\$ 3,389	\$ 3,389
ENDING BALANCE	\$ 3,389	\$ 3,389	\$ 3,389	\$ 3,389

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

**PURPOSE**

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

**LONG-TERM STRATEGY**

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

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Revenues:</u></b>					
Charges for Services	\$16,000	\$10,000	\$12,000	\$15,000	\$12,000
<b>TOTAL REVENUES</b>	<b>\$16,000</b>	<b>\$10,000</b>	<b>\$12,000</b>	<b>\$15,000</b>	<b>\$12,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$35,000	\$21,000	\$	\$	\$26,000
<b>TOTAL EXPENDITURES</b>	<b>\$35,000</b>	<b>\$21,000</b>	<b>\$</b>	<b>\$</b>	<b>\$26,000</b>
<b>OPERATING RESULTS</b>	<b>(\$19,000)</b>	<b>(\$11,000)</b>	<b>\$12,000</b>	<b>\$15,000</b>	<b>(\$14,000)</b>
<b>FUND BALANCE</b>	<b>\$ 1,000</b>	<b>(\$ 10,000)</b>	<b>\$ 2,000</b>	<b>\$17,000</b>	<b>\$ 3,000</b>

**FISCAL YEAR 2021 OPERATING RESULTS**

The Fund is projected to earn revenue in the amount of \$10,000 with expenditures of \$10,000 for the fiscal year. Accordingly, fund balance will be approximately \$3,000 by year-end.

**FISCAL YEAR 2022 BUDGET**

The budget for fiscal year 2022 assumes revenues derived from charges for services of \$10,000 with expenditures of an equal amount. This will allow fund balance to stabilize before appropriating additional funds.



DEPARTMENT: INFORMATION TECHNOLOGY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Adopted 2021-2022
	2018-19	2019-20	2020-21		
<u>GENERAL FUND</u>					
Information Technology Director*	0.5	0.5	0.5	0.5	0.5
Information Technology Manager*					0.5
Information Technology Specialist	1	2	2	2	2
Information Technology Analyst	1				
Network Engineer*	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
TOTAL INFORMATION TECHNOLOGY	4	4	4	4	4.5

\* Positions are shared with the Board of Education.

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**DEPARTMENT OF FINANCIAL SERVICES****MISSION**

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

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

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

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Received the Certificate for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- ✓ Successfully migrated from Dynamics AX to Munis Financial Software.
- ✓ Successfully executed 3 bond refundings, with a total savings to the Town of over \$1 million in future interest payments.
- ✓ Successfully executed a \$17 million general obligation bond sale.
- ✓ Consistently achieved a tax collection rate higher than adopted.
- ✓ Completed analysis that led to the approval of the issuance of Pension Obligation Bonds to address the Town's unfunded pension liability.
- ✓ Recommended the creation of a Pension Bond Reserve Fund to mitigate future economic downturn impacts on pension liability.

**FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Complete the full implementation of the Munis Payroll System.
- ❖ Utilize the Munis Financial System to automate and produce fiscal year 2023 budget documents.
- ❖ Maintain current performance on our exceptional tax collection rates.
- ❖ Issue Pension Obligation Bonds in April/May timeframe and close on the Bonds in July 2021.
- ❖ Continue to assist Pension Board with asset allocation strategy related to Pension Obligation Bonds proceeds.

### DEPARTMENT OF FINANCIAL SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Charges for Services	\$ 94	\$ 200	\$ 32	\$ 100	\$ 100	-50.0%
Fines & Forfeitures	420	500	270	500	500	
Transfers from Other Funds	<u>67,000</u>	<u>72,000</u>	<u>—</u>	<u>72,000</u>	<u>72,000</u>	
<b>TOTAL</b>	<b>\$67,514</b>	<b>\$72,700</b>	<b>\$ 302</b>	<b>\$72,600</b>	<b>\$72,600</b>	<b>-0.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,709,038	\$1,697,387	\$802,066	\$1,600,870	\$1,632,538	-3.8%
Operating Expense	511,689	588,779	468,224	649,561	605,179	2.8%
Social Security	<u>122,819</u>	<u>127,041</u>	<u>50,602</u>	<u>110,648</u>	<u>120,586</u>	-5.1%
<b>TOTAL</b>	<b>\$2,343,546</b>	<b>\$2,413,207</b>	<b>\$1,320,892</b>	<b>\$2,361,079</b>	<b>\$2,358,303</b>	<b>-2.3%</b>

	Authorized Positions			Revised	Proposed
<b><u>Full-Time Positions:</u></b>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2020-2021</u>	<u>2021-2022</u>
General Fund	17	17	17	17	17

### BUDGET & PROGRAM HIGHLIGHTS

The Department of Financial Services budget reflects a decrease of \$54,904 or 2.3% from the current fiscal year. Wages and salaries decrease \$64,849 or 3.8%. During fiscal year 2021, an Accounting Manager retired and the position was eliminated. The department went through a reorganization. A number of positions within the department were reclassified and a former part-time Senior Staff Assistant became a full time position, all of which resulted in payroll savings offset by anticipated merit increases. Operating expenses increase \$16,400 primarily due to increases in software maintenance costs. Social Security reflects wage and salary changes.

**FINANCIAL OPERATIONS DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
NSF Check Fees	\$ 420	\$ 500	\$ 270	\$ 500	\$ 500	
Transfer In	<u>67,000</u>	<u>72,000</u>	<u>—</u>	<u>72,000</u>	<u>72,000</u>	
<b>TOTAL</b>	<b>\$67,420</b>	<b>\$72,500</b>	<b>\$ 270</b>	<b>\$72,500</b>	<b>\$72,500</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$721,633	\$728,794	\$395,835	\$712,040	\$808,081	10.9%
Temporary Payroll	32,872	31,500	8,783	8,783		-100.0%
Overtime	1,562	1,300		1,300	1,300	
Education Premium Pay	1,037	1,020	705	1,020	1,020	
Office Expense	17,903	15,625	4,523	15,945	15,625	
Dues and Travel	995	3,500	1,345	2,000	3,500	
Professional Services	5,507	2,000	30	2,000	2,000	
Contractual Services	16	2,500	12	2,500	2,500	
Telecommunications	900	960	450	960	960	
Social Security	<u>54,389</u>	<u>54,893</u>	<u>26,094</u>	<u>55,189</u>	<u>58,504</u>	6.6%
<b>TOTAL</b>	<b>\$836,814</b>	<b>\$842,092</b>	<b>\$437,777</b>	<b>\$801,737</b>	<b>\$893,490</b>	<b>6.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</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
Budgets and Grants Manager			1	1	1
Principal Financial Analyst	1	1			
Accountant Auditor				1	1
Accountant II			1		
Accountant I	1	1			
Accounting Assistant	1	1	1		
Accounting Specialist				1	1
Payroll Specialist	1	1	1	1	1
Senior Staff Assistant	—	—	—	1	1
<b>TOTAL</b>	<u>7</u>	<u>7</u>	<u>7</u>	<u>8</u>	<u>8</u>

## FINANCIAL OPERATIONS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Financial Operations is staffed with eight full-time positions. The budget reflects estimated merit increases for eligible employees. During fiscal year 2021, the part-time Senior Staff Assistant became a full time position.

**Temporary Payroll:** This appropriation funded a part-time Senior Staff Assistant in prior years and has been eliminated in the 2022 budget.

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

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

**Office Expense:** This appropriation is used for the purchase of paper stock (envelopes, check stock, W-2 forms) and printing supplies (toner cartridges, printer maintenance) associated with the production of payments to employees, as well as the preparation and printing of the annual budget document. The appropriation also funds subscriptions for GASB pronouncements, GAAP updates and payroll updates, annual reports that are produced and forms that are used and any costs associated with utilizing the BOE print shop for printing and binding of documents.

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

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

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

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

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Fiscal Year)**

	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>
<b>Financial Reporting:</b>					
GFOA Certificate for Excellence in Financial Reporting	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%	100%	100%	100%
% of FT Electronic Direct Deposit Stmt	99%	99%	100%	100%	100%
% of Electronic Payments					
Town & BOE Combined	30%	26%			
Town			37.2%	39.1%	38.08%
Board of Education (BOE)			23.5%	24.55%	27.58%
Fund Balance as a % of General Fund Expenditures	8.1%	8.1%	9.0%	9.1%	9.1%
<b>Investment Strategy:</b>					
Short-Term Investment Fund Return	0.37%	0.58%	1.38%	2.30%	1.52%
Other Investment Vehicle Return	0.39%	0.42%	0.91%	1.7%	2.02%
<b>Capital Financing:</b>					
Debt Service as a % of General Fund Expenditures (excluding BBS)	6.1%	6.1%	6.2%	6.2%	5.7%
Debt per Capita	\$2,445	\$2,471	\$2,415	\$2,295	\$2,137
Long Term Bonded Debt to Net Assessed Value	2.6%	2.6%	2.4%	2.2%	2.1%
WH General Obligation Bond Rate	2.03%	2.62%	2.58%	2.65%	1.49%

\* Applied for the GFOA Certificate for Excellence in Financial Reporting for Fiscal Year 2020

**PURCHASING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Copies	\$ 7	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$ 7</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Regular Payroll	\$369,733	\$368,384	\$162,851	\$370,104	\$257,764	-30.0%
Temporary Payroll	16,579					
Office Expense	1,326	2,000	891	2,355	2,000	
Dues and Travel	1,824	3,004	400	3,004	3,004	
Training		500			500	
Advertising	2,466	4,000	957	3,000	4,000	
Telecommunications	240	240	105	240	240	
Vehicles & Equipment Expense	209	500		250	500	
Social Security	28,686	29,281	7,998	15,996	19,481	-33.5%
<b>TOTAL</b>	<b>\$421,063</b>	<b>\$407,909</b>	<b>\$173,202</b>	<b>\$394,949</b>	<b>\$287,489</b>	<b>-29.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised 2020-21</u>	<u>Proposed 2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Accounting Manager	1	1	1		
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Office Operations Specialist				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>3</b>	<b>3</b>



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

**Regular Payroll:** The purchasing activity is staffed with three full-time positions. With the retirement of the Accounting Manager, this position was eliminated during fiscal year 2021. The Accounting Specialist was promoted to an Office Operations Specialist.

**Temporary Payroll:** This appropriation funded a part-time Accounting Assistant in prior years and was eliminated in the FY 2021 budget.

**Office Expense:** The office expense appropriation reflects the cost of general office supplies, as well as the copying and mailing of procurement notices and specifications.

**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 current procurement opportunities.

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

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

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

**REVENUE COLLECTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Copies	\$ 87	\$ 200	\$ 32	\$ 100	\$ 100	-50.0%
<b>TOTAL</b>	<b>\$ 87</b>	<b>\$ 200</b>	<b>\$ 32</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>-50.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$320,310	\$308,961	\$115,978	\$247,445	\$310,490	0.5%
Temporary Payroll	27,427	39,000	11,526	28,000	39,000	
Overtime	2,539	2,500	7,904	15,000	2,500	
Education Premium Pay	732	720	318	720	720	
Office Expense	88,540	91,210	35,774	104,210	94,210	3.3%
Dues and Travel	42	1,405		155	1,405	
Training		350			350	
Advertising	459	550	459	800	550	
Professional Services	19,680	20,000	6,410	15,000	20,000	
Contractual Services	25,214	30,150	13,067	26,150	30,150	
Information Technology	16,855	17,500	17,330	17,500	17,900	2.3%
Telecommunications	420	420	210	420	420	
Maintenance & Repairs	330	350		350	350	
Social Security	<u>23,780</u>	<u>26,716</u>	<u>9,218</u>	<u>23,312</u>	<u>26,833</u>	0.4%
<b>TOTAL</b>	<b>\$526,328</b>	<b>\$539,832</b>	<b>\$218,194</b>	<b>\$479,062</b>	<b>\$544,878</b>	<b>0.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Revenue Collector	1	1	1	1	1
Revenue Services Representative	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	4	4	4	4	4

## REVENUE COLLECTION - BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

**Office Expense:** The office expense appropriation reflects the cost of postage for the mailing of tax bills, the cost of an outside contract to print, stuff and mail the property tax bills, the costs associated with printing, binding and use of the BOE's print shop, and general office supplies.

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

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

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

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

**Contractual Services:** This appropriation finances the portion of banking services used by the Revenue Collection Office and the contract for the hearing officer for parking ticket and ordinance violation appeals which is increasing based upon the cost of insurance required by the Town.

**Information Technology:** This appropriation finances the costs of annual software maintenance for the tax collection and billing software and web hosting software and increases based upon contractual costs.

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

**Maintenance & Repairs:** This appropriation finances the costs associated with the currency counters.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

(Fiscal Year)

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>
<b>Revenue Collection:</b>					
Current Year Tax Collection Rate	99.3%	99.2%	99.4%	99.3%	99.3%
% of Parking Tickets Collected	78.2%	68.8%	86.0%	74.8%	73.8%
% Ordinance Violations Collected	62.8%	66.7%	38.0%*	44.7%	32.9%

\* Two violators, now not in operation, accounted for fifty percent of tickets issued.

**Using Technology to Improve the Customer Experience**

Consistent with the habits of individuals, technology continues to be an area of growth in the revenue collection office.

Usage of both the on-line bill payment and presentment system and the on-line tax information lookup system are strong and continue to increase yearly. Customers have the option to make a one-time payment or to sign up as a registered user. Registered users have access to advanced features of the system, including storing credit card or bank account information for future use, and choosing to receive tax bills in a paperless form via email. The registration process has recently been enhanced, allowing users to create a registered account at any time throughout the year, as opposed to previous years when registration could occur only when there was an open balance on an account.

The on-line tax information lookup system allows 24/7 lookup of payment information, including open balances and payment history. Continued improvements to the integration of the on-line lookup system with the bill payment and presentment system has resulted in a more user friendly customer experience.

**FINANCIAL SYSTEMS DIVISION**
**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$214,614	\$215,208	\$98,166	\$216,457	\$211,663	-1.6%
Office Expense	6,571	6,500	1,611	6,500	6,500	
Dues and Travel	304	1,000		1,000	1,000	
Professional Services		3,000		3,000	3,000	
Information Technology	217,958	274,500	315,785	334,500	287,500	4.7%
Information Systems	2,000	2,000	645	2,000	2,000	
Social Security	<u>15,965</u>	<u>16,151</u>	<u>7,292</u>	<u>16,151</u>	<u>15,768</u>	-2.4%
<b>TOTAL</b>	<b>\$457,412</b>	<b>\$518,359</b>	<b>\$423,499</b>	<b>\$579,608</b>	<b>\$527,431</b>	<b>1.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst I*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\* Position was unfunded in fiscal year 2019.

## FINANCIAL SYSTEMS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The division is staffed with two (2) full-time positions.

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

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

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

**Information Technology:** This appropriation finances the costs of annual software maintenance contracts and licenses used by the Department of Finance. For fiscal year 2022, these contracts include: Central Square Payroll (\$43,000), OnPay Solutions (\$5,800), GHG Corporation (\$6,700), Tyler MUNIS (\$184,500), Tyler TSM Support (\$45,000), and Micro-Tel (\$2,500).

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

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

## MAIL &amp; DELIVERY SERVICES DIVISION

## SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$ 1,732	\$ 1,500	\$ 1,498	\$ 2,000	\$ 1,500	
Professional Services	100,197	103,515	66,514	103,515	103,515	
Office/Minor Equipment	_____	_____	208	208	_____	
<b>TOTAL</b>	<b>\$101,929</b>	<b>\$105,015</b>	<b>\$ 68,220</b>	<b>\$105,723</b>	<b>\$105,015</b>	

## MAIL &amp; 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, which was renewed in fiscal year 2021 for an additional 5 years.

DEPARTMENT: FINANCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Proposed 2021-2022
	2018-19	2019-20	2020-21		
<u>GENERAL FUND</u>					
Director of Financial Services	1	1	1	1	1
Financial Operations Manager	1	1	1	1	1
Accounting Manager	2	2	2	1	1
Budgets and Grants Manager		1	1	1	1
Principal Financial Analyst	1				
Accountant Auditor				1	1
Accountant II			1		
Accountant I	1	1			
Accounting Assistant	1	1	1		
Accounting Specialist	1	1	1	1	1
Office Operation Specialist				1	1
Senior Staff Assistant				1	1
Payroll Specialist	1	1	1	1	1
Senior Buyer	1	1	1	1	1
Buyer	1	1	1	1	1
Revenue Collector	1	1	1	1	1
Revenue Services Representative	3	3	3	3	3
Financial Systems Manager	1	1	1	1	1
Financial Systems Analyst I*	1	1	1	1	1
<b>TOTAL FINANCIAL SERVICES</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

\* Position was unfunded in fiscal year 2019.



**DEPARTMENT OF HUMAN RESOURCES****MISSION**

The Town of West Hartford Human Resources Department has the primary role of supporting the organization by providing human resources management and services to more than 565 full and part-time, or seasonal employees of the Town. We collaborate with and support internal operating departments by providing consultative services and solutions to a wide range of human resource issues in a responsive and cost-effective manner.

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

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Successfully worked with the following departments to recruit staff: Town Manager, Corporation Counsel, Non-Public School Nurses, Public Works, Police, Fire, Risk Management, Public Safety Dispatch, Library, and Community Development.
- ✓ Successfully worked with Department Directors on 28 recruitments and 12 promotionals. On-boarded 55 new hires and processed 913 applications. This represents a significant increase over last year's results
- ✓ Utilized alternate recruitment sites including LinkedIn, Indeed, and Handshake.
- ✓ Continued working collaboratively with the Police Department to review and improve police officer recruitment process. Hired 33 new officers to date in FY 21; 21% minority and 48% female.
- ✓ Continue to advance the Town's Active Shooter and Emergency Training Programs.
- ✓ Conducted Employee Engagement Survey.
- ✓ Implemented online mandatory Sexual Harassment training for all staff – approximately 95% completion.
- ✓ Implemented Onboarding process to a remote setting utilizing Webex.
- ✓ Updated Town Policies to include in remote onboarding process.
- ✓ Worked collaboratively with Finance to implement MUNIS (HRIS system).
- ✓ Worked with Public Safety to secure a new EAP program geared toward their industry.
- ✓ Implemented a new HR newsletter, the Quarterly HR Messenger.
- ✓ Secured a consultant to assist us in implementing a Diversity, Equity, Inclusion Program. Delivered 4 training sessions to the leadership team.
- ✓ Weekly Recovery Meetings to address COVID-19 workplace safety concerns.
- ✓ Coordinated COVID-19 unemployment process, as well as FFCRA leave management.

**FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Finalize union negotiations for CSEA Local 2001 and AFSCME units.
- ❖ Initiate and conclude Police union negotiations.
- ❖ Develop community contacts which will continue to help us to increase the diversity of applicants, an example includes St. Joseph's University.
- ❖ In collaboration with Finance, continue the implement of MUNIS as the Town's Human Resources Information System.
- ❖ Issue Request For Proposal for Employee Assistance Program (EAP).
- ❖ Establish a Preferred Provider Network for Worker'
- ❖ Review internal processes to become more efficient in our delivery of services.
- ❖ Continue to advance the Town's Active Shooter and Emergency Training Programs, including a Town Hall active shooter drill.
- ❖ Execute new performance management processes designed to maximize staff performance and align with Town and department goals.
- ❖ Continue assessment of onboarding process to include automating benefit enrollment and providing a more global orientation to the organization, its culture, policies and procedures.
- ❖ Review and update the recruitment process included in the Personnel Rules
- ❖ Develop and implement an ongoing Leadership Management training program.
- ❖ Continue the Diversity, Inclusion, Equity (DEI) training for all staff.

## DEPARTMENT OF HUMAN RESOURCES

## BUDGET SUMMARY

	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Estimated</u>	<u>Proposed</u>	<u>Percent</u>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Miscellaneous Revenue	\$40,000	\$40,000	\$ 166	\$40,166	\$40,000	
<b>TOTAL</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$ 166</b>	<b>\$40,166</b>	<b>\$40,000</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$424,598	\$347,498	\$158,212	\$350,185	\$352,775	1.5%
Operating Expense	72,774	108,250	37,317	99,990	108,250	
Social Security	<u>27,086</u>	<u>27,188</u>	<u>10,971</u>	<u>25,667</u>	<u>25,429</u>	-6.5%
<b>TOTAL</b>	<b>\$524,458</b>	<b>\$482,936</b>	<b>\$206,501</b>	<b>\$475,842</b>	<b>\$486,454</b>	<b>0.7%</b>

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
General Fund	3.2	3.2	3.2	3.2	3.2
Risk Management Fund	4.7	3.7	3.7	3.7	3.7
Pension Fund	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
<b>TOTAL</b>	<b>9.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>

## BUDGET AND PROGRAM HIGHLIGHTS

The budget of the Department of Human Resources reflects an increase of \$3,518, or 0.7%, from the prior year. Wages and salaries increase \$5,277 and reflects anticipated merit increases. Operating expense remains flat. Social security is estimated based upon employee withholdings and the social security base wage rate.

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**ANNUAL BUDGET 2021-2022**

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**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Transfers In	\$40,000	\$ 40,000	\$ 166	\$ 40,166	\$ 40,000	
<b>TOTAL</b>	<b>\$40,000</b>	<b>\$ 40,000</b>	<b>\$ 166</b>	<b>\$ 40,166</b>	<b>\$ 40,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$423,561	\$346,478	\$157,762	\$349,165	\$351,755	1.5%
Education Premium Pay	1,037	1,020	451	1,020	1,020	
Office Expense	3,840	9,750	836	7,650	9,750	
Dues and Travel	1,141	1,500	25	1,500	1,500	
Training	1,495	15,000	7,549	14,000	15,000	
Advertising	10,656	10,000	3,429	10,000	10,000	
Professional Services	38,856	41,500	19,486	41,500	41,500	
Contractual Services	3,444	9,000	2,775	9,000	9,000	
Meals	2,835	5,000	87	500	5,000	
Education Tuition						
Reimbursement	1,500	7,500		7,500	7,500	
Information Technology	8,387	8,250	2,830	7,590	8,250	
Telecommunications	620	750	300	750	750	
Social Security	<u>27,086</u>	<u>27,188</u>	<u>10,971</u>	<u>25,667</u>	<u>25,429</u>	-6.5%
<b>Total Department</b>	<b>\$524,458</b>	<b>\$482,936</b>	<b>\$206,501</b>	<b>\$475,842</b>	<b>\$486,454</b>	<b>0.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Adopted</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</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	1	1	1	1
Office Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>

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

## BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Human Resources is staffed with 3.2 full-time equivalent positions, consistent with the prior year. Regular payroll reflects anticipated merit increases.

**Education Premium Pay:** Non-union employees in administrative classifications are eligible for education attainment payments of \$720 for an Associate's Degree and or \$1,020 for a Bachelor's Degree.

**Office Expense:** This budget funds office supplies, postage and the costs associated with printing and binding labor contracts, employment forms and materials. It also funds subscriptions to the Connecticut Conference of Municipalities Municipal Labor Relations Data Service, Lexis Nexus Updates on Labor Agreements, CT Employee Law Updates and the CT Human Relations Report Newsletter.

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

**Training:** The appropriation maintains the existing allocation of funds for town-wide staff training to accommodate leadership development, supervisory training, legally mandated training and CPR courses.

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

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

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

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

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

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

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

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	Fiscal Year				
	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>
<b><u>Applications Processed</u></b>					
Police Officer	152	149	121	129	119
Open Competitive	1,019	538	481	791	694
Promotional	<u>137</u>	<u>46</u>	<u>86</u>	<u>36</u>	<u>100</u>
Total Applications Processed	1,308	733	688	956	913
<b><u>New Hires</u></b>					
Public Safety	18	15	11	25	33
Non-Public Safety	<u>17</u>	<u>15</u>	<u>14</u>	<u>25</u>	<u>22</u>
Total New Hires	35	30	25	50	55
<b><u>Terminations</u></b>					
Public Safety	13	14	23	24	25
Non-Public Safety	<u>19</u>	<u>10</u>	<u>17</u>	<u>19</u>	<u>24</u>
Total Terminations	32	24	40	43	49
<b><u>Reason for Separation (All Personnel)</u></b>					
Retirement	19	10	27	30	25
Resignation	11	13	10	11	23
Dismissal	2	1	1	2	0
Layoff	0	0	0	0	*
Death	0	0	2	0	1

\* Layoffs in Library and Leisure Services due to COVID-19 shutdown.

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### RISK MANAGEMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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**TOWN PROGRAM**

Employee Benefit Contributions	\$ 1,248,956	\$ 1,063,975	\$ 1,063,975	\$ 1,363,975
Interest on Investment	528,872	132,000	132,000	132,000
Amortization		(195,000)		62,000
Subrogation/Recoveries	109,532	25,000	33,333	25,000
Transfer In	<u>22,771,410</u>	<u>25,098,431</u>	<u>25,098,432</u>	<u>24,801,683</u>
Total Revenues & Other Resources	\$24,658,771	\$26,124,406	\$26,327,740	\$26,384,658

EXPENSES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Administration-Human Resources	\$ 206,074	\$ 255,639	\$ 230,613	\$ 261,516
Town Program Expense	<u>22,958,107</u>	<u>25,868,767</u>	<u>25,660,510</u>	<u>26,123,142</u>
Total Expenses & Other Uses	\$23,164,182	\$26,124,406	\$25,891,123	\$26,384,658

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**ANNUAL BUDGET 2021-2022**

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**RISK MANAGEMENT FUND**

**MISSION**

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

**BUDGET SUMMARY  
DEPARTMENT OF HUMAN RESOURCES**

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 348,778	\$ 363,364	\$ 328,427	\$ 375,540	3.4%
Operating Expense	22,740,962	25,683,728	25,488,268	25,933,012	1.0%
Fringe Benefits	<u>74,442</u>	<u>77,314</u>	<u>74,428</u>	<u>76,106</u>	-1.6%
<b>TOTAL</b>	<b>\$23,164,182</b>	<b>\$26,124,406</b>	<b>\$25,891,123</b>	<b>\$26,384,658</b>	<b>1.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Adopted</b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Exec. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Asst. Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1				
Senior Staff Assistant	1				
Risk Management Coordinator		1	1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>

**SUMMARY OF EXPENSES BY PROGRAM**

<b><u>Program</u></b>	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Risk Management					
Administration	\$ 206,074	\$ 255,639	\$ 230,613	\$ 261,516	2.3%
Workers' Compensation	2,700,061	2,850,000	2,486,251	2,830,000	-0.7%
Health Program	18,236,583	20,280,267	20,131,659	20,606,078	1.6%
Heart and Hypertension	157,733	196,500	196,500	219,500	11.7%
Self-Insured Program	556,048	1,029,000	1,209,500	815,564	-20.7%
Insured Program	<u>1,307,683</u>	<u>1,513,000</u>	<u>1,636,600</u>	<u>1,652,000</u>	9.2%
<b>TOTAL</b>	<b>\$23,164,182</b>	<b>\$26,124,406</b>	<b>\$25,891,123</b>	<b>\$26,384,658</b>	<b>1.0%</b>



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

**Risk Management Administration**

The Risk Management Administration budget includes the salary of the Risk Manager and a Risk Management Coordinator. The Safety Analyst position previously funded by this division was eliminated in fiscal year 2020. All workers' compensation, heart and hypertension, liability, and property claims are administered by this staff. The Risk Manager also reviews all bid specifications, requests for proposals, and 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 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$177,370	\$192,998	\$183,073	\$200,237	3.8%
Temporary Payroll		24,315		24,315	
Office Expense	793	2,800	2,900	2,800	
Preventative Health	4,536		12,000		
Dues and Travel	927	4,000	4,000	3,850	-3.8%
Training	625	5,000	5,000	5,000	
Telecommunications	120	250	250	250	
Social Security	11,664	16,237	13,351	15,025	-7.5%
Transfers Out	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	<u>10,039</u>	
<b>TOTAL</b>	<b>\$206,074</b>	<b>\$255,639</b>	<b>\$230,613</b>	<b>\$261,516</b>	<b>2.3%</b>

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

**Workers' Compensation Program**

The workers' compensation program requires a contribution from other funds of \$2,749,606 in fiscal year 2022, a decrease of \$147,650 from the current year. This is a result of an increase in projected claims and excess insurance as well as the need to amortize a program deficit.

<b>WORKERS' COMPENSATION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
<b><u>Revenues</u></b>					
Interest on Investments	\$ 139,704	\$ 50,000	\$ 50,000	\$ 50,000	
Subrogation	<u>9,485</u>	<u>25,000</u>	<u>33,333</u>	<u>25,000</u>	
<b>Total Revenues</b>	<b>\$ 149,189</b>	<b>\$ 75,000</b>	<b>\$ 83,333</b>	<b>\$ 75,000</b>	
<b><u>Expenses</u></b>					
Professional Services	\$ 41,519	\$ 10,000	\$ 14,500	\$ 10,000	
Claims Administration	124,199	126,000	128,000	126,000	
Insurance Services	15,627	19,000	23,000	19,000	
Excess Insurance	264,964	275,000	250,751	260,000	-5.5%
WC Assessments-State	103,897	120,000	120,000	115,000	-4.2%
Workers' Compensation Claims	<u>2,149,855</u>	<u>2,300,000</u>	<u>1,950,000</u>	<u>2,300,000</u>	
<b>Total Expenses</b>	<b>\$2,700,061</b>	<b>\$2,850,000</b>	<b>\$2,486,251</b>	<b>\$2,830,000</b>	<b>-0.7%</b>
<b><u>Other</u></b>					
Allocation of Administration					
Expense	\$82,430	\$102,256	\$92,245	\$104,606	2.3%
Program Amortization		20,000		(110,000)	
Operating Income/(Loss)	<u>174,669</u>	<u>          </u>	<u>402,093</u>	<u>          </u>	
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$2,807,971</b>	<b>\$2,897,256</b>	<b>\$2,897,256</b>	<b>\$2,749,606</b>	<b>-5.1%</b>

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

**Health Benefits Program**

Health Claims Cost

The net contribution to this program from other funds totals \$19,101,103, a decrease of \$180,189 or .9%. The contribution to the retiree health care reserve for fiscal year 2022 is \$10,072,000, an increase of \$400,000 from the current fiscal year. The appropriation for claims expense increases \$537,042 or 6.2% based upon experience. Amortization of an accumulated surplus totals \$116,000 for fiscal year 2022.

<b>HEALTH BENEFITS PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Interest on Investments	\$167,182	\$ 25,000	\$ 25,000	\$ 25,000	
Employee Contributions	<u>1,349,005</u>	<u>1,063,975</u>	<u>1,063,975</u>	<u>1,363,975</u>	28.2%
<b>Total Revenues</b>	<b>\$1,516,187</b>	<b>\$1,088,975</b>	<b>\$1,088,975</b>	<b>\$1,388,975</b>	<b>27.5%</b>
<b><u>Expenses</u></b>					
Regular Payroll	\$163,406	\$145,331	\$144,634	\$150,268	3.4%
Education Premium	732	720	720	720	
Office Expense	583	2,800	2,800	2,800	
Dues and Travel	307	500	500	500	
Active Employee Claims	7,041,068	8,678,471	8,478,471	9,215,513	6.2%
Normal Retirement Cost	9,272,000	9,672,000	9,672,000	10,072,000	4.1%
Life/Long-term Disability	271,922	279,220	295,812	295,812	5.9%
Program Expense	850,886	1,212,000	1,212,000	757,000	37.5%
Stop Loss Insurance	224,702	238,187	273,684	60,423	-74.6%
Social Security	10,977	11,038	11,038	11,042	
Transfer Out	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
<b>Total Expenses</b>	<b>\$18,236,583</b>	<b>\$20,280,267</b>	<b>\$20,131,659</b>	<b>\$20,606,078</b>	<b>1.6%</b>
<b><u>Other</u></b>					
Program Amortization		90,000		(116,000)	
Operating Income/(Loss)	<u>684,858</u>		<u>124,260</u>		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$17,405,255</b>	<b>\$19,281,292</b>	<b>\$19,166,944</b>	<b>\$19,101,103</b>	<b>-0.9%</b>

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

Risk Management Health Reserve

In addition to pension benefits, the Town provides medical benefits to retired employees. The total liability for retiree medical benefits, last measured on July 1, 2019, is \$215,240,000. These benefits are paid from a retiree health care reserve fund established in 1984. The annual General Fund budget makes a contribution to the reserve fund each year and these funds are invested in fixed income and equity securities. A long range funding plan for the retiree health care reserve fund was implemented in fiscal year 2005 to restore the General Fund contribution to the reserve fund to a level sufficient to preserve the financial viability of the fund. The General Fund contribution to the retiree health care reserve fund increases \$400,000 in fiscal year 2022 resulting in a Town contribution of \$10,072,000.

The Town extended the retirement eligibility for new employees hired after 2003 which significantly lowered the liability associated with retiree health care. An OPEB (Other Post-Employment Benefits) trust fund was established for these employees and the actuarially determined employer contribution (ADEC) to the trust for the cost of retirement health care benefits earned has been deposited in the fund each year. The Town has also begun phasing in contributions to reach the ADEC for employees hired prior to 2003 over a multi-year period.

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

**Heart and Hypertension Program**

The heart and hypertension program is a self-insured program which provides benefits to public safety employees who incur heart disease or hypertension. The benefits provided include payment of medical bills, a percentage of the employee's average weekly wages and permanent partial incapacity awards for loss of function and death benefits, as determined by the Workers' Compensation Commission. A transfer of \$295,652 from other funds is required to support this program in fiscal year 2022, an increase of \$33,588. This increase results from a projected increase in claims expense and the amortization of accumulated deficit.

<b>HEART AND HYPERTENSION PROGRAM</b>					
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
<b><u>Revenues</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Interest on Investments	\$49,288	\$25,000	\$25,000	\$25,000	
<b>Total Revenues</b>	<b>\$49,288</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	
<b><u>Expenses</u></b>					
Medical Exams	\$1,050	\$8,000	\$8,000	\$10,000	25.0%
Insurance Services	7,087	7,500	7,500	8,500	13.3%
Claims Administration	1,000	1,000	1,000	1,000	
Claims Expense	148,596	180,000	180,000	200,000	11.1%
<b>Total Expenses</b>	<b>\$157,733</b>	<b>\$196,500</b>	<b>\$196,500</b>	<b>\$219,500</b>	<b>11.7%</b>
<b><u>Other</u></b>					
Allocation of Administration					
Expense	\$20,607	\$25,564	\$23,061	\$26,152	1.6%
Program Amortization		65,000		75,000	15.4%
Operating Income/(Loss)	18,374		67,503		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$147,426</b>	<b>\$262,064</b>	<b>\$262,064</b>	<b>\$295,652</b>	<b>12.8%</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. Claims for the SIR program are administered by an outside claims administration firm and actuarial services are procured. The self-insured program's required interfund transfer for fiscal year 2022 is \$886,170, a decrease of \$278,086 from the prior year. This increase results from the amortization of an accrued deficit due to the program's balance. In order to protect the Town from an unknown liability, the stated goal of the Self-Insurance program is to maintain reserved retained earnings of approximately \$1,000,000.

<b>SELF-INSURED PROGRAM</b>					
	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
<b><u>Revenues</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Interest on Investments	\$172,698	\$ 32,000	\$ 32,000	\$ 32,000	
<b>Total Revenues</b>	<b>\$172,698</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	
<b><u>Expenses</u></b>					
Professional Services	\$ 19,997	\$ 47,500	\$45,000	\$ 20,000	-57.9%
Claims Administration Expense	155,682	160,500	160,500	162,000	0.9%
Claims Expense	380,369	821,000	1,004,000	633,564	-22.8%
<b>Total Expenses</b>	<b>\$556,048</b>	<b>\$1,029,000</b>	<b>\$1,209,500</b>	<b>\$815,564</b>	<b>-20.7%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$82,430	\$102,256	\$92,245	\$104,606	2.3%
Program Amortization		65,000		(2,000)	
Operating Income/(Loss)	557,553		(105,489)		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$1,023,333</b>	<b>\$1,164,256</b>	<b>\$1,164,256</b>	<b>\$886,170</b>	<b>-23.9%</b>

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

**Insured Program**

The insured program includes premiums paid for insurance coverages that are in excess of the self-insured retention. The insured program also includes premiums paid for coverage that the Town and Board of Education elect not to self-insure. These include special events, sports accidents, surety bonds, and property. An interfund transfer of \$1,769,152 will be required in fiscal year 2022 to meet the costs of the insured program, an increase of \$275,588 or 18.5%. This variance is due to the estimated cost of property insurance offset by the amortization of accumulated deficit for this program of \$91,000 in 2022.

<b>INSURED PROGRAM</b>					
<b><u>Expenses</u></b>	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Purchased Insurance	\$1,307,608	\$1,513,000	\$1,636,600	\$1,652,000	9.2%
<b>Total Expenses</b>	<b>\$1,307,608</b>	<b>\$1,513,000</b>	<b>\$1,636,600</b>	<b>\$1,652,000</b>	<b>9.2%</b>
<b><u>Other</u></b>					
Allocation of Administration Expense	\$20,682	\$25,564	\$23,061	\$26,152	2.3%
Program Amortization		(45,000)		91,000	302.2%
Operating Income/(Loss)	59,134		(165,497)		
<b>NET CONTRIBUTION</b>					
<b>(FUND PREMIUM)</b>	<b>\$1,387,424</b>	<b>\$1,493,564</b>	<b>\$1,494,164</b>	<b>\$1,769,152</b>	<b>18.5%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### PENSION OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Employee Contributions	\$ 3,150,000	\$ 3,270,000	\$ 3,270,000	\$ 3,270,000
Interest Income				
Pension Buyback				
Trust Fund Contribution	7,501,950	8,270,307	8,270,307	9,289,800
Transfer In	<u>25,231,000</u>	<u>25,439,481</u>	<u>25,439,481</u>	<u>26,919,077</u>
Total Revenues & Other Resources	\$35,882,950	\$36,979,788	\$36,979,788	\$39,478,877

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Human Resources –				
Administration	\$ 607,950	\$ 604,788	\$ 602,019	\$ 603,877
Regular Payments	34,000,000	35,000,000	36,500,000	37,500,000
Survivor Payments	1,250,000	1,350,000	1,350,000	1,350,000
Pension Refunds	<u>25,000</u>	<u>25,000</u>	<u>60,000</u>	<u>25,000</u>
Total Expenditures & Other Uses	\$35,882,950	\$36,979,788	\$38,512,019	\$39,478,877



**DEPARTMENT OF HUMAN RESOURCES**

**PENSION OPERATING FUND**

**MISSION**

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

**BUDGET SUMMARY  
DEPARTMENT OF HUMAN RESOURCES**

	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Wages & Salaries	\$ 134,879	\$ 135,878	\$ 61,778	\$ 135,459	\$ 133,997	-1.4%
Operating Expense	336,200	336,200	120,054	333,350	336,200	
Fringe Benefits	<u>35,411,871</u>	<u>36,507,710</u>	<u>18,715,358</u>	<u>38,043,210</u>	<u>39,008,680</u>	6.9%
<b>TOTAL</b>	<b>\$35,882,950</b>	<b>\$36,979,788</b>	<b>\$18,897,190</b>	<b>\$38,512,019</b>	<b>\$39,478,877</b>	<b>6.8%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Adopted</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</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 2022 Pension Fund budget increases \$2,499,089, or 6.8%, over the prior year. This increase is primarily the result of anticipated benefit payments to retired employees under the terms of the Town's Pension Plan net against lower administrative costs. Operating expenses remain flat. The budget reflects estimated merit and cost-of-living adjustments for full-time employees.

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**ANNUAL BUDGET 2021-2022**

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

**SUMMARY OF REVENUES**

<b><u>Revenues:</u></b>	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Employee Contributions	\$3,150,000	\$3,270,000	\$1,581,963	\$3,270,000	\$3,270,000	
Interest Income			428			
Pension Buyback						
Trust Fund Contribution	7,501,950	8,270,307		8,270,307	9,289,800	12.3%
Transfer In	<u>25,231,000</u>	<u>25,439,481</u>	<u>14,839,699</u>	<u>25,439,481</u>	<u>26,919,077</u>	5.8%
<b>Total Department</b>	<b>\$35,882,950</b>	<b>\$36,979,788</b>	<b>\$16,422,090</b>	<b>\$36,979,788</b>	<b>\$39,478,877</b>	<b>6.8%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures:</u></b>	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$ 133,859	\$ 134,858	\$ 61,327	\$ 134,439	\$ 132,977	-1.4%
Temporary Payroll						
Education Premium Pay	1,020	1,020	451	1,020	1,020	
Office Expense	3,750	3,750	581	4,900	3,750	
Dues and Travel	850	850		850	850	
Professional Services	325,500	325,500	117,657	325,500	325,500	
Office/Minor Equipment	4,000	4,000			4,000	
Meals	50	50		50	50	
Information Technology	1,900	1,900	1,785	1,900	1,900	
Telecommunications	150	150	30	150	150	
Social Security	10,488	10,007	4,627	10,007	9,936	-0.7%
Pension Payments	35,275,000	36,375,000	18,667,896	37,910,500	38,875,000	6.9%
Pension Expense	61,286	55,086	27,543	55,086	57,042	3.6%
Risk Management						
Expense	28,066	30,586	15,293	30,586	29,671	-3.0%
Transfer Out	<u>37,031</u>	<u>37,031</u>		<u>37,031</u>	<u>37,031</u>	
	<b>\$35,882,950</b>	<b>\$36,979,788</b>	<b>\$18,897,190</b>	<b>\$38,512,019</b>	<b>\$39,478,877</b>	<b>6.8%</b>

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

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

The ADEC for fiscal year 2022 is \$26,919,077, a year over year increase of \$1,479,596. This increase is allocated to the Town (\$1,121,493), the BOE (\$326,097) and non-general fund programs (\$32,006). As indicated in the July 1, 2020 valuation, the unfunded accrued liability increased by \$13.4 million from July 1, 2019 to July 1, 2020. The Plan's market value increased by \$2.64 million from July 1, 2019 to July 1, 2020, while the actuarial values of assets increased by \$6.7 million. The actuarial value is a smoothed asset value that recognizes gains and losses in value over a five year period, reducing the impact of volatile fluctuations in the market in a given year. The discount rate for July 1, 2019 valuation was reduced from 7.125% to 6.99% and a new blended mortality table based on public sector employees was utilized as well. The discount rate of 6.99% remains for fiscal year 2022. Primarily, as a result of these changes, the funded status of the plan decreased in fiscal year 2021 from 40.9% to 40.6%. The projected funded ratio for fiscal year 2022 is further reduced to 40.3%.

On January 26, 2021 the Town Council authorized the issuance of not to exceed \$365M in pension obligation bonds and the creation of a General Obligation Pension Bonds Reserve Fund. The reserve fund would be used to shield the Town from contribution volatility by absorbing any year-over-year increase in the ADEC of more than 5%. For example, a year over year ADEC increase of 4% would mean that the Town's budgeted contribution would increase by 4%. A year over year ADEC increase of 6% would trigger the use of the reserve fund and the Town's budgeted contribution would increase by 5% and the reserve fund would contribute the balance due for the ADEC payment that year. As long as the pension plan remains modestly overfunded (up to 150% funded ratio) the Town would continue to fund the ADEC on an annual basis. If the funded ratio in the pension trust were to ever exceed 150%, the pension reserve fund policy would identify what action could be taken, which could include paying down a portion of the bond principal or offsetting a portion of the annual ADEC. The Town anticipates selling Pension Obligation Bonds in May 2021. If the bond sale is executed, the \$26,919,077 identified as the FY 2022 ADEC, will be deposited into the General Obligation Pension Bond Reserve Fund. In addition the Pension Fund's funded ratio will increase to 100% as of July 1, 2021.

DEPARTMENT: HUMAN RESOURCES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Adopted 2021-2022
	2018-19	2019-20	2020-21		
<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	1	1	1	1	1
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	1	1	1	1	1
TOTAL PENSION FUND	1.6	1.6	1.6	1.6	1.6
<u>RISK MANAGEMENT FUND</u>					
Executive Director of Human Resources*	0.1	0.1	0.1	0.1	0.1
Assistant Director of Human Resources	0.1	0.1	0.1	0.1	0.1
Risk Manager	1	1	1	1	1
Safety Analyst	1				
Senior Staff Assistant	1				
Risk Management Coordinator		1	1	1	1
Human Resource Specialist	0.5	0.5	0.5	0.5	0.5
Benefits Coordinator	1	1	1	1	1
TOTAL RISK MANAGEMENT FUND	4.7	3.7	3.7	3.7	3.7
TOTAL HUMAN RESOURCES	9.5	8.5	8.5	8.5	8.5

**FIRE DEPARTMENT****MISSION**

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

The Fire Department's primary goals are to:

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

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ At year-end, we responded to 9,244 incidents during pandemic virus conditions and a historic storm with a high-degree of customer satisfaction.
- ✓ Successfully negotiated a Memoranda of Understanding (MOU), which increased the level of responsibility for department training from a Captain to a Battalion Chief position, at minimal cost.
- ✓ Assisted in the creation of a Town-wide ICS system, Executive Policy Group, and recovery committees to manage the COVID 19 pandemic.
- ✓ Spearheaded an external review of the public safety radio system upgrade project.
- ✓ Continued negotiations with American Medical Response (AMR) to obtain a contract to provide ambulance service with expectations and metrics.
- ✓ Was a key stakeholder in drafting and implementing a very successful and innovative Public Safety COVID 19 testing program that is being used as a model for the State of Connecticut.
- ✓ After securing an MOU last year, successfully oversaw the re-implementation of the Company Officer Inspection Program which has improved the volume of fire inspections.
- ✓ Continued to look for efficiencies and roll out cost-saving measures, especially around training initiatives.
- ✓ Navigated and facilitated the needs and operations surrounding the intensely stressful death of an apparatus operator due to cancer.
- ✓ Submitted the Insurance Service Organization town re-evaluation with expected maintenance of the current ISO rating (Class 2).
- ✓ Developed and implemented guidance and policies related to COVID 19 Pandemic response. Many of these policies and operations were shared statewide and became the model(s) for several agencies.
- ✓ Managed an in-house COVID 19 testing procedure in partnership with Jackson Labs.
- ✓ Expected to receive a high reimbursement rate for COVID-related expenses from FEMA through effective documentation and close review of reimbursable activities.
- ✓ The Apparatus Replacement Committee brought to fruition their goal of placing the new Ladder 4 in service at Station 4; replacing a 21-year-old front-line apparatus.
- ✓ Worked in concert with the WHPD on emergency management and deployment for several operations during the organized demonstrations in Town and neighboring metro areas.
- ✓ Implemented in-house Emergency Medical Dispatch (EMD), which improves the coordination and allocation of emergency medical resources while improving data collection.

- ✓ Through capital funding previous authorized, increased cancer protection measures by procuring and installing a new turnout gear washer and dryer.
- ✓ Acquired and deployed new lighter-duty EMS units, greatly improving the safety and efficiency of our quick-response fleet.
- ✓ Began a relationship with a new PPE vendor; reducing costs of each ensemble per person, while significantly increasing the safety factor/rating.
- ✓ Established an Apparatus Cancer Committee to address reduction and elimination of carcinogenic exposures specifically in the apparatus operator ranks.
- ✓ Embarked upon a voluntary review process with OSHA to ensure the department is operating within federal safety regulations.
- ✓ Reduced training expenses by incremental training focused on finite skills, in order to avoid costs and logistics related to off-site required training events.
- ✓ Rolled out a year in advance calendar for all mandatory training requirements.
- ✓ Heavily optimized the functionality of Target Solutions to automate training requirements/needs across all ranks; greatly increasing equipment and EMS tracking standards.
- ✓ Expanded the ALS Bike Team in close coordination with the WHPD to create safety compliance and presence at community parks, The Center, and Blue Back Square.
- ✓ Provided outreach to various cultural and religious communities throughout Town to deliver safety messages relative to COVID. Produced recorded safety messages and attended Zoom meetings for several congregations and temples in the community.
- ✓ Created a community in-person contact/presence during the August storm and recovery efforts.
- ✓ Through the Office of Emergency Management, created a committee to re-start the inactive Town Citizen Emergency Response Team (CERT).
- ✓ Participated in the planning and execution of a drive-through flu-clinic with the Health District. These were effective for the flu vaccine administration but were also practice runs for the eventual COVID vaccination programs.
- ✓ Coordinated and executed the Town's first drive through Trick-Or-Treat Event with other Town stakeholders at Sedgwick Middle School.
- ✓ Carried out weekly events with Leisure Services for Fire-Truck experiences in the town parks during the summer months.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Continue to increase the number of statutorily required inspections, especially for residential occupancies.
- ❖ Finalize and implement a firefighter annual medical evaluation which contributes to risk management and firefighter health and wellness.
- ❖ Assist with finalizing and closing out the public safety radio upgrade project.
- ❖ Continue to build the Town's Emergency Management Program through updating the Local Emergency Operations Plan and re-starting the CERT team.
- ❖ Initiate hiring strategies to fill numerous vacancies, diversify the candidate pool, and invest in longer-term strategies to find and attract employees.
- ❖ Continue to assess and improve the EMS system within the Town to include the gathering of more data, increasing the amount of Town and Fire Department input over the design and function of the EMS delivery.

### FIRE DEPARTMENT

#### BUDGET SUMMARY

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Intergovernmental	\$24,356	\$	\$	\$	\$	
Licenses & Permits	450,064	415,000	69,733	355,000	415,000	
Charges for Services	935,507	750,000	384,853	750,000	750,000	
Miscellaneous Revenue	<u>300</u>	<u></u>	<u>224</u>	<u>250</u>	<u>250</u>	100.0%
<b>TOTAL</b>	<b>\$1,410,227</b>	<b>\$1,165,000</b>	<b>\$454,810</b>	<b>\$1,105,250</b>	<b>\$1,165,250</b>	
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$11,595,973	\$11,028,586	\$6,049,715	\$12,464,234	\$11,110,897	0.7%
Operating Expense	1,402,361	1,437,728	567,238	1,238,972	1,453,472	1.1%
Social Security	<u>188,603</u>	<u>187,763</u>	<u>98,264</u>	<u>187,763</u>	<u>189,683</u>	1.0%
<b>TOTAL</b>	<b>\$13,186,937</b>	<b>\$12,654,077</b>	<b>\$6,715,217</b>	<b>\$13,890,969</b>	<b>\$12,754,052</b>	<b>0.8%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Proposed</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
General Fund	<u>92</u>	<u>93</u>	<u>93</u>	<u>93</u>	<u>93</u>
<b>TOTAL</b>	<b>92</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>

#### BUDGET & PROGRAM HIGHLIGHTS

Overall, the Fire Department's budget increases \$99,975 or 0.8% in fiscal year 2022. Wages and salaries increase \$82,311 for estimated merits. This is offset by two authorized but unfunded Firefighter positions. Temporary payroll is to fully fund the part-time emergency management specialist (Deputy Emergency Manager) position, approved in the fiscal year 2021 budget. The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement. Operating expense reflects an increase of \$15,744. The primary increase is related to annual software contracts for Telestaff (\$7,949), ESO-Fire/EMS Reporting (\$694), Stryker EMS Paramedic (\$3,452) and Target Solutions – Training Software (\$3,314). Additional increases include a contract increase to an ECG/CPR Machine Service (\$335).

**MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$ 300	\$	\$ 224	\$ 250	\$ 250	100.0%
<b>TOTAL</b>	<b>\$ 300</b>	<b>\$</b>	<b>\$ 224</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>100.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$405,665	\$347,886	\$167,809	\$341,338	\$359,781	3.4%
Temporary Payroll	5,287					
Overtime	938	2,500	3,284	3,500	2,500	
Education Premium Pay	732	936	317	936	720	-23.1%
Office Expense	10,122	13,111	2,922	13,111	13,111	
Dues and Travel	2,493	6,535	1,324	6,535	6,535	
Professional Services	24,752	66,150	10,173	66,150	66,150	
Uniforms & Laundry	400	2,250	714	2,250	2,250	
Information Technology	25,436	32,728	18,107	32,728	41,371	26.4%
Telecommunications	13,203	27,083	5,729	17,083	27,083	
Social Security	24,780	25,904	11,621	25,904	27,891	7.7%
<b>TOTAL</b>	<b>\$513,808</b>	<b>\$525,083</b>	<b>\$222,000</b>	<b>\$509,535</b>	<b>\$547,392</b>	<b>4.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Fire Chief	0.8	0.8	1	1	1
Assistant Fire Chief	1	1	1	1	1
Executive Assistant	1	1	1	1	1
<b>TOTAL</b>	<b>2.8</b>	<b>2.8</b>	<b>3</b>	<b>3</b>	<b>3</b>



**MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds the Fire Chief, an Assistant Fire Chief and an Executive Assistant.

**Temporary Payroll:** This appropriation was eliminated in fiscal year 2021.

**Overtime:** Funding for overtime for the department's Executive Assistant to ensure the administrative functions are performed in a timely manner, especially those associated with payroll and financial information in a significant department with only one administrative staff position.

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

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

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

**Professional Services:** This budget is for required entry and annual physicals (OSHA required physicals, hazardous material team physicals, annual respiratory exams and DOT required exams). This line also finances new employee hiring costs such as background investigations and psychological exams.

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

**Information Technology:** This budget is for the software maintenance costs for Nexgen and Priority Dispatch software. The increase in this year's budget is due to contractual increases expected in the software and to allow additional vendor support to improve the programming and efficiency of the systems. Additionally, this line finances a staffing program (Telestaff) which increases the efficiency of daily hiring practices and provides for more analysis and tracking of personnel activity. It also includes a contract increase for the Fire/EMS reporting software.

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

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

**EMERGENCY MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Intergovernmental	\$24,356	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$24,356</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$30,722	\$	\$	\$	\$	
Temporary Payroll	27,434	30,000	27,459	61,763	30,834	2.8%
Overtime	1,967		1,723	2,000		
Office Expense	1,949	2,200		2,200	2,200	
Office Equipment		2,000	1,395	2,000	2,000	
Information Technology	18,732	20,000	19,160	20,000	20,000	
Telecommunications		3,400		3,400	3,400	
Social Security	<u>2,587</u>	<u>435</u>	<u>408</u>	<u>435</u>	<u>865</u>	98.9%
<b>TOTAL</b>	<b>\$83,391</b>	<b>\$58,035</b>	<b>\$50,145</b>	<b>\$91,798</b>	<b>\$59,299</b>	<b>2.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>2018-19</u>	<u>Authorized Positions</u> <u>2019-20</u>	<u>2020-21</u>	<u>Revised</u> <u>2020-21</u>	<u>Adopted</u> <u>2021-2022</u>
Fire Chief	0.2	0.2	-	-	-
<b>TOTAL</b>	<b>0.2</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>

**EMERGENCY MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** In fiscal year 2021, a portion of the Fire Chief's position was transferred to the Management Division.

**Temporary Payroll:** Funding is included for emergency management preparedness planning and funds the part-time Emergency Manager Program Specialist (Deputy Emergency Manager). The Town has not yet received notification of Emergency Management Preparedness Grant funding; however, if received, the Town would apply for 50% reimbursement. The increase represents a 2.8% increase for the position mentioned above.

**Overtime:** The funding of this appropriation was eliminated in fiscal year 2021.

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

**Office Equipment:** This appropriation minor office equipment for emergency management.

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

**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. An increase represents proper funding for temporary payroll.

**FIREFIGHTING DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$7,309,356	\$7,579,191	\$ 3,860,098	\$8,127,228	\$7,649,394	0.9%
Overtime	2,701,082	1,621,612	1,520,500	2,460,595	1,621,612	
Holiday	447,850	468,051	4,802	468,051	462,643	-1.2%
Education Premium Pay	20,048	18,000	10,389	18,000	16,000	-11.1%
Stipends	42,505					
Office Expense	2,426	2,000	569	2,136	2,000	
Professional Services	26,820		875	875		
Minor Equipment	27,865	31,500	9,411	41,146	31,500	
Uniforms & Laundry	101,982	159,820	60,895	160,178	159,820	
Education Tuition						
Reimbursement	9,186	10,000	5,437	10,000	10,000	
Utilities	176,979	190,756	95,378		195,020	2.2%
Operating Expense-Misc.		4,110		4,110	4,110	
Maintenance & Repairs		14,500		14,500	14,500	
Miscellaneous Supplies	1,206	7,500	6,850	7,575	7,500	
Social Security	<u>145,526</u>	<u>140,969</u>	<u>76,562</u>	<u>140,969</u>	<u>139,911</u>	-0.8%
<b>TOTAL</b>	<b>\$11,012,831</b>	<b>\$10,248,009</b>	<b>\$5,651,766</b>	<b>\$11,445,363</b>	<b>\$10,314,010</b>	<b>0.6%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised 2020-21</u></b>	<b><u>Adopted 2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Fire Battalion Chief	4	4	4	4	4
Fire Captain	5	5	5	5	5
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter*	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>
<b>TOTAL</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>

\* Two Firefighter positions are authorized but unfunded in fiscal year 2022.

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

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

**Overtime:** This appropriation covers overtime costs in the firefighting division. Overtime is incurred for various reasons such as the training or personnel and administrative assignments but is predominately used to cover vacant positions from either retirement or the use of accrued leave. A larger driver of overtime is the minimum daily staffing provision in the collective bargaining contract (21) in comparison to the amount of FTE fire personnel scheduled and assigned to shifts (21).

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

**Education Premium Pay:** Members of the union are eligible for education attainment payments of \$1,000 for 60 college credits or an Associate's Degree; \$1,500 for 90 college credits; or \$2,000 for 120 college credits or a Bachelor's Degree. The decrease in this line is a result in the increase in junior employees who are not entitled to the educational premium and based on past year's spending.

**Stipends:** This appropriation has been moved to the Emergency Medical Services division.

**Office Expense:** Reflects level funding for office supplies.

**Professional Services:** This appropriation was eliminated in fiscal year 2021.

**Minor Equipment:** Includes funding for hazardous materials equipment, rescue equipment, hose and hand line supply equipment, and miscellaneous firefighting equipment as needed.

**Uniforms & Laundry:** This appropriation funds the cost of small safety items such as gloves, flash hoods, and safety goggles. Additionally, the bulk of this line funds the initial and replacement costs of personal protective equipment needed for each firefighter (bunker coats, bunker pants and helmets). Further, this line accounts for repair of protective equipment, contractually required safety shoes as well as uniform procurement and repair.

**Education Tuition Reimbursement:** Represents contractual funding to cover 75% of each employee's approved tuition costs up to a cap of \$1,000 per employee and \$10,000 in total (promulgated in the collective bargaining agreement).

**Utilities:** This appropriation represents the cost of renting approximately 1,550 hydrants from the Metropolitan District Commission (MDC).

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

**Maintenance & Repairs:** Covers small equipment repair on items such as meters, monitors, and various electrical devices.

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

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

<b>PROGRAM PERFORMANCE MEASURES AND INDICATORS</b>					
<b>(Calendar Year)</b>					
<b><u>Fire Call Volume</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>
Number of Fire Related Calls	205	179	184	183	176
Number of Emergency Medical/ Rescue Calls	5,820	6,781	6,360	7,101	6,284
Number of False Alarms	791	895	909	847	833
Mutual Aid	28	26	15	15	20
Number of Hazardous Material Calls	162	150	420	532	698
Number of Other Calls for Service	<u>1,096</u>	<u>1,149</u>	<u>1,618</u>	<u>1,357</u>	<u>1,271</u>
<b>Total Calls</b>	<b>8,102</b>	<b>9,180</b>	<b>9,506</b>	<b>10,035</b>	<b>9,282</b>

**EMERGENCY MEDICAL SERVICES DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$935,507	\$750,000	\$384,853	\$750,000	\$750,000	
<b>TOTAL</b>	<b>\$935,507</b>	<b>\$750,000</b>	<b>\$384,853</b>	<b>\$750,000</b>	<b>\$750,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$	\$107,715	\$47,140	\$107,715	\$109,646	1.8%
Stipends	35,452	159,630	57,141	162,747	162,600	1.9%
Overtime	9,442	40,900	41,958	45,503	40,900	
Holiday		7,279		7,279	7,303	0.3%
Office Expense		2,000		2,000	2,000	
Dues and Travel	14,494	8,680	2,325	8,680	8,680	
Training		30,375	8,594	30,375	30,375	
Professional Services	119,013	115,667	59,149	115,667	115,667	
Information Technology	1,499	21,867		21,867	24,862	13.7%
Telecommunications	3,897	5,600	3,078	5,600	5,600	
Maintenance & Repairs	20,133	16,000	6,632	16,000	16,457	2.9%
Miscellaneous Supplies	216,651	148,079	48,397	148,079	148,079	
Social Security		3,983	1,191	3,983	3,958	-0.6%
<b>TOTAL</b>	<b>\$420,581</b>	<b>\$667,775</b>	<b>\$275,605</b>	<b>\$675,495</b>	<b>\$676,127</b>	<b>1.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Fire Lieutenant - Support Services		1	1	1	1
<b>TOTAL</b>		1	1	1	1

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

**Regular Payroll:** Beginning in fiscal year 2020, this appropriation funds the salary of a Lieutenant of Support Services. The increase includes contractual obligations.

**Stipends:** This appropriation funds paramedic stipends based upon the anticipated number of paramedics and the appropriate step payment, per the collective bargaining agreement. Due to the manner in which payroll was coded, stipends were charged to three divisions: this division, Firefighting and Training divisions. In order to clarify and properly identify the total cost of stipends, they have been consolidated in this division for current year estimated and fiscal year 2022 Proposed. The following table identifies the charges, per division:

	<u>FY 2020 Actual</u>	<u>FY 2021 Adopted</u>	<u>FY2021 Estimated</u>	<u>FY 2022 Proposed</u>
Emergency Medical Services	\$ 35,453	\$ 159,630	\$ 162,747	\$ 162,600
Firefighting	\$ 42,505	\$ -	\$ -	\$ -
Training	\$ 42,520	\$ -	\$ -	\$ -
Total Stipends	\$ 120,478	\$ 159,630	\$ 162,747	\$ 162,600

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

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

**Office Expense:** This appropriation funds supplies and office equipment for the EMS division.

**Dues and Travel:** This appropriation funds the re-licensure training costs for paramedics.

**Training:** These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes a simulation center.

**Professional Services:** This line funds the costs for a contracted billing service based on anticipated revenue, as well as maintenance and service contracts for equipment specific to the paramedic program. In addition, this line funds an existing contract with a consultant who provides quality assurance and review relative to the Town's paramedic services program.

**Information Technology:** Funds ESO Solutions fire and EMS (patient) reporting software. The increase is for access to the old Fire/EMS reporting software which was not budgeted in prior years.

**Telecommunications:** This appropriation funds the mobile internet service cost for tablets (patient care reporting) and modems for electrocardiograms.

**Maintenance & Repairs:** Includes funding for paramedic equipment maintenance and repairs. Funding is increased due to the contractual increase for the ECG/CPR machine.

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

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



**PREVENTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Fire Occupancy/Use Permits	\$96,223	\$100,000	\$ 31,660	\$ 85,000	\$100,000	
Fire Plan Review Fees	<u>353,841</u>	<u>315,000</u>	<u>38,073</u>	<u>270,000</u>	<u>315,000</u>	
<b>TOTAL</b>	<b>\$450,064</b>	<b>\$415,000</b>	<b>\$69,733</b>	<b>\$355,000</b>	<b>\$415,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Regular Payroll	\$242,915	\$337,152	\$174,380	\$349,652	\$348,094	3.2%
Temporary Payroll	22,917	22,870	10,854	22,870	22,870	
Overtime	657	51,000	4,581	51,020	30,000	-41.2%
Education Premium Pay	458					
Office Expense	4,931	10,509	2,910	10,509	10,509	
Dues and Travel		310	265	310	310	
Training		1,150	225	1,150	1,150	
Office Equipment	798	2,500	716	2,500	2,500	
Uniforms & Laundry	5,577	3,000	1,943	3,000	3,000	
Information Technology	7,144					
Miscellaneous Supplies	2,508	13,000		13,000	13,000	
Social Security	<u>11,919</u>	<u>12,403</u>	<u>6,777</u>	<u>12,403</u>	<u>13,455</u>	8.5%
<b>TOTAL</b>	<b>\$299,824</b>	<b>\$453,894</b>	<b>\$202,651</b>	<b>\$466,414</b>	<b>\$444,888</b>	<b>-2.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised 2020-21</u>	<u>Proposed 2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Assistant Fire Chief	1	1	1	1	1
Deputy Fire Marshal		1	1	1	1
Fire Inspector	<u>2</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>

## PREVENTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Reflects salaries and benefit elections for an Assistant Chief, one Deputy Fire Marshal and one Fire Inspector position.

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

**Overtime:** This appropriation funds overtime needed for fire investigations, fire inspection and fire prevention education activities as well as the Company Officer Inspection Program.

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

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

**Dues and Travel:** This appropriation is for dues for fire prevention professional organizations. The increase is related to providing the fire marshal's office with professional development opportunities.

**Training:** These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes simulation center.

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

**Uniforms & Laundry:** This appropriation covers fire inspector uniform repair and maintenance costs and is increased to provide for a fully-staffed office.

**Information Technology:** This appropriation was eliminated in fiscal year 2021.

**Miscellaneous Supplies:** This line funds the purchase of online NFPA access to codes (required for fire marshal activities) and updated professional material for fire safety education programs.

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

**PROGRAM PERFORMANCE MEASURES AND INDICATORS**

(Fiscal Year)

	<u><b>2016</b></u>	<u><b>2017</b></u>	<u><b>2018</b></u>	<u><b>2019</b></u>	<u><b>2020</b></u>
<u>Total Cases</u>	1,500	1,443	1,542	1,018	1,328
<u>Statutory Inspections</u>					
Annual	157	193	133	93	227
Licensing	130	137	157	134	134
Re-inspections	105	126	71	42	24
Consultations	112	75	92	31	103
Modifications	59	18	30	45	3
Complaints	8	13	25	12	41
Court	<u>2</u>	<u>5</u>	<u>13</u>	<u>—</u>	<u>—</u>
	573	567	521	357	532
<u>New Construction</u>					
Plans Review	393	392	431	337	378
Inspections	131	142	142	97	100
Cert. of Occ.	<u>61</u>	<u>72</u>	<u>50</u>	<u>47</u>	<u>22</u>
	585	606	623	481	500
<u>Miscellaneous</u>	342	270	398	180	296

## STATION OPERATIONS &amp; MAINTENANCE DIVISION

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Office Expense	\$	\$ 2,500	\$	\$ 2,500	\$ 2,500	
Utilities	96,672	104,659	52,330	104,659	100,730	-3.8%
Telecommunications	30,753	8,110	11,052	15,000	8,110	
Building/Grounds Maintenance	<u>40,165</u>	<u>48,500</u>	<u>9,982</u>	<u>48,500</u>	<u>48,500</u>	
<b>TOTAL</b>	<b>\$167,590</b>	<b>\$163,769</b>	<b>\$73,364</b>	<b>\$170,659</b>	<b>\$159,840</b>	<b>-2.4%</b>

## STATION OPERATIONS &amp; MAINTENANCE – BUDGET AND PROGRAM HIGHLIGHTS

**Office Expense:** This appropriation funds supplies necessary for each of the five fire stations.

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

**Natural Gas** – This appropriation covers the cost of natural gas at all stations, and is revised based upon consumption and rates.

**Water** – Covers the cost of water service to each of the five fire stations.

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

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

**EQUIPMENT OPERATIONS & MAINTENANCE DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual</b></u> <u><b>2019-20</b></u>	<u><b>Adopted</b></u> <u><b>2020-21</b></u>	<u><b>Actual</b></u> <u><b>6 Months</b></u>	<u><b>Estimated</b></u> <u><b>2020-21</b></u>	<u><b>Proposed</b></u> <u><b>2021-22</b></u>	<u><b>Percent</b></u> <u><b>Change</b></u>
Regular Payroll	\$93,815	\$95,918	\$45,166	\$95,918	\$98,084	2.3%
Overtime	6,671	12,000	2,871	12,000	12,000	
Office Expense		500		500	500	
Training		2,500		2,500	2,500	
Minor Equipment	4,955	6,000	3,166	6,000	6,000	
Vehicles & Equipment Expense	263,299	236,129	70,864	208,549	236,129	
Social Security	<u>1,348</u>	<u>1,483</u>	<u>692</u>	<u>1,483</u>	<u>1,597</u>	7.7%
<b>TOTAL</b>	<b>\$370,088</b>	<b>\$354,530</b>	<b>\$122,759</b>	<b>\$326,950</b>	<b>\$356,810</b>	<b>0.6%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u> <u><b>2020-21</b></u>	<u><b>Adopted</b></u> <u><b>2021-2022</b></u>
	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>		
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

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

**Regular Payroll:** Reflects salary for the Fire Mechanic position.

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

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

**Training:** These funds provide the required annual re-licensure training costs and allow participation in regional collaborative training which includes simulation center.

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

**Vehicle & Equipment Maintenance:** This appropriation covers the costs for fuel (\$76,000) and vehicle maintenance (\$160,129) for all department vehicles.

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

**TRAINING DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$87,277	\$113,143	\$67,068	\$113,143	\$122,481	8.3%
Overtime	55,254	5,000	2,175	5,173	5,000	
Holiday Pay	4,924	7,803		7,803	8,435	8.1%
Education Premium Pay	83					
Stipends	42,520					
Office Expense	3,085	2,550	235	2,550	2,550	
Training	106,919	20,000	26,812	28,000	20,000	
Professional Services		12,000		12,000	12,000	
Office Equipment	2,146	3,300	1,150	3,300	3,300	
Information Technology	13,964	16,600	18,324	20,000	19,914	20.0%
Vehicle & Equipment	208		150	200		
Social Security	<u>2,443</u>	<u>2,586</u>	<u>1,012</u>	<u>2,586</u>	<u>2,006</u>	-22.4%
<b>TOTAL</b>	<b>\$318,823</b>	<b>\$182,982</b>	<b>\$116,926</b>	<b>\$194,755</b>	<b>\$195,686</b>	<b>6.9%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>	<u><b>2020-21</b></u>	<u><b>2021-2022</b></u>
Battalion Chief – Training	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**TRAINING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS**

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

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

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

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

**Stipends:** This appropriation has been moved to the Emergency Medical Services division.

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

**Training:** This appropriation reflects expenditures related to maintaining the skill levels of firefighting personnel including leadership, general firefighting, apparatus operation, emergency medical training, hazardous material training, and extrication skills. Further, the appropriation allocates funding for anticipated training which is required for new recruits.

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

**Office Equipment:** Funding for minor training equipment (tools and appliances).

**Information Technology:** This appropriation funds software costs for online training. The increase represents a reclassification and a contractual increase.

**Vehicle & Equipment:** This appropriation was eliminated in fiscal year 2021.

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

DEPARTMENT: FIRE

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Proposed
	2018-19	2019-20	2020-21	2020-21	2021-2022
<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
Deputy Fire Marshal		1	1	1	1
Fire Lieutenant	15	15	15	15	15
Apparatus Operator	20	20	20	20	20
Firefighter*	40	40	40	40	40
Fire Lieutenant - Support Services		1	1	1	1
Fire Inspector	2	1	1	1	1
Fire Battalion Chief - Training	1	1	1	1	1
Fire Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL FIRE DEPARTMENT	92	93	93	93	93

\* Two Firefighter positions are authorized but unfunded in fiscal year 2022.



**POLICE DEPARTMENT****MISSION**

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

The Police Department's primary goals are:

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

**HIGHLIGHTS & ACCOMPLISHMENTS****Program Analysis**

The West Hartford Police Department reviewed the programs and services provided to the community. A comprehensive list of these programs is attached to this memorandum. As the primary law enforcement agency, all activities are either directly related to public safety or part of an effort to reduce crime and enhance public confidence in the department. A review of the agency policies and procedures was conducted in preparation for the statewide mandated audit by the Police Officer Standards and Training Council (POSTC). In accordance with the statutory requirement identified as "Compliance to Law Enforcement Standards and Practices" (CLESP), the Department successfully met the mandates upon inspection by POSTC personnel for 2020. The Department Drone program became fully operational and was utilized for large scale town events.

Significant efforts were undertaken during the 2020-2021 fiscal year in developing protocols to comply with HB6004 /Public Act No.20-1, as such an evaluation process was conducted to identify vendors and equipment associated with body worn and vehicle dash camera systems, as well as drug and psychological testing for sworn personnel. In addition there was research and development for the new Citizen Police Review Board. Due to the Covid-19 Pandemic, many of the department protocols, services and responses were adjusted to provide for enhanced safety for our personnel and the community we served to curb the transmission of the disease. Such measures included constant PPE use, decontamination of vehicles and facilities and increased utilization of technology. A thorough review of the program list by each Division Commander was conducted and resulted in no recommendations for changes at this time.

**PCR Testing in house**

- ✓ As a result of the pandemic, developed and implemented the Telephone Response Unit for handling calls for service to reduce some direct person to person contact while still providing high quality service.
- ✓ The Department spearheaded its own PCR COVID testing program in conjunction with the Fire Department, Health Department, and Jackson Labs.

- ✓ Awarded over \$134,000 in grant funding for DUI & Distracted Driving Enforcement.
- ✓ Even with a difficult holiday season, we had a very successful toy drive, collecting over 1000 toys and \$600 in gift cards.
- ✓ Instituted the Department video sharing program with the community to improve solvability of crimes.
- ✓ Our Prescription Drug Box Program has collected 228lbs. this fiscal year.
- ✓ Continued working through State Accreditation Process
- ✓ Received our recertification under the Compliance to Law Enforcement Standards and Practices Program initiated by POST
- ✓ Emergency Reporting Center (ERC) began EMD dispatching for medical calls
- ✓ Created a dispatch center manager position and successfully recruited and transitioned a new manager.
- ✓ Awarded over \$88,000 in grant funding for DUI and seatbelt enforcement.
- ✓ Completed additional reorganization of divisions and staffing in the Police Department to better execute the Department's mission to include a Special Aide to the Chief of Police, an Administrative Services Division Captain and a Traffic Division Sergeant.
- ✓ As of February 19<sup>th</sup>, our Prescription Drug Box has collected 500 lbs. this fiscal year.
- ✓ Embarked on the journey towards State Accreditation Process.
- ✓ Increased recruiting of officers. For the 2020 calendar year hired 8; 3 White males, 3 Hispanic males, 1 Native American male and 1 White female. In addition, 2 civilian dispatchers hired; 1 Black female and 1 White female.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

#### **Anticipated Trends and Key Issues:**

- ❖ Department will continue to face challenges in recruitment. Multiple retirements are upcoming which will increase the problem.
- ❖ Anticipated that we will continue to see an issue with juvenile crime.
- ❖ Continue to see challenges in staffing private duty and overtime assignments.
- ❖ Neighborhoods continue to express strong concerns over traffic related issues (speeding, congestion and unsafe driving).
- ❖ Increased visitors to, as well as more pedestrian friendly events in, Blue Back Square and The Center requires frequent reassessment of police services to continue to ensure safety and security for all. This is accomplished by working in concert with various private businesses, civic groups, and other Town Departments.

#### **SMART Goals: (Specific, Measurable, Achievable, Relevant, Time bound)**

- ❖ Continue state accreditation process
- ❖ Increase Department's social media usage and frequency to aid in community outreach and recruitment
- ❖ Increase utilization of technology for improvement of police resource deployment.
- ❖ Enhance police officer safety and wellness programs.
- ❖ Continue efforts to recruit minority officers to better reflect Town demographics.
- ❖ Expand our network of partnerships with other community agencies.
- ❖ Augment training and professional development programs to enhance department succession planning.

**POLICE DEPARTMENT**

**BUDGET SUMMARY**

	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Intergovernmental						
Revenues	\$246,334	\$141,000	\$120,581	\$197,388	\$141,000	
Licenses & Permits	10,248	15,900	10,460	15,900	15,900	
Charges for Services	50,745	65,500	37,807	87,145	33,500	-48.9%
Fines & Forfeitures	238,791	255,200	130,970	255,200	230,200	-9.8%
Miscellaneous Revenue	<u>125,298</u>	<u>125,000</u>	<u>      </u>	<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$671,416</b>	<b>\$602,600</b>	<b>\$299,818</b>	<b>\$680,633</b>	<b>\$545,600</b>	<b>-9.5%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$15,793,800	\$15,375,019	\$7,708,901	\$16,167,102	\$15,472,843	0.6%
Operating Expense	933,205	1,028,425	383,645	971,061	1,056,458	2.7%
Social Security	<u>337,778</u>	<u>334,076</u>	<u>170,966</u>	<u>334,076</u>	<u>338,286</u>	1.3%
<b>TOTAL</b>	<b>\$17,064,783</b>	<b>\$16,737,520</b>	<b>\$8,263,512</b>	<b>\$17,472,239</b>	<b>\$16,867,587</b>	<b>0.8%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Proposed</b>
<b>Full-Time Positions:</b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
General Fund	152	153	152	152	152
Parking Lot Fund	<u>2</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Police Department's fiscal year 2022 budget is increases \$130,067 or 0.8%. Wages and salaries increase reflects anticipated merit increases where applicable. Operating expenditures comprise of uniforms, operating supplies and equipment, recruitment & training, software maintenance agreements, and polygraph school training. The increase is primarily due to contractual and legal mandates. The social security appropriation reflects budgeted wages.

**POLICE MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$ 8,506	\$15,800	\$10,460	\$15,800	\$15,800	
Alarm Fees	<u>12,663</u>	<u>30,000</u>	<u>6,312</u>	<u>30,000</u>	<u>15,000</u>	-50.0%
<b>TOTAL</b>	<b>\$21,169</b>	<b>\$45,800</b>	<b>\$16,772</b>	<b>\$45,800</b>	<b>\$30,800</b>	<b>-32.8%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$814,712	\$894,309	\$416,479	\$927,534	\$896,720	0.3%
Overtime	13,151		4,360	8,923		
Holiday Pay		10,087	2,455	10,087	10,239	1.5%
Education Premium Pay	2,715	4,020	1,772	4,020	4,020	
Office Expense	8,921	11,200	2,079	8,885	11,200	
Dues and Training	4,435	53,509	4,440	30,459	53,509	
Boards & Commissions	4,240	8,000		3,000	8,000	
Education Tuition						
Reimbursement	20,000	20,000	9,651	20,000	20,000	
Maintenance & Repairs	5,760	6,700	800	6,700	6,700	
Social Security	<u>38,246</u>	<u>44,649</u>	<u>20,287</u>	<u>44,649</u>	<u>51,134</u>	14.5%
<b>TOTAL</b>	<b>\$912,180</b>	<b>\$1,052,474</b>	<b>\$ 462,323</b>	<b>\$1,064,257</b>	<b>\$1,061,522</b>	<b>0.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Chief of Police	1	1	1	1	1
Assistant Chief of Police	2	2	2	2	2
Captain			1	1	1
Police Officer			1	1	1
Information Technology Specialist	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>8</b>

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

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

**Regular Payroll:** This appropriation funds eight (8) FTE positions (Police Chief, two (2) Assistant Police Chiefs, Police Captain, Police Officer, Information Technology Specialist, Administrative Assistant and Senior Staff Assistant). Estimated merit increases are included, where applicable.

**Overtime:** This appropriation was eliminated in fiscal year 2021.

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

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

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

**Dues and Training:** This account provides executive training and dues for management within the department. This account also funds an enhanced recruitment, retention and promotion diversity program, consistent with CT General Statutes Chapter 104, Sec. 7-291a (June Sp. Sess. P.A. 15-4, S. 3.), to develop and implement guidelines for recruitment, retention and promotion of minority police officers with the goal of achieving racial, gender and ethnic diversity within law enforcement.

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

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

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

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

**PROGRAM PERFORMANCE MEASURES AND INDICATORS****Police Management Division****(Fiscal Year)**

	<b><u>Actual</u> <u>2016</u></b>	<b><u>Actual</u> <u>2017</u></b>	<b><u>Actual</u> <u>2018</u></b>	<b><u>Actual</u> <u>2019</u></b>	<b><u>Actual</u> <u>2020</u></b>
Reported Town Ordinance Violations	1,340	1,571	1,311	1,272	1,267
Medical Calls	4,687	5,250	5,256	6,361	6,057
Motor Vehicle Accidents	2,460	2,498	2,866	2,428	2,247
Number of Motor Vehicle Stops	8,672	6,216	6,053	6,169	5,476
Total Calls for Service	65,483	45,374	45,287	45,745	49,440
Number of Criminal Arrests	1,719	1,237	1,174	1,220	1,303
Number of Motor Vehicle Arrests	5,313	5,036	4,728	4,769	5,030
Number of DUI Arrests	157	93	73	96	77

**PROFESSIONAL STANDARDS DIVISION (PREVIOUSLY SPECIAL INVESTIGATIONS)**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$503,108	\$429,960	\$246,375	\$515,238	\$418,142	-2.7%
Overtime	16,958	22,712	9,259	22,141	22,712	
Holiday	12,990	19,538	5,891	19,084	19,110	-2.2%
Education Premium Pay	7,086	7,000	3,414	7,000	3,500	-50.0%
Office Expense	2,343	4,500	2,798	4,000	4,500	
Professional Services	12,550	10,300	2,700	10,300	10,300	
Uniforms	4,726	4,280	4,996	4,996	4,440	3.7%
Social Security	<u>8,414</u>	<u>6,547</u>	<u>3,949</u>	<u>6,547</u>	<u>6,679</u>	2.0%
<b>TOTAL</b>	<b>\$568,175</b>	<b>\$504,837</b>	<b>\$279,382</b>	<b>\$589,306</b>	<b>\$489,383</b>	<b>-3.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Police Lieutenant	1	1	1	1	1
Police Detective	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

## PROFESSIONAL STANDARDS – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** This division investigates allegations of misconduct made against employees of the West Hartford Police Department, conducts internal investigations, ensures proper procedures and policies are followed, and conduct background investigations when necessary. In addition, this division has oversight of the Polygraph Unit.

**Regular Payroll:** This budget accounts for the salary of one Police Lieutenant and three Detectives.

**Overtime:** Overtime for this unit is strictly limited to members of the unit working overtime on investigations and background checks.

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

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

**Office Expense:** This appropriation is used to cover the purchase of supplies for polygraph examiners and for the digital and video recording devices.

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

**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”.

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



**ANIMAL CONTROL DIVISION**
**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Dog Pound Fees	\$1,295	\$1,200	\$1,055	\$1,200	\$1,200	
<b>TOTAL</b>	<b>\$1,295</b>	<b>\$1,200</b>	<b>\$1,055</b>	<b>\$1,200</b>	<b>\$1,200</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$136,917	\$170,287	\$ 75,267	\$161,038	\$175,959	3.3%
Temporary Payroll	77,185	43,460	22,555	43,460	43,460	
Overtime	8,401	16,978	2,394	11,173	16,978	
Holiday	6,249	7,772	2,583	4,052	8,033	3.4%
Education Premium Pay	2,035	2,000	882	2,000	2,000	
Office Expense	10,715	10,200	750	10,200	10,200	
Advertising	535	650	106	650	650	
Office Equipment		2,000		2,000	2,000	
Social Security	4,767	5,593	1,735	5,593	6,247	11.7%
<b>TOTAL</b>	<b>\$246,804</b>	<b>\$258,940</b>	<b>\$106,272</b>	<b>\$240,166</b>	<b>\$265,527</b>	<b>2.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## ANIMAL CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

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

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

**Office Expense:** This appropriation is used to cover the costs of disposing of dead animals removed from Town streets, vet expenses, food and supplies, and euthanizing unclaimed and unwanted animals that the Animal Control Officers impound. It also includes printing costs for required forms, publications and notices.

**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.

**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.

**RECORDS CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Licenses & Permits	\$1,742	\$ 100	\$	\$ 100	\$ 100	
Charges for Services	36,898	35,000	9,693	35,000	18,000	-48.6%
Fines & Forfeitures	<u>455</u>	<u>1,000</u>	<u>200</u>	<u>1,000</u>	<u>1,000</u>	
<b>TOTAL</b>	<b>\$39,095</b>	<b>\$36,100</b>	<b>\$9,893</b>	<b>\$36,100</b>	<b>\$19,100</b>	<b>-47.1%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$284,260	\$285,190	\$144,266	\$305,440	\$309,369	8.5%
Temporary Payroll	32,886		9,461	15,000		
Overtime	655	1,000	264	574	1,000	
Holiday Pay		3,575				-100.0%
Office Expense	36,929	37,500	7,962	37,500	37,500	
Maintenance & Repairs	95,912	92,360	39,974	92,360	93,701	1.5%
Social Security	<u>22,929</u>	<u>23,287</u>	<u>11,444</u>	<u>23,287</u>	<u>23,541</u>	1.1%
<b>TOTAL</b>	<b>\$473,571</b>	<b>\$442,912</b>	<b>\$213,371</b>	<b>\$474,161</b>	<b>\$465,111</b>	<b>5.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
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>	5	5	5	5	5

## RECORDS CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

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

**Regular Payroll:** This budget accounts for the salary of a Records Division Supervisor, an Assistant Records Supervisor and three Staff Assistants. It includes estimated merit increases for eligible employees.

**Temporary Payroll:** This appropriation was eliminated in fiscal year 2021.

**Overtime:** The overtime budget is used to pay clerical staff to come in on weekends or holidays to process payroll, as needed.

**Holiday Pay:** This appropriation was budgeted in error in fiscal year 2021, and, therefore, is eliminated in fiscal year 2022.

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

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

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

**EQUIPMENT OPERATIONS DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Telecommunications	\$	\$5,472	\$4,844	\$5,472	\$5,472	
Vehicles & Equipment Expense	<u>243,701</u>	<u>235,000</u>	<u>100,509</u>	<u>235,000</u>	<u>235,000</u>	
<b>TOTAL</b>	<b>\$243,701</b>	<b>\$240,472</b>	<b>\$105,353</b>	<b>\$240,472</b>	<b>\$240,472</b>	

**EQUIPMENT OPERATIONS – BUDGET AND PROGRAM HIGHLIGHTS**

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

**Telecommunications:** Funds the cost of cellular service for the vehicle maintenance program.

**Vehicles & Equipment:** This appropriation pays for gas, oil and other supplies for the police fleet of vehicles. In addition, it funds the costs for service, routine washing and minor repairs. It is also used to replace lights, sirens, flashlights or other safety equipment that is damaged or has failed. All vehicle towing costs are paid from this account, whether they are cruisers or civilian cars towed due to criminal investigation.

**UNIFORMED PATROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Intergovernmental Grants	\$18,918	\$	\$14,480	\$ 14,480	\$	
Miscellaneous Revenue	840		21,645	21,646		
<b>TOTAL</b>	<b>\$19,758</b>	<b>\$</b>	<b>\$36,125</b>	<b>\$36,126</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$6,851,928	\$6,872,034	\$3,069,299	\$6,475,144	\$6,846,595	-0.4%
Overtime	1,718,486	1,023,223	1,075,195	2,211,737	1,023,223	
Holiday	300,364	233,892	151,579	255,768	258,373	10.5%
Education Premium Pay	42,930	40,000	16,967	40,000	42,500	6.3%
Office Expense	29,391	29,900	11,917	29,900	29,900	
Office Equipment	4,832	15,100	78	7,100	15,100	
Uniforms	80,149	84,123	24,327	84,123	84,123	
General Contributions	1,500	1,500	1,500	1,500	1,500	
Maintenance & Repairs	4,627	4,000	1,325	4,000	4,000	
Miscellaneous Supplies	35,713	28,898	9,408	14,898	28,898	
Social Security	137,206	130,436	68,282	130,436	120,077	-7.9%
<b>TOTAL</b>	<b>\$9,207,126</b>	<b>\$8,463,106</b>	<b>\$4,429,877</b>	<b>\$9,254,606</b>	<b>\$8,454,289</b>	<b>-0.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	3	3	3
Police Sergeant	10	9	9	9	9
Police Officer* **	76	70	69	69	69
<b>TOTAL</b>	<b>90</b>	<b>83</b>	<b>82</b>	<b>82</b>	<b>82</b>

\* In fiscal year 2017 through fiscal year 2019, one Police Officer position was authorized but unfunded. In fiscal year 2021, one Police Officer position was authorized but unfunded. In fiscal year 2022, three Police Officer positions are authorized but unfunded.

## UNIFORMED PATROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Patrol Division of the West Hartford Police is to provide comprehensive public safety services to citizens, residents, and visitors to the community. The largest division within the police department, the Patrol Division provides 24 hour, 7 days a week emergency response to the community to provide visibility and deterrence to crime.

**Regular Payroll:** This budget accounts for the salaries of one Police Captain, three Patrol Lieutenants, nine Patrol Sergeants, and 69 Officers. During the summer months, two officers are reassigned from the Patrol Division to staff Police Bicycle Patrols and the department has three K-9 Officers. The fiscal year 2022 budget assumes contractual cost of living and merit increases as well as a hiring lag on vacant positions. In addition, three Police Officer positions are authorized but unfunded.

**Overtime:** This appropriation pays for officers who work overtime on investigations, fill in for staff shortages due to position vacancies, and to cover for officers that are training, ill, or on other authorized leave.

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

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

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

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

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

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

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

**Miscellaneous Supplies:** This budget funds the SWAT Team, Scuba Team, less lethal rounds for the ESU unit, Bike Squad, K9, and a contractual contribution for bullet proof vests.

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

**POLICE COMMUNICATIONS DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
E-911 Grant	\$140,749	\$141,000	\$72,118	\$141,000	\$141,000	
<b>TOTAL</b>	<b>\$140,749</b>	<b>\$141,000</b>	<b>\$72,118</b>	<b>\$141,000</b>	<b>\$141,000</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$674,708	\$807,262	\$311,332	\$670,958	\$829,963	2.8%
Overtime	164,951	38,400	66,614	127,535	38,400	
Holiday	30,780	36,589	24,564	36,589	37,553	2.6%
Office Expense	1,000	1,000		1,000	1,000	
Professional Services	56,512	56,338	56,338	56,338	57,330	1.8%
Office Equipment	2,500	5,000		5,000	5,000	
Telecommunications	54,185	51,500	24,660	51,500	51,500	
Social Security	62,278	63,881	30,276	63,881	66,135	3.5%
<b>TOTAL</b>	<b>\$1,046,914</b>	<b>\$1,059,970</b>	<b>\$513,784</b>	<b>\$1,012,801</b>	<b>\$1,086,881</b>	<b>2.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
ERC Manager			1	1	1
Public Safety Dispatch Supervisor		1			
Public Safety Dispatchers	12	12	12	12	12
<b>TOTAL</b>	12	13	13	13	13



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

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

**Regular Payroll:** This budget accounts for the salaries of twelve Public Safety Dispatchers (PSD) and a new Public ERC Manager. Merit increases are budgeted for eligible positions.

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

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

**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.

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

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

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

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**ANNUAL BUDGET 2021-2022**

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**DETECTIVE BUREAU**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$ 642	\$ 500	\$ 155	\$ 500	\$ 500	
<b>TOTAL</b>	<b>\$ 642</b>	<b>\$ 500</b>	<b>\$ 155</b>	<b>\$ 500</b>	<b>\$ 500</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,491,744	\$2,095,646	\$767,504	\$1,694,311	\$2,304,001	9.9%
Overtime	190,335	135,058	104,717	253,947	135,058	
Holiday	49,387	70,662	37,791	58,964	77,126	9.1%
Education Premium Pay	16,054	23,000	8,321	23,000	22,000	-4.3%
Office Expense	18,277	23,000	1,793	17,000	23,000	
Dues & Travel	60	835		835	835	
Office Equipment		500		500	500	
Uniforms	15,210	19,030	13,716	19,030	19,370	1.8%
Maintenance & Repairs	4,555	10,570	540	10,570	10,570	
Miscellaneous Supplies	10,993	5,000		5,785	5,000	
Social Security	28,569	31,527	16,097	31,527	36,645	16.2%
<b>TOTAL</b>	<b>\$1,825,184</b>	<b>\$2,414,828</b>	<b>\$950,479</b>	<b>\$2,115,469</b>	<b>\$2,634,105</b>	<b>9.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Police Captain	1	1	1	1	1
Police Lieutenant		1	1	1	1
Police Sergeant	2	3	3	3	3
Police Detective	10	13	13	13	13
Police Officer		2	2	2	4
<b>TOTAL</b>	<b>13</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>22</b>

## DETECTIVE BUREAU – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** It is the mission of the West Hartford Police Detective Division to conduct initial and follow up criminal investigations by interviewing witnesses, victims and suspects and by collection, preservation and analysis of physical evidence. This division works closely with Federal, State and other local law enforcement agencies as well as with the court system. Detectives are highly trained in crime scene processing, interviewing and criminal investigations. The Detective Division also specializes in youth related offenses and works closely with other juvenile agencies and handles the pistol permit process for town residents. The division is also responsible for maintaining the deadly weapons offender registry and the sexual offender registry. This division also includes the Community Support Unit which is responsible for addressing neighborhood complaints and quality of life issues, vice, narcotics and liquor investigations.

**Regular Payroll:** This budget accounts for the salary of a Captain, one Lieutenant, three Sergeants, thirteen Detectives and four Officers. The Detective Bureau is available from Monday through Friday and work both day and evening shifts.

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

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

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

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

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

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

**Uniforms:** Due to the nature of their work, the detectives and supervisors of this unit work in plain clothes, purchased by the officers. Since they are not in uniform, per union contract they are paid a “uniform allowance”.

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

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

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

**POLICE COMMUNITY RELATIONS DIVISION**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$925,135	\$621,746	\$444,392	\$900,894	\$609,450	-2.0%
Overtime	73,839	37,549	21,648	42,318	37,549	
Holiday	43,276	28,414	31,446	32,712	20,090	-29.3%
Education Premium Pay	12,243	8,000	5,236	8,000	9,000	12.5%
Office Expense	8,632	11,000	284	11,000	11,000	
Office Equipment		500		500	500	
Uniforms & Laundry	6,610	6,420	5,268	6,420	6,420	
Maintenance & Repairs	1,276	1,500		1,500	1,500	
Social Security	<u>15,396</u>	<u>9,503</u>	<u>8,260</u>	<u>9,503</u>	<u>9,795</u>	3.1%
<b>TOTAL</b>	<b>\$1,086,407</b>	<b>\$724,632</b>	<b>\$516,534</b>	<b>\$1,012,847</b>	<b>\$705,304</b>	<b>-2.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Police Lieutenant	1				
Police Sergeant		1			
Police Detective	2				
Police Officer	<u>5</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>

\*\*Two Police Officer positions were funded in the Parking Lot Fund from fiscal year 2017 through fiscal year 2019. In fiscal year 2020 one Police Officer was funded by the Parking Lot Fund. In fiscal year 2021 and 2022, the second officer was transferred back to the Parking Lot Fund.

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

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

**Regular Payroll:** This budget accounts for the salary of two Beat Officers, two School Resource Officers, and three Community Relation Officers (two of which are funded in the Parking Lot Fund).

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

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

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

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

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

**Uniforms:** Officers with a plain clothes assignment are given a uniform allowance which is budgeted here, if applicable.

**Maintenance & Repairs:** This appropriation is for the upkeep of the Police Department's exercise room equipment.

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

**POLICE TRAINING DIVISION**
**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Intergovernmental	\$9,565	\$	\$1,760	\$1,760	\$	
<b>TOTAL</b>	<b>\$9,565</b>	<b>\$</b>	<b>\$1,760</b>	<b>\$1,760</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$292,730	\$305,701	\$143,113	\$303,513	\$310,230	1.5%
Overtime	43,765	11,409	50,944	94,089	11,409	
Holiday	12,383	13,883	5,713	11,931	14,091	1.5%
Education Premium Pay	2,243	2,000	1,132	2,000	3,500	75.0%
Office Expense	60,759	78,000	19,203	78,000	94,700	21.4%
Dues and Training	76,078	75,500	23,904	75,500	75,500	
Office Equipment	5,072	10,640	1,230	10,640	10,640	
Social Security	5,163	4,609	3,493	4,609	4,861	5.5%
<b>TOTAL</b>	<b>\$498,193</b>	<b>\$501,742</b>	<b>\$248,732</b>	<b>\$580,282</b>	<b>\$524,931</b>	<b>4.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Police Lieutenant	1	1	1	1	1
Police Officer	2	2	2	2	2
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

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

**Mission:** The mission of the Training Division is to enhance officer safety, improve officer performance, increase inter-agency contacts and cooperation, and maintain mandatory certifications which ultimately improves productivity, increases citizen satisfaction and diminishes civil liability. The Training Division provides training to members of the department and maintains training and certification records. In addition, this unit coordinates annual regional in-service training for more than 500 officers from 18 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. The training division also conducts recruitment fairs and open houses.

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

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

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

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

**Office Expense:** This appropriation is used to purchase ammunition, targets, medical and other supplies for training, including automated external defibrillators and Tasers, as well as the associated service contracts. The increase is due to mandatory drug testing and behavior health assessment.

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

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

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

**TRAFFIC CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Miscellaneous Federal Revenue	\$16,503	\$	\$24,298	\$32,223	\$	
DUI Enforcement	60,598		7,924	7,924		
Moving Vehicle Violations	44,446	45,000	4,876	45,000	20,000	-55.6%
Ordinance Violations	7,756	8,000	4,134	8,000	8,000	
Parking Violations	184,840	200,000	120,705	200,000	200,000	
Transfer In	<u>125,000</u>	<u>125,000</u>		<u>125,000</u>	<u>125,000</u>	
<b>TOTAL</b>	<b>\$439,143</b>	<b>\$378,000</b>	<b>\$ 161,937</b>	<b>\$418,147</b>	<b>\$353,000</b>	<b>-6.6%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual 2019-20</u>	<u>Adopted 2020-21</u>	<u>Actual 6 Months</u>	<u>Estimated 2020-21</u>	<u>Proposed 2021-22</u>	<u>Percent Change</u>
Regular Payroll	\$737,787	\$920,359	\$331,367	\$696,995	\$790,649	-14.1%
Overtime	97,665	81,604	66,751	126,964	81,604	
Overtime – DUI Enforcement	60,598					
Holiday	34,753	42,200	22,651	34,468	36,237	-14.1%
Education Premium Pay	6,406	8,500	2,949	8,500	3,000	-64.7%
Office Expense	1,932	2,200	5,942	5,942	2,200	
Contractual Services	1,080	1,700	600	958	1,700	
Office Equipment	1,496	3,000			11,500	283.3%
Social Security	<u>14,811</u>	<u>14,044</u>	<u>7,140</u>	<u>14,044</u>	<u>13,172</u>	-6.2%
<b>TOTAL</b>	<b>\$956,528</b>	<b>\$1,073,607</b>	<b>\$437,400</b>	<b>\$887,871</b>	<b>\$940,062</b>	<b>-12.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>2018-19</u>	<u>Authorized Positions 2019-20</u>	<u>2020-21</u>	<u>Revised 2020-21</u>	<u>Proposed 2021-2022</u>
Police Captain	1	1			
Police Lieutenant	1	1	1	1	1
Police Sergeant			1	1	1
Police Officer	<u>8</u>	<u>8</u>	<u>7</u>	<u>7</u>	<u>6</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>8</b>



## TRAFFIC CONTROL – BUDGET AND PROGRAM HIGHLIGHTS

**Mission:** The mission of the Traffic Division is to respond to and investigate motor vehicle accidents that occur in West Hartford each year, to conduct traffic enforcement in order to reduce the number and severity of accidents in West Hartford, and to supervise the school crossing guard program, which is funded by the Board of Education. This division provides logistical support for the many community events held throughout the year. The traffic division works closely with the Town Engineering Department on all traffic/construction matters. This division also responds to calls for service to assist the Patrol Division.

**Regular Payroll:** This appropriation funds the salary of one Traffic Lieutenant, one Traffic Sergeant and six Traffic Officers.

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

**Overtime – DUI Enforcement:** Overtime incurred under eligible State traffic grants are accounted for in this line item. If grants are received in fiscal 2022, they will be appropriated when notice of award is received.

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

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

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

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

**Office Equipment:** This budget funds the purchase of miscellaneous office equipment. The increase is due to FARO maintenance contract (\$8,500).

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### POLICE PRIVATE DUTY SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Charges for Services	<u>\$1,935,081</u>	<u>\$1,900,000</u>	<u>\$2,045,539</u>	<u>\$1,900,000</u>
Total Revenues & Other Resources	\$1,935,081	\$1,900,000	\$2,045,539	\$1,900,000

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Private Duty Pay	\$1,238,532	\$1,200,000	\$1,308,035	\$1,300,000
Operating Expense	17,073	17,500	17,500	17,500
Pension Expense	536,383	513,267	513,267	433,304
Transfer Out	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>
Total Expenditures & Other Uses	\$1,916,988	\$1,855,767	\$1,963,802	\$1,875,804

CHANGE IN FUND BALANCE	\$ 18,093	\$ 44,233	\$ 81,737	\$ 24,196
BEGINNING BALANCE	\$ 74,285	\$ 92,378	\$ 92,378	\$ 174,115
ENDING BALANCE	\$ 92,378	\$ 136,611	\$ 174,115	\$ 198,311

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

**PURPOSE**

The Police Private Duty Service Fund was created on July 1, 1993 to account for revenues and expenditures related to police private duty services. Police personnel are hired by private and non-profit entities to provide services, primarily at construction sites in the public right-of-ways.

**LONG-TERM STRATEGY**

The Fund was established to ensure that revenues charged for private duty services were sufficient to cover the cost of the services and that the general taxpayer was not subsidizing these activities. The rates charged are calculated to include salary, benefit and administrative costs associated with the services and are adjusted annually. It is anticipated that fund balance will be maintained at approximately its current level. Annual transfers to cover benefit and administrative costs will be made to the Pension Fund, Risk Management Fund and General Fund, as appropriate.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Revenues:</u></b>					
Charges for Services	\$1,693,000	\$1,988,000	\$2,007,000	\$1,674,000	\$1,935,000
<b>TOTAL REVENUES</b>	<b>\$1,693,000</b>	<b>\$1,988,000</b>	<b>\$2,007,000</b>	<b>\$1,674,000</b>	<b>\$1,935,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$1,786,000	\$2,000,000	\$2,112,000	\$1,612,000	\$1,792,000
<b>TOTAL EXPENDITURES</b>	<b>\$1,786,000</b>	<b>\$2,000,000</b>	<b>\$2,112,000</b>	<b>\$1,612,000</b>	<b>\$1,792,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$225,000)</b>	<b>(\$125,000)</b>			<b>(\$125,000)</b>
<b>OPERATING RESULTS</b>	<b>(\$318,000)</b>	<b>(\$137,000)</b>	<b>(\$105,000)</b>	<b>\$62,000</b>	<b>\$18,000</b>
<b>FUND BALANCE</b>	<b>\$254,000</b>	<b>\$117,000</b>	<b>\$12,000</b>	<b>\$74,000</b>	<b>\$92,000</b>

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

The Police Private Duty rates charged for the program cover direct program costs including a reimbursement to the General Fund for costs associated with administering the program and to the Pension Fund for benefit costs. The Fund had an accumulated fund balance of \$92,378 as of June 30, 2020.

**FISCAL YEAR 2021 OPERATING RESULTS**

Operating revenues are projected to total \$2,045,539 with anticipated expenditures for the current fiscal year of \$1,963,802, inclusive of a \$513,267 transfer to the Pension Fund and a \$125,000 transfer to the General Fund to reimburse administrative costs.

**FISCAL YEAR 2022 BUDGET**

The fiscal year 2022 budget reflects a continued demand for private duty officers with estimated revenue of \$1,900,000. Operating expenses consist of private duty pay to officers and gasoline expense, with \$433,304 transferred to the Pension Fund and \$125,000 transferred to the General Fund. Fund balance is estimated to total approximately \$198,311 at June 30, 2022.

DEPARTMENT: POLICE

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Proposed 2021-2022
	2018-19	2019-20	2020-21		
<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	13	13	13	13
Police Detective	16	16	16	16	16
Police Officer * **	89	88	87	87	87
Emergency Response Center Manager		1	1	1	1
Animal Control Officer	1	1	1	1	1
Assistant Animal Control Officer	1	1	1	1	1
Public Safety Dispatcher	12	12	12	12	12
Information Technology Specialist	1	1	1	1	1
Police Records Supervisor	1	1	1	1	1
Assistant Police Records Supervisor	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Senior Staff Assistant	1	1	1	1	1
Staff Assistant	3	3	3	3	3
TOTAL GENERAL FUND	152	153	152	152	152
<u>PARKING LOT FUND</u>					
Police Officer	2	1	2	2	2
TOTAL PARKING LOT FUND	2	1	2	2	2
TOTAL POLICE – ALL FUNDS	154	154	154	154	154

\* The position and funding for two Police Officers was transferred to the Parking Lot Fund beginning in fiscal year 2021.

\*\* In fiscal year 2021, one Police Officer position is authorized but unfunded. In fiscal year 2022, three Police Officer positions are authorized but unfunded.

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## **DEPARTMENT OF COMMUNITY DEVELOPMENT**

### **MISSION**

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

The Community Development Department's primary goals are:

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

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ The Building Division maintained accessibility to customers during the pandemic by initiating a remote video inspection program and creating an exterior service window.
- ✓ The Planning and Engineering Divisions lead a multi-departmental task force in the development of a comprehensive expanded outdoor dining plan for the Center and permitting process for the entire Town. In response to an unprecedented public health crisis, this plan combined a collaborative, public participatory effort to support local business through creative thinking, planning, and re-imagination and can serve as a model for future innovative infrastructure and public space use in the Center.
- ✓ The Planning and Engineering Divisions obtained grants totaling \$3.7 Million to fund the New Park Avenue Complete Streets Improvement Project.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Expand the capabilities of the Town's existing CityView Building Inspection Program to facilitate online permitting for the Building, Engineering, and Planning Divisions. This will provide constant customer accessibility to reduce the total service time.
- ❖ Continue to work with the Town Council, Town Plan & Zoning Commission and various Boards and Commissions on the implementation of the Plan of Conservation and Development's strategies and action items. Prioritize strategies and action items that support the promotion of Transit Oriented Development; that encourage availability and access to a diversity of housing types and costs; and that preserve, protect, and enhance the Town's open space and fragile natural systems.
- ❖ Deployment of a West Hartford Traffic Calming Program to address traffic safety issues and local roadway speeding

## DEPARTMENT OF COMMUNITY DEVELOPMENT

BUDGET SUMMARY						
	Actual <u>2019-20</u>	Adopted <u>2020-21</u>	Actual <u>6 Months</u>	Estimated <u>2020-21</u>	Proposed <u>2021-22</u>	Percent <u>Change</u>
<b><u>Revenues:</u></b>						
Licenses & Permits	\$1,572,469	\$1,714,500	\$806,614	\$1,714,500	\$1,689,500	-1.5%
Charges for Services	36,710	34,750	11,484	31,300	34,000	-2.2%
Miscellaneous Revenue	<u>50,000</u>	<u>50,000</u>	<u>25,000</u>	<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$1,659,179</b>	<b>\$1,799,250</b>	<b>\$843,098</b>	<b>\$1,795,800</b>	<b>\$1,773,500</b>	<b>-1.4%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,287,600	\$2,148,657	\$956,286	\$2,063,651	\$1,855,713	-13.6%
Operating Expense	240,259	267,033	166,281	250,431	274,175	2.7%
Social Security	<u>160,298</u>	<u>159,324</u>	<u>65,028</u>	<u>149,805</u>	<u>135,342</u>	-15.1%
<b>TOTAL</b>	<b>\$2,688,157</b>	<b>\$2,575,014</b>	<b>\$1,187,595</b>	<b>\$2,463,887</b>	<b>\$2,265,230</b>	<b>-12.0%</b>

FULL-TIME POSITION SCHEDULE					
	Authorized Positions			Revised	Proposed
<b>Full-Time Positions:</b>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
General Fund	24	24	24	24	23
CDBG Fund	<u>1</u>	<u>      </u>	<u>      </u>	<u>      </u>	<u>      </u>
<b>TOTAL</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>23</b>

## BUDGET & PROGRAM HIGHLIGHTS

The Community Development Department budget reflects a decrease of \$309,784 or 12.0% from the prior fiscal year. Wages and salaries decrease \$292,944 or 13.6% primarily due to the Economic Development Coordinator position being transferred to the Town Manager's department. In addition, the vacant Director of Community Development position, a Civil Engineer position, as well as an Assistant Zoning Officer are unfunded for fiscal year 2022. The Town Engineer will act in the capacity as Director for fiscal year 2022. The decrease in wages and salaries is partially offset by merit increases for eligible employees. Operating expenditures increase \$7,142 or 2.7% due to contractual obligations and an upgrade to the CityView software application. The change in social security is consistent with wages and withholdings.



## MANAGEMENT DIVISION

## SUMMARY OF EXPENDITURES

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$357,643	\$251,897	\$ 40,292	\$108,139	\$	-100.0%
Office Expense	3,367	2,700	375	2,700	2,550	-5.6%
Dues and Travel	490	1,150		1,150	900	-21.7%
Training	1,539	2,500		2,500		-100.0%
Information Technology		4,800	1,995	4,800		-100.0%
Telecommunications	1,530	1,425	284	1,425	1,425	
Vehicles & Equipment Expense	8,333	10,000	2,900	10,000	10,000	
Social Security	<u>20,816</u>	<u>17,174</u>	<u>2,923</u>	<u>8,124</u>	_____	-100.0%
<b>TOTAL</b>	<b>\$393,718</b>	<b>\$291,646</b>	<b>\$48,769</b>	<b>\$138,838</b>	<b>\$14,875</b>	<b>-94.9%</b>

## FULL-TIME POSITION SCHEDULE

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Director of Community Development**	1	1	1	1	1
Economic Development Coordinator*			1	1	
Economic Development Specialist	<u>1</u>	<u>1</u>	_____	_____	_____
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>

\* Position moved to Town Manager's office in fiscal year 2022.

\*\* Position is authorized but unfunded in fiscal year 2022.

## MANAGEMENT DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Management Division of Community Development is charged with supervising the functions of the Building Inspection, Engineering, and Planning & Zoning divisions. The Economic Development Coordinator is transferred to the Town Manager's Office in fiscal year 2022.

**Regular Payroll:** The Director of Community Development position is unfunded in fiscal year 2022. The Town Engineer will continue to act in this capacity in fiscal year 2022.

**Office Expense:** This appropriation is used for postage, printing and copying, and general office supplies for the department. The department utilizes the Board of Education print shop for large printing jobs.

**Dues & Travel:** This budget reflects professional association events and mileage reimbursement.

**Training:** This appropriation has been transferred to the Town Manager's Office.

**Information Technology:** This appropriation has been transferred to the Town Manager's Office.

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

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

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and is unfunded in fiscal year 2022.

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**ANNUAL BUDGET 2021-2022**

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**ENGINEERING DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Licenses & Permits	\$ 63,050	\$ 79,500	\$ 22,850	\$ 79,500	\$ 54,500	-31.4%
Copies	67	50			50	
<b>TOTAL</b>	<b>\$ 63,117</b>	<b>\$ 79,550</b>	<b>\$ 22,850</b>	<b>\$ 79,500</b>	<b>\$ 54,550</b>	<b>-31.4%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$946,309	\$958,090	\$ 467,458	\$925,279	\$870,034	-9.2%
Temporary Payroll			6,512	50,000	50,000	100.0%
Office Expense	3,335	3,600	3,004	3,100	3,600	
Dues and Travel	1,897	2,000	285	2,000	2,000	
Training	120	500	90	500	500	
Contractual Services	142,280	126,500	98,267	116,500	126,500	
Uniforms & Laundry	578	1,000	816	816	1,000	
Information Technology		4,300	4,139	4,300	4,300	
Telecommunications	5,416	4,500	2,295	4,500	4,500	
Vehicles & Equipment Expense	52					
Field Operations	2,092	11,000	8,893	11,000	3,000	-72.7%
Social Security	69,270	71,930	30,463	68,838	65,114	-9.5%
<b>TOTAL</b>	<b>\$1,171,349</b>	<b>\$1,183,420</b>	<b>\$622,222</b>	<b>\$1,186,833</b>	<b>\$1,130,548</b>	<b>-4.5%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Town Engineer*	1	1	1	1	1
Assistant Town Engineer		1	1	1	1
Civil Engineer II**	4	3	3	3	3
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	1	1	1	1	1
Engineering Technician I	2	2	2	2	2
Administrative Assistant	1	1	1	1	1
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

\* In fiscal year 2022, the Town Engineer will be the Acting Director of Community Development.

\*\* One position is authorized but unfunded in fiscal year 2022.

## ENGINEERING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

The Engineering Division focuses on the physical condition and appropriate operation of the Town's streets, sidewalks, and traffic control systems (signs, traffic 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 vehicular crashes and looks for ways to make roads safer.

In preparation for larger town projects, the Engineering Division prepares surveys, design plans, specifications and cost estimates for capital improvements which include streets, sidewalks, storm drainage, curbs, culverts, bridges, parking lots, and other town-owned property improvements. Staff also reviews plans for private development projects. Additionally, these town infrastructure projects are inspected by the Engineering Division.

**Regular Payroll:** The Engineering Division is staffed with 10 full-time employees. The budget includes estimated merit increases for eligible employees. The decrease in this line item is due to the retirement of a Civil Engineer II which will remain unfunded in fiscal year 2022.

**Temporary Payroll:** This appropriation is staffed with a part-time Civil Engineer II.

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

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

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

**Contractual Services:** This appropriation funds water sampling and testing in compliance with the State's permit for Municipal Separate Storm Sewer Systems (MS4) requirements. The Town's permit requires dry and wet weather testing of all of the Town's storm water outfalls over the period of the permit. It is also our obligation to investigate illicit discharges found in the Town's drainage system.

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

**Information Technology:** This appropriation funds the traffic software maintenance of Synchro 11.

**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 and has been centralized.

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

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Engineering Division**

**(Calendar Year)**

	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>	<b><u>Estimated 2021</u></b>
Street Excavation and Driveway Permits Issued	1,468	1,440	1,061	1,000	1,000
Linear Miles of Street Resurfaced	7.41 miles	6.94 miles	6.92 miles	8.38 miles	8.5 miles
Lane Miles of Street Resurfaced	7.41 miles	13.2 miles	13.84 miles	9.05 miles	10.0 miles
Number of Properties Impacted	770	715	830	790	890
Linear Miles of Street Reconstructed	2.80 miles	1.35 miles	0.98 miles	0.98 miles	1.42 miles
Lane Miles of Street Reconstructed	2.80 miles	1.35 miles	1.96 miles	0.98 miles	1.42 miles
Number of Properties Impacted	290	150	120	90	150
Total Linear Miles	10.21 miles	8.29 miles	7.90 miles	9.36 miles	9.92 miles
Total Lane Miles	10.21 miles	14.55 miles	15.80 miles	10.03 miles	11.42 miles
Sidewalk Repairs – Number of Properties Impacted	882	800	535	500	500
Private Development Plan Reviews	60	70	96	40	50

**BUILDING INSPECTION DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Building Permits	\$1,488,754	\$1,600,000	\$ 764,436	\$1,600,000	\$1,600,000	
Copies	412	1,000	1	1,000	500	-50.0%
Transfers from Other Funds	<u>50,000</u>	<u>50,000</u>	<u>25,000</u>	<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$1,539,166</b>	<b>\$1,651,000</b>	<b>\$789,437</b>	<b>\$1,651,000</b>	<b>\$1,650,500</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$475,428	\$561,990	\$253,045	\$563,858	\$551,235	-1.9%
Temporary Payroll	93,322	30,000	35,982	83,659	30,000	
Overtime	1,436	1,000		1,000	1,000	
Education Premium Pay	552	1,020				-100.0%
Office Expense	2,740	8,150	1,795	8,150	8,150	
Dues and Travel	600	1,650	1,021	1,650	1,650	
Training	125	2,000		2,000	2,000	
Advertising	42	250		250	250	
Uniforms & Laundry	1,461	1,750		750	1,750	
Information Technology	35,969	37,408	34,151	38,490	52,000	39.0%
Telecommunications	3,944	4,200	2,187	4,200	4,200	
Emergency Supplies	2,137	5,000		5,000	5,000	
Social Security	<u>41,186</u>	<u>44,568</u>	<u>20,543</u>	<u>48,058</u>	<u>43,779</u>	-1.8%
<b>TOTAL</b>	<b>\$658,942</b>	<b>\$698,986</b>	<b>\$348,724</b>	<b>\$757,065</b>	<b>\$701,014</b>	<b>0.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Staff Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## BUILDING INSPECTION DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

**Regular Payroll:** The Building Inspection Division is staffed with a Supervisor of Inspections, a Senior Building Inspector, 3 Building Inspectors and 2 Staff Assistants. The appropriation includes anticipated merit increases.

**Temporary Payroll:** This appropriation funds a part-time Building Inspector and Office Assistant.

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

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

**Office Expense:** This account funds office supplies, postage, printing and copying, advertising and subscriptions. The department utilizes the Board of Education Print Shop for large printing jobs.

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

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

**Advertising:** This appropriation funds legal notices in the newspaper for public notice.

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

**Information Technology:** This appropriation finances the cost of the upgrade to the CityView application with modules for building inspection and permitting system. The software automates the issuance and management of building permits and provides remote connectivity to inspectors in the field.

**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.

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

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Fiscal Year)**

	<b>Actual <u>2016</u></b>	<b>Actual <u>2017</u></b>	<b>Actual <u>2018</u></b>	<b>Actual <u>2019</u></b>	<b>Actual <u>2020</u></b>	<b>6 Months Actual <u>2021</u></b>
<b><u>Building Permits &amp; Inspections</u></b>						
Number of total permits	6,223	5,852	6,321	5,945	5,599	3,268
Value of Permits (in 000's)	\$104,751	\$72,729	\$88,272	\$91,838	\$90,254	\$36,633
Inspections made	10,486	11,311	11,122	10,909	9,601	4,639
Average turnaround time on inspection requests	6-9 days	6-9 days	7-10 days	6-9 days	7-10 days	8-12 days
Frequency of re-inspections to total inspections	16%	15%	17%	17%	16%	15.6%
Inspections made per Inspector	2,621	2,514	2,472	1,486	2,133	1,031
Average value per permit	\$16,832	\$12,428	\$13,966	\$15,488	\$16,119	\$11,210
Average value of construction per Inspector (in 000's)	\$26,187	\$16,162	\$19,616	\$20,409	\$20,056	\$8,140



**PLANNING & ZONING DIVISION**

**SUMMARY OF REVENUES**

	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Zoning Permits	\$ 20,666	\$ 35,000	\$19,328	\$ 35,000	\$ 35,000	
TPZ Applications	25,203	17,500	2,986	15,000	17,500	
Zoning Petitions	10,494	15,000	8,407	15,000	15,000	
Other Charges for Services	<u>534</u>	<u>1,200</u>	<u>90</u>	<u>300</u>	<u>950</u>	-20.8%
<b>TOTAL</b>	<b>\$56,897</b>	<b>\$68,700</b>	<b>\$30,811</b>	<b>\$65,300</b>	<b>\$68,450</b>	<b>-0.4%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$412,910	\$344,660	\$152,998	\$331,716	\$353,444	2.5%
Office Expense	8,432	11,500	1,605	11,500	11,500	
Dues and Travel	241	750		750	1,500	100.0%
Training	1,175	2,000	700	2,000	2,000	
Advertising	8,228	10,000	1,328	10,000	10,000	
Contractual Services	3,835	6,000			13,500	125.0%
Telecommunications	300	400	150	400	400	
Social Security	<u>29,026</u>	<u>25,652</u>	<u>11,099</u>	<u>24,785</u>	<u>26,449</u>	3.1%
<b>TOTAL</b>	<b>\$464,147</b>	<b>\$400,962</b>	<b>\$167,880</b>	<b>\$381,151</b>	<b>\$418,793</b>	<b>4.4%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer*	1	1	1	1	1
Planning and Zoning 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>

\* Position is authorized but unfunded in fiscal year 2022.

## PLANNING & ZONING DIVISION – BUDGET AND PROGRAM HIGHLIGHTS

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

**Regular Payroll:** The Planning and Zoning Division is staffed with five full-time employees. This appropriation includes merit increases for all eligible employees. The Associate Planner position was vacant in fiscal year 2021 and only budgeted for half of the year. The fiscal year 2022 budget reinstates the funding for a full year, and unfunds an Assistant Zoning Officer position.

**Office Expense:** Office expenses are comprised of office supplies, postage, printing and copying costs for the division. This account funds larger printing jobs prepared by the Board of Education Print Shop.

**Dues & Travel:** This appropriation provides for one American Planning Association and three Connecticut Association of Zoning Enforcement Official's professional membership, as well as mileage reimbursement for staff.

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

**Advertising:** This division is required by State statute and local ordinance to publish legal and public notices associated with land use applications for the Town Planning and Zoning /Inland Wetlands and Watercourses Agency (TPZ/IWWA) and Zoning Board of Appeals (ZBA).

**Contractual Services:** Reflects the cost for transcription of hearings for TPZ/IWWA and ZBA meetings and technical assistance for the Plan of Conservation and Development (POCD) implementation projects. The appropriation is increased for the anticipation of several POCD implementation related initiatives.

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

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**(Calendar Year)**

**Planning & Zoning Applications**

	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Site Plan	8	8	8	8	9
Special Use Permit	19	23	15	28	3
Inland Wetland and Watercourse	36	40	32	44	31
Lot Line Revision	8	10	6	1	3
Lot Split	2	4	3	4	3
Special Development District	10	19	14	9	10
Subdivision	1	0	0	1	0
Zoning Board of Appeals	38	17	23	18	15
Zoning Permits	<u>247</u>	<u>284</u>	<u>268</u>	<u>266</u>	<u>279</u>
Total	369	405	369	379	353

**Board/Commission Meeting Information**

	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Town Planning & Zoning Commission					
Number of Meetings	12	14	18	37*	15
Number of Hours	20.1	32.5	32.5	94.4*	29.6
Zoning Board of Appeals					
Number of Meetings	10	9	10	11	7
Number of Hours	8.9	4.6	7	7.6	6.5
Design Review Advisory Board					
Number of Meetings	11	8	13	12	8
Number of Hours	<u>15</u>	<u>15</u>	<u>14</u>	<u>17</u>	<u>9.5</u>
Total Number of Meetings	33	31	41	60	30
Total Number of Hours	44	52.1	53.5	119	45.6

\*TPZ Totals include all TPZ related POCD meetings.

DEPARTMENT: COMMUNITY DEVELOPMENT

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Proposed 2021-2022
	2018-19	2019-20	2020-21		
<u>GENERAL FUND</u>					
Director of Community Development***	1	1	1	1	1
Economic Development Coordinator**			1	1	
Economic Development Specialist	1	1			
Town Engineer****	1	1	1	1	1
Assistant Town Engineer			1	1	1
Civil Engineer II***	4	3	3	3	3
Survey Crew Chief	1	1	1	1	1
Engineering Technician II	1	1	1	1	1
Engineering Technician I	2	2	2	2	2
Supervisor of Inspections	1	1	1	1	1
Senior Building Inspector	1	1	1	1	1
Building Inspector	3	3	3	3	3
Town Planner	1	1	1	1	1
Associate Planner	1	1	1	1	1
Planning Technician	1	1	1	1	1
Zoning Enforcement Officer	1	1	1	1	1
Asst. Zoning Enforcement Officer***	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Staff Assistant	2	2	2	2	2
TOTAL GENERAL FUND	24	24	24	24	23
<u>COMMUNITY DEVELOPMENT</u>					
<u>BLOCK GRANT FUND (CDBG)</u>					
Construction Coordinator*	1				
TOTAL CDBG FUND	1				
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT	25	24	24	24	23

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

\*\* Position transferred to Town Manager in fiscal year 2022.

\*\*\* Position is authorized but unfunded in fiscal year 2022; in Civil Engineer II category, one position is authorized but unfunded in fiscal year 2022.

\*\*\*\* In fiscal year 2022, the Town Engineer will be the acting Director of Community Development

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

The mission of the Public Works Department is to provide the highest quality public works services to the public and other Town departments, balanced through efforts to maintain a cost effective operation and to provide these services in a responsible and efficient manner. This is accomplished through the prudent use of resources, technology, innovations, teamwork, and coordination with other service providers in the Town.

**VALUES****Excellence**

- We demonstrate a high degree of competency.
- We provide services effectively and efficiently.
- We prepare for today and plan for tomorrow.
- We pursue innovation.

**Integrity**

- We highly respect and value the public's trust.
- We are available and responsive.
- We are committed to respectful, open and transparent processes.
- We are dedicated to inclusiveness and accessibility.

**Stewardship**

- We preserve the health and safety of employees and the community.
- We protect public investments.
- We work toward social equity, environmental enhancement and economic prosperity.
- We are fiscally accountable.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ DPW during FY21 added the following vehicles to replace severely aging or scrapped fleet vehicles:
  - Ford Escape - Used to support Parking operations.
  - Freightliner 10-wheel All-Season Dump Plow - Equipped with large de-icing material spreader and wing plow allowing DPW to reduce 25 labor hours per route cycle to maintain primary streets for snow and ice. Subsidized with DERA grant.
  - Freightliner 6-wheel All-Season Dump Plow - Equipped with material spreader and plow. Partial funding via a DERA grant.
  - Tag Along trailer – To transport heavy equipment and eliminate having to drive them long distances.
  - Payloader - For use with catch basin maintenance, drainage and road reconstruction.
  - Excavator - For larger construction and material movement work efforts.

- ✓ Working in collaboration with CRCOG and the CT National Guard, DPW was the Region 3 collection and distribution facility of COVID PPE supplies to local communities. This included supplying first responders and medical personnel of the 13 local municipalities within the region.
- ✓ DPW is an ongoing procurement and distribution center for COVID PPE supplies for the Town of West Hartford.
- ✓ DPW managed multiple aspects of Tropical Storm Isaias on August 4<sup>th</sup> including road closures, assistance to Eversource and clearing debris from roadways. Over the 2 weeks following the storm crews worked to clear all debris from roadsides, remove damaged trees and dispose of collected materials with support from local contractors reducing clean up time by 3 weeks.
- ✓ DPW completed 8,035 work orders in fiscal year 2020.
- ✓ Placed over 90 tons of asphalt using new equipment and in-house staff milling and paving poor travel lane surfaces. Corrected reoccurring potholes with a more permanent solution until identified streets can be resurfaced.
- ✓ Repaired or replaced 312 catch basins.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ DPW will continue to maintain and repair all town infrastructure aligned with their scope of work. This includes seasonal activities aligned to roads, public and grounds as well as COVID support activities.
- ❖ DPW is planning to redesign the Yard Waste and Recycling Center to better serve the public, improve operational efficiency and to support waste reduction and separation activities.
- ❖ Drive higher levels of work efficiency and lower associated costs through best practices while leveraging more capabilities from our work management system.
- ❖ DPW will continue to enhance the Integrated Business Solution placed in our current parts management process to drive innovation and cost efficiencies with a higher focus on maintenance of Public Works, Police and Fire vehicles and equipment.
- ❖ DPW will continue its efforts to meet the permit requirements of the Municipal Separate Storm Sewer System (MS4) plan to sweep streets at a minimum, once a year, and sweep designated business areas and main roads to mitigate the effects of heavy pollutant loads on the storm sewer system. DPW will also inspect, clean and maintain catch basins in accordance with the requirements of the permit.

**DEPARTMENT OF PUBLIC WORKS**

<b>BUDGET SUMMARY</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
<b>Revenues:</b>	<b>2019-20</b>	<b>2020-21</b>	<b>6 Months</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Change</b>
Intergovernmental	\$686,593	\$686,593	\$343,635	\$1,154,593	\$687,270	0.1%
Licenses & Permits	121,340	100,000	69,957	100,000	100,000	
Charges for Services	71,686	129,820	68,216	180,220	91,320	-29.7%
Miscellaneous Revenue	<u>25,000</u>		<u>15,000</u>	<u>24,000</u>		
<b>TOTAL</b>	<b>\$904,619</b>	<b>\$916,413</b>	<b>\$496,808</b>	<b>\$1,458,813</b>	<b>\$878,590</b>	<b>-4.1%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$3,882,172	\$4,070,926	\$1,845,042	\$4,138,512	\$4,218,763	3.6%
Operating Expense	5,652,741	7,044,973	3,140,030	7,692,823	7,617,287	8.1%
Fringe Benefits	<u>371,498</u>	<u>399,360</u>	<u>129,765</u>	<u>399,360</u>	<u>414,880</u>	3.9%
<b>TOTAL</b>	<b>\$9,906,411</b>	<b>\$11,515,259</b>	<b>\$5,114,837</b>	<b>\$12,230,695</b>	<b>\$12,250,930</b>	<b>6.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b>Authorized Positions</b>			<b>Revised</b>	<b>Proposed</b>
<b>Full-Time Positions:</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
General Fund	49	49	49	49	49
Parking Lot Fund	10	10	10	10	10
Cemetery Fund	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

**BUDGET & PROGRAM HIGHLIGHTS**

Overall, the Department of Public Works' budget is increased \$735,671 or 6.4% for fiscal year 2022. Wages and salaries increase \$147,837, or 3.6%, primarily due to an increase in temporary payroll, and merit/step adjustments for eligible employees. Operating expense increases \$572,314 or 8.1% primarily due to the increased cost for the disposal of recyclable materials (\$471,239), contractual increases for disposal of municipal solid waste (\$32,800), vehicle & equipment maintenance (\$44,500) and funding the final phase of the new Fleet Parts Management (\$53,000). Utilities decreased by \$29,225 or 10.0%.

**PUBLIC WORKS MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Highway Town Aid Grant	\$686,593	\$686,593	\$343,635	\$686,593	\$687,270	0.1%
<b>TOTAL</b>	<b>\$686,593</b>	<b>\$686,593</b>	<b>\$343,635</b>	<b>\$686,593</b>	<b>\$687,270</b>	<b>0.1%</b>

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$309,131	\$343,647	\$164,531	\$343,756	\$346,534	0.8%
Temporary Payroll	21,293		1,160	2,000	2,000	100.0%
Overtime	5,316	2,000	3,568	4,004	2,000	
Education Premium Pay	1,037	1,020	451	1,020	1,020	
Office Expense	6,715	8,600		8,600	8,600	
Dues and Travel	1,341	500	310	500	500	
Training	7,714	10,000	1,245	10,000	10,000	
Professional Services	7,085	7,500	2,240	7,500	7,500	
Contractual Services		14,000		14,000	14,000	
Office/Minor Equipment	53,161					
Meals	7,450	7,500	7,500	7,500	7,500	
Uniforms & Laundry	33,154	42,850	17,478	42,850	42,850	
Information Technology	23,337	42,390	19,983	42,390	44,500	5.0%
Telecommunications	16,510	18,000	12,158	18,000	18,000	
Land Lease	32,200	32,200		32,200	32,200	
Social Security	22,392	22,480	11,375	22,480	26,216	16.6%
<b>TOTAL</b>	<b>\$547,836</b>	<b>\$552,687</b>	<b>\$241,999</b>	<b>\$556,800</b>	<b>\$563,420</b>	<b>1.9%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>
	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>		
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	3	3	3	3	3



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

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

**Temporary Payroll:** The appropriation for clerical staffing for the front office was added back into the budget for fiscal year 2022.

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

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

**Office Expense:** This appropriation funds paper, postage, copying and office supplies for the department and remains the same as the prior year based upon experience and anticipated need.

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

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

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

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

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

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

**Information Technology:** This appropriation funds the cost of the department's work order system (Asset Essentials), Weatherworks and Easy Clocking Time Clock. The increase is related to the addition of the Fleet Management software to the Asset Essential work management software.

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

**Land Lease:** The department is leasing land to store materials at a cost of \$32,200 per annum.

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

**CONTRACTUAL SERVICES DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Bulky Waste/Recycling Permits	\$118,040	\$95,000	\$69,882	\$95,000	\$95,000	
Metal Recycling		4,500		4,500		-100.0%
Recycling Rebate	43,499	20,000	15,322	20,000	1,000	-95.0%
Refuse Hauling Licenses	3,300	5,000	75	5,000	5,000	
Additional Refuse Barrel	_____	<u>55,000</u>	<u>50,400</u>	<u>105,400</u>	<u>55,000</u>	
<b>TOTAL</b>	<b>\$164,839</b>	<b>\$179,500</b>	<b>\$135,679</b>	<b>\$229,900</b>	<b>\$156,000</b>	<b>-13.1%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$32,868	\$33,676	\$16,171	\$34,991	\$35,285	4.8%
Temporary Payroll	26,128	47,425	24,346	51,590	47,425	
Overtime	178		663	900		
Office Expense	595	1,000		1,000	1,000	
Advertising	4,896	6,000	1,171	6,000	6,000	
Professional Services	15,112	33,000	8,297	39,405	33,000	
Contractual Services	2,262,011	2,407,516	957,256	2,407,516	2,454,000	1.9%
Solid Waste Disposal	1,553,848	2,254,800	943,357	2,254,800	2,672,000	18.5%
Social Security	<u>2,764</u>	<u>6,169</u>	<u>1,554</u>	<u>6,169</u>	<u>6,291</u>	2.0%
<b>TOTAL</b>	<b>\$3,898,400</b>	<b>\$4,789,586</b>	<b>\$1,952,815</b>	<b>\$4,802,371</b>	<b>\$5,255,001</b>	<b>9.7%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>
	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>		
Public Works Manager	<u>0.50</u>	<u>0.25</u>	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>
<b>TOTAL</b>	<b>0.50</b>	<b>0.25</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>

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

**Regular Payroll:** The Environmental Services program is staffed with 0.35 FTE of a Public Works Manager position and reflects the anticipated time spent on the Yard Waste Disposal and Collection program in the Streets division.

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

**Overtime:** Overtime for the bagged leaf collection program has been moved to the Streets Division in fiscal year 2021.

**Office Expense:** This line item is for the printing cost of skip tags, which are used when bags are presented improperly, and for residential recycling permits.

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

**Professional Services:** This budget reflects the costs for Recollect Platform Service Renewal direct waste programming, Safety Clean/Clean Harbors waste oil disposal; misc. environmental services waste cleanup and posters, support materials and professional services related to recycling program.

**Contractual Services:** The appropriation reflects an increase in curbside services as well as continuing a bi-weekly recycling collection.

**Solid Waste Disposal:** This appropriation reflects the Town's refuse disposal contract with Covanta. The appropriation is increased based upon increased rates (\$92 per ton @ 20,650 tons) as well as a significant increase (\$90 per ton @ 6,600 tons) to dispose of recyclable materials. COVID and stay at home increased disposal volume by 10.9% to 20,650 tons annually.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b>Contractual Services</b>				
	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>
Volume of leaves collected (cubic yards)*	8,010	6,606	5,750	6,074	4,880
Tons of leaves collected*	2,002	1,651	1,438	1,518	1,224
Tons of Waste Recycled	7,014	6,853	7,269	7,042	6,445
Percent of Total Waste Recycled	26.4%	26.6%	28.0%	27.8%	25.7%
Tons of Refuse Collected	19,533	18,824	18,674	18,246	18,617

\*The method to calculate the volume and weight of leaves was modified in fiscal year 2015.

**STREET MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Special Events	\$	\$10,000	\$	\$10,000	\$5,000	-50.0%
<b>TOTAL</b>	<b>\$</b>	<b>\$10,000</b>	<b>\$</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>-50.0%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,145,380	\$1,096,062	\$555,478	\$1,157,863	\$1,205,360	10.0%
Temporary Payroll	15,308					
Overtime	175,432	300,000	41,662	300,075	300,000	
Contractual Services	24,621	100,000	8,452	100,000	114,000	14.0%
Solid Waste Disposal	12,328	62,000	3,516	62,000	62,000	
Minor Equipment	15,458	13,600	3,887	13,600	13,600	
Uniforms & Laundry	6,619	3,500	323	3,500	3,500	
Telecommunications	2,306	2,200	1,256	2,200	2,350	6.8%
Maintenance & Repairs	1,808	2,500	2,170	2,500	2,500	
Snow Removal Supplies	333,413	360,600	18,768	360,600	378,600	5.0%
Street Maintenance		127,000	60,509	127,000	127,000	
Sidewalk Maintenance	5,972	6,000	5,494	6,000	10,200	70.0%
Rental/Leases	12,000	3,750	749	3,750	3,750	
Social Security	<u>94,256</u>	<u>104,236</u>	<u>42,331</u>	<u>109,236</u>	<u>113,595</u>	9.0%
<b>TOTAL</b>	<b>\$1,844,901</b>	<b>\$2,181,448</b>	<b>\$744,595</b>	<b>\$2,248,324</b>	<b>\$2,336,455</b>	<b>7.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Public Works Manager	1.50	1.75	1.65	1.65	1.65
Crew Leader Streets Division	4.00	4.00	3.00	3.00	3.00
Equipment Operator	6.00	6.00	8.00	8.00	8.00
Equipment Operator II	<u>4.00</u>	<u>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b>TOTAL</b>	15.50	15.75	15.65	15.65	15.65

## STREET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Street Maintenance operation is staffed with 15.65 full-time positions. Non-manager payroll is allocated among Street Maintenance programs as follows: Street Maintenance and Repair (40%); Snow and Ice Control (15%); Street Reconstruction (30%) and Storm Sewer Maintenance (15%). The budget reflects anticipated merit increases for eligible employees.

**Temporary Payroll:** This appropriation which was for part-time labor for seasonal help has been eliminated in the fiscal year 2021 and 2022 budgets.

**Overtime:** This appropriation is for emergency and planned road maintenance, special events, snow and ice control, storm sewer work, and street sweeping outside of normal working hours.

**Contractual Services:** This appropriation funds the services of snow removal contractors used to plow snow from Town streets. DPW utilizes up to fifteen contractors to supplement Town staff during a plowing operation. The increase is based on a forecast for a heavier snow season and a new contract period for contractors.

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

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

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

**Telecommunications:** The department has a wireless internet and cable television subscription to monitor snow operations. A slight increase in fiscal year 2022 is expected in rates.

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

**Snow Removal Supplies:** The appropriation reflects the estimated cost of Clearlane to treat streets for 15 snow events annually. Clearlane is a pre-treatment product and saves the department labor and equipment costs in sweeping streets, cleaning catch basins and cleaning of storm water lines, ponds and streams where sand normally collects. A 5% increase is anticipated for supplies for fiscal year 2022.

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

**Sidewalk Maintenance:** This appropriation is for emergency sidewalk repairs. The increase is based on an upgrade to Cloud Loadrite Scale Application as the old system is no longer supported.

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**ANNUAL BUDGET 2021-2022**

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**Rental/Leases:** This appropriation funds the annual cost for monthly basic cable service for monitoring weather forecasts and emergencies and for the rental of a container to store equipment.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>
Number of sanding & plowing operations	14	17	17	12	5
Percent of snowstorms cleared within 8 hours	92%	89%	100%	100%	100%
Number of instances employees called in to work	48	45	49	44	38
Number of pothole work orders completed	400	451	839	1,269	744

**FLEET MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Charges for Services	\$	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$520,933	\$577,301	\$262,318	\$564,712	\$571,357	-1.0%
Temporary Payroll	10,369	28,500	5,070	11,280	28,500	
Overtime	15,227	20,000	5,918	20,040	20,000	
Office Expense	2,298	2,000		2,000	2,000	
Contractual Services	4,306	53,000	7,331	53,000	106,000	100.0%
Information Technology	5,278	7,200	1,790	7,200	5,000	-30.6%
Telecommunications	11,420	15,000	7,145	15,000	15,000	
Vehicles & Equipment Expense	440,089	469,000	172,543	469,000	513,500	9.5%
Maintenance & Repairs	46,070	51,000	8,500	51,000	51,000	
Social Security	42,080	47,125	19,182	42,125	46,677	-1.0%
<b>TOTAL</b>	<b>\$1,098,070</b>	<b>\$1,270,126</b>	<b>\$489,797</b>	<b>\$1,235,357</b>	<b>\$1,359,034</b>	<b>7.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-22</u>
Public Works Manager	1	1	1	1	1
Mechanic	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
<b>TOTAL</b>	7	7	7	7	7



## FLEET MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Fleet Maintenance activity is staffed with seven full-time positions, one Manager and six Mechanics. The budget reflects contractual step increases in accordance with the AFSCME union contract.

**Temporary Payroll:** This appropriation reflects the cost for two part-time positions. These positions are responsible for keeping the shop and shop floor clean, shuttling cars between the DPW and other Town facilities as needed.

**Overtime:** This appropriation is used to address preventive vehicle maintenance deferred during the snow season when the workforce is participating in snow and ice control operations. It is also used to respond to emergency repairs when public safety vehicles break down outside of normal working hours.

**Office Expense:** Subscriptions and publications required for diagnostic and repair inquiries.

**Contractual Services:** This appropriation includes a new program (began January 2021) to contract with an outside vendor to provide parts and inventory management by assigning a full time employee to the Town as well as fully stocking the parts room and managing all parts returns, new orders and rebates. This program will significantly free up the administrative time of the Fleet Manager, Fleet Crew Leader and Mechanics related to parts ordering, returning and overall management, thus increasing productivity in the shop. In fiscal year 2022 these services are reflected as a full year reflecting an increase of \$53,000.

**Information Technology:** This appropriation reflects the annual software maintenance support costs of the fleet maintenance software system. The reduction reflects the elimination of parts management software to the Contractual parts management supplies.

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

**Vehicles & Equipment Expense:** This appropriation reflects the cost of parts and equipment used to repair and maintain the Public Works vehicle fleet which consists of approximately 140 vehicles, 50 plows and 35 sanders. The appropriation also includes gas, motor oil and fuel used to operate and service the Town fleet, exclusive of Police and Fire vehicles. The budget for vehicle maintenance increases based upon actual usage and prevailing fuel costs.

**Maintenance & Repairs:** This appropriation funds shop supplies, tools and equipment. It also reflects the costs to repair and maintain shop equipment used for tire mounting, brake drum and rotor repair, vehicle lifts, cranes and compressors.

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

PROGRAM PERFORMANCE MEASURES & INDICATORS					
	<u>Actual</u> <u>FY 2016</u>	<u>Actual</u> <u>FY 2017</u>	<u>Actual</u> <u>FY 2018</u>	<u>Actual</u> <u>FY 2019</u>	<u>Actual</u> <u>FY 2020</u>
Number of vehicle maintenance work orders completed	839	967	1,526	1,021	1,175
Number of instances employees called in to work	7	16	1	6	5

**TRAFFIC SAFETY CONTROL DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$52,462	\$37,320	\$4,558	\$37,320	\$28,320	-24.1%
<b>TOTAL</b>	<b>\$52,462</b>	<b>\$37,320</b>	<b>\$4,558</b>	<b>\$37,320</b>	<b>\$28,320</b>	<b>-24.1%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$470,031	\$483,775	\$225,630	\$487,847	\$490,938	1.5%
Temporary Payroll	651					
Overtime	10,704	23,500	2,684	23,530	23,500	
Dues and Travel		100		100	100	
Contractual Services	52,859	58,175	22,920	58,175	62,270	7.0%
Solid Waste Disposal	149	500	31	500	500	
Office Equipment	1,611	2,000	299	2,000	2,000	
Uniforms & Laundry	3,060	4,800	48	4,800	4,800	
Maintenance & Repairs	73,804	96,750	33,818	96,750	96,750	
Information Tech		1,000	491	1,000	1,000	
Rental/Leases	4,278	3,445		3,445	3,445	
Social Security	34,058	38,227	16,466	38,227	38,766	1.4%
<b>TOTAL</b>	<b>\$651,205</b>	<b>\$712,272</b>	<b>\$302,387</b>	<b>\$716,374</b>	<b>\$724,069</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Public Works Manager	1	1	1	1	1
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maintenance Worker	1	1	1	1	1
Sign & Mechanical Maintenance Lead	1	1	1	1	1
Streetlight Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## TRAFFIC SAFETY CONTROL DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

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

**Temporary Payroll:** Temporary payroll had been utilized to backfill the vacant full-time Traffic Safety Manager position. This appropriation has been eliminated in fiscal year 2021.

**Overtime:** This line item funds overtime for problems with traffic signals, street sign and streetlight knockdowns, and the Town's fiber optic network that occur outside normal business hours, as well as overtime for special events.

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

**Contractual Services:** This appropriation funds updates and charges for the Call Before You Dig mark out service and on-street pole transfers by Eversource. The increase reflects the projected annual costs.

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

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

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

**Maintenance & Repairs:** This appropriation reflects specialized maintenance repairs and services on the signal maintenance equipment, speed monitoring devices and streetlights, including contractual services for setting or re-setting poles, building foundations for traffic signal controllers and re-setting and re-stringing fiber optic cable. This appropriation is also used by the Sign Shop as the primary supply account for sign materials, cones and barricades and is increased to purchase a plotter to enable in-house sign production.

**Information Technology:** This appropriation will be used to purchase fiber optic supplies for traffic signal cabinets.

**Rental/Leases:** This appropriation funds the leasing of a storage container to store sign and signal materials.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>
Number of street light work orders completed	265	264	256	316	189
Number of instances employees called in to work	43	40	25	23	29

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**ANNUAL BUDGET 2021-2022**

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**GROUNDS MAINTENANCE DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
FEMA Reimbursement	\$	\$	\$	\$468,000	\$	
Miscellaneous Revenue	725	3,000		3,000	2,000	-33.3%
Transfer In				<u>24,000</u>		
<b>TOTAL</b>	<b>\$ 725</b>	<b>\$3,000</b>	<b>\$</b>	<b>\$495,000</b>	<b>\$ 2,000</b>	<b>-33.3%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$1,000,508	\$999,020	\$433,530	\$947,843	\$1,005,844	0.7%
Temporary Payroll	58,357		16,682	24,000	24,000	100.0%
Overtime	63,321	115,000	85,180	163,060	115,000	
Contractual Services	117,200	156,300	607,949	776,104	156,300	
Minor Equipment	27,244	31,450	7,457	45,450	31,450	
Utilities	251,402	292,197	146,098	292,197	262,972	-10.0%
Maintenance & Repairs	172,017	234,050	47,490	241,692	234,050	
Social Security	78,145	83,320	38,857	83,320	85,532	2.7%
Transfer Out	<u>97,803</u>	<u>97,803</u>		<u>97,803</u>	<u>97,803</u>	
<b>TOTAL</b>	<b>\$1,865,997</b>	<b>\$2,009,140</b>	<b>\$1,383,243</b>	<b>\$2,671,469</b>	<b>\$2,012,951</b>	<b>0.2%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-22</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>

\* One Crew Leader position is authorized but unfunded in fiscal year 2022.

## GROUNDS MAINTENANCE DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The grounds division, which is staffed with 17 full-time positions, maintains the grounds at all Town and Board facilities. One Crew Leader position is authorized but unfunded in fiscal year 2022. The appropriation reflects estimated step/merit increases for eligible staff. Of the total, 55% of the payroll is allocated to the Park and Grounds Maintenance program, 20% to the Tree Maintenance program, and 15% to Athletic Field Maintenance. The remaining 10% is allocated to Snow and Ice Control in the Streets Division.

**Temporary Payroll:** The appropriation funding permanent and seasonal part-time help which has been reinstated to help augment summer maintenance of athletic fields and Town parks.

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

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

**Minor Equipment:** This appropriation reflects the purchase of small power equipment used for the mowing and trimming of turf and plants, snow removal equipment for sidewalks and bridges, tree maintenance equipment such as chain saws, ropes and pruning tools, as well as equipment for athletic field line painting, fertilizing and pesticide spraying equipment.

**Utilities:** This appropriation reflects a contribution to the Utilities Services Fund for electricity, natural gas and water at five Town parks (Beachland, Fern, Eisenhower, Kennedy and Wolcott). The budget is used for lighting the parks, operating the pool facilities, running athletic field irrigation systems, and a lighted tennis court, basketball court and baseball field at Wolcott Park. The natural gas cost is for heat at the Beachland and Fern Park facilities. This appropriation increases or decreases based upon rates and the amortization of the Utility Services Fund prior years gains and losses.

**Maintenance & Repairs:** 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. This budget also funds the purchase of annuals, perennials and woody ornamentals, topsoil, mulch, seed, trees, irrigation supplies, supplies used for park bench repairs and trash containers, signs and sign repairs, and all general grounds maintenance needs for parks and grounds at Town buildings. The repair and preventive maintenance of power equipment that is not registered and plated is also funded here. This includes mowing and trimming equipment, leaf and snow removal equipment, tree maintenance equipment, athletic field maintenance equipment and all power hand tools. This appropriation also funds the purchase of fertilizers, pesticides, drying agents, ball field mixes and other supplies used for athletic field maintenance at both Town and BOE fields. In addition, it covers line painting material, pitching rubbers and home plates, soccer goals and netting, and all materials used in the set-up of athletic fields. Finally, it includes the costs associated with the maintenance and repair of the synthetic athletic fields at both of the Town's high schools.

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

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>
Number of tree issue work orders completed	129	117	323	312	306
Number of instances employees called in to work	25	16	4	9	10

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

# BUDGET IN BRIEF

## PARKING LOT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Charges for Services	\$1,196,263	\$1,999,000	\$1,074,000	\$954,000
Management Fee – BBS	62,633	932,261	90,230	
Fines & Forfeitures	92,420	87,500	43,750	43,750
Interest Income	<u>32,870</u>	<u>20,000</u>	<u>2,980</u>	<u>2,950</u>
Total Revenues & Other Resources	\$1,384,186	\$3,038,761	\$1,210,960	\$1,000,700

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Municipal Parking Operations	\$1,803,367	\$2,448,645	\$1,984,262	\$1,962,811
BBS Parking Operations	<u>888,226</u>	<u>930,285</u>	<u>771,093</u>	<u>835,535</u>
Total Expenditures & Other Uses	\$2,691,593	\$3,378,930	\$2,755,355	\$2,798,346

CHANGE IN FUND BALANCE	(\$1,307,407)	(\$ 340,169)	(\$1,544,395)	(\$1,797,646)
BEGINNING BALANCE	\$2,704,195	\$1,396,788	\$1,396,788	(\$147,607)
ENDING BALANCE	\$1,396,788	\$1,056,619	(\$147,607)	(\$1,945,253)



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

**PURPOSE**

A budgeted fund established on July 1, 1995 to account for revenue and expenditures related to gated off-street parking services in West Hartford Center. The scope of the fund has since been expanded to include on-street parking management and Town-center business support activities. The purpose of the fund is to isolate the costs and revenues associated with these operations. These costs include daily operations, equipment and grounds maintenance, and the cost of full-time employees devoted to the lots. The Town leases the land for the lots from private owners. In addition, beginning in fiscal year 2008 the fund provides parking operation services for the West Hartford Center-Special Services District and receives a management fee equal to the cost of said services.

**LONG-TERM STRATEGY**

The goal of the fund is to cover all operating costs and contribute an amount to fund balance each year to be used as a reserve for capital expenditures. In this way, the General Fund is not required to fund capital purchases related to parking services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$1,987,000	\$2,043,000	\$1,977,000	\$1,958,000	\$1,288,000
Management Fee	842,000	1,208,000	1,211,000	1,105,000	63,000
Interest Income	<u>6,000</u>	<u>6,000</u>	<u>14,000</u>	<u>31,000</u>	<u>33,000</u>
<b>TOTAL REVENUES</b>	<b>\$2,835,000</b>	<b>\$3,257,000</b>	<b>\$3,202,000</b>	<b>\$3,094,000</b>	<b>\$1,384,000</b>
<b><u>Expenditures:</u></b>					
Operational	<u>\$2,640,000</u>	<u>\$3,126,000</u>	<u>\$2,864,000</u>	<u>\$3,069,000</u>	<u>\$2,691,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$2,640,000</b>	<b>\$3,126,000</b>	<b>\$2,864,000</b>	<b>\$3,069,000</b>	<b>\$2,691,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 195,000</b>	<b>\$ 131,000</b>	<b>\$ 338,000</b>	<b>\$ 25,000</b>	<b>(\$1,307,000)</b>
<b>FUND BALANCE</b>	<b>\$2,210,000</b>	<b>\$2,341,000</b>	<b>\$2,679,000</b>	<b>\$2,704,000</b>	<b>\$1,397,000</b>

**Fund: Parking Lot Fund**  
**Department: Public Works****REVIEW OF PERFORMANCE**

In fiscal year 2008 the fund assumed responsibility for managing and operating the two parking garages in the West Hartford Center-Special Services District, in addition to the existing municipal lots. Doing so required the addition of personnel, the cost of which is shared between the municipal parking operations and the garage operations. The Parking Lot Fund is paid a management fee from the West Hartford Center-Special Services District in an amount equal to the expenditures to operate and manage the garage operations. The Parking Lot Fund has accumulated fund balance of \$1,396,788 as of June 30, 2020.

**FISCAL YEAR 2021 OPERATING RESULTS**

Fiscal year 2021 budget reflects a sizable decrease in revenue as a result of COVID-19 and a series of deliberate actions taken by the Town to minimize the challenges inflicted by the pandemic. Revenues from municipal lots and on-street parking are expected to reach \$1,210,960, inclusive of the collection of parking violations and interests earned. Operating revenue levels have been at approximately 55% of monthly average, pre-pandemic. 112 parking spaces or 30% of the Town's on-street pay parking inventory were taken out of service to accommodate outdoor dining, take-out and pick-up zones. The decrease in pay parking inventory and consumer usage also reduce the projection for parking violations by half. Operating revenues are not expected to improve in fiscal 2021 as the community is still facing economic issues related to COVID-19. Although the outdoor dining corrals were disassembled for snow removal, they are expected to return mid-March and stay in place through November of 2021. A number of cost reductions were implemented at the operational level in response to the reduction in revenue opportunities. The expense reduction includes: (1) Layoff part time staff, (2) Leave administrative assistant position vacant, (3) Reduce grounds maintenance and contractual services and (4) Defer the implementation of parking permit management system. Bank fees are lower as a result of fewer credit card transactions.

BBS parking operations also experience similar challenges, leaving the balance of operational expenses to be covered by the parking lot fund. The fund expects to have a shortfall of \$1,544,395 for the year, resulting in fund balance of (\$147,607).

**FISCAL YEAR 2022 BUDGET**

The fiscal year 2022 budget is based on the conditions that were observed this year:

- Reduced on-street inventory to accommodate outdoor dining.
- Reduced on-street and lot inventory to accommodate pick-up/take-out.
- Reduction of monthly parking permits as professional employees are working from home.
- Reduction in indoor occupancy for restaurants and businesses.
- Reduction of business traffic (e.g. closed gym, movie theater and restaurants)
- Reduced consumer confidence in public settings (e.g. restaurants, shopping, etc.)

Expenses have been reduced down to the bare minimum. If it is continued, it will have adverse effects on maintaining the Town parking infrastructures like structural and preventive maintenance of garages, elevators, escalators.

The fund expects to have a deficit of \$1,797,646 for the year, resulting in fund balance of (\$1,945,253).

**PARKING LOT FUND**

The mission of the Parking Lot Fund is to operate the Town's municipal parking operations, which include metered 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>Proposed</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Charges for Services	\$1,196,263	\$1,999,000	\$676,251	\$1,074,000	\$954,000	-52.3%
Management Fee – BBS	62,633	932,261		90,230		-100.0%
Fines & Forfeitures	92,420	87,500		43,750	43,750	-50.0%
Interest Income	32,869	20,000	1,295	2,980	2,950	-85.3%
<b>TOTAL</b>	<b>\$1,384,185</b>	<b>\$3,038,761</b>	<b>\$677,547</b>	<b>\$1,210,960</b>	<b>\$1,000,700</b>	<b>-67.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$ 770,373	\$1,017,253	\$317,083	\$806,777	\$871,090	-14.4%
Operating Expense	1,003,947	1,316,317	369,796	993,217	1,091,701	-17.1%
Equipment	92,473	100,000	1,661	10,000	10,000	-90.0%
Fringe Benefits	824,800	945,360	455,463	945,361	825,555	-12.7%
<b>TOTAL</b>	<b>\$2,691,593</b>	<b>\$3,378,930</b>	<b>\$1,144,003</b>	<b>\$2,755,355</b>	<b>\$2,798,346</b>	<b>-17.2%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Proposed</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist**	1	1	1	1	1
Senior Parking Monitor		1	1	1	1
Parking Monitor	4	2	2	2	2
Grounds Maintainer		1	1	1	1
Parking Lot Gate Attendant*	3	3	3	3	3
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

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

\*\* This position is authorized but unfunded in fiscal year 2022.

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for the Parking Lot Fund is decreased \$580,584 or 17.2% for fiscal year 2022. Wages and salaries remain equivalent to prior fiscal year. The overall change includes: a significant decrease in temporary payroll, increases to holiday and uniforms due to the two Police Officer positions funded in the Parking Lot Fund. Cuts in contractual services, maintenance and repairs, and operating equipment are conscious decision to reduce expenses in effort to offset the reduction in revenue.

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

<b>SUMMARY OF EXPENDITURES</b>						
<b><u>Expenditures</u></b>	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Regular Payroll	\$548,415	\$668,705	\$255,706	\$584,888	\$675,078	1.0%
Temporary Payroll	151,060	226,000	32,444	65,536	61,645	-72.7%
Overtime	64,581	110,159	20,363	143,965	110,159	
Holiday	4,225	8,388	7,370	8,388	16,902	101.5%
Education Premium Pay	2,092	4,000	1,199	4,000	7,306	82.7%
Office Expense	38,662	24,500	3,980	24,500	22,500	-8.2%
Dues and Travel	2,475	2,600	1,200	2,600	2,600	
Training	275	2,000				-100.0%
Advertising		2,600				-100.0%
Professional Services		5,000	1,819	5,000	5,000	
Contractual Services	593,388	827,400	190,207	533,900	621,800	-24.8%
Office Equipment		10,000	1,814	10,000	5,000	-50.0%
Uniforms and Laundry	1,898	3,000		3,000	4,000	33.3%
Utilities	112,681	123,301	61,650	123,301	134,885	9.4%
Telecommunications	2,264	2,450	1,170	2,450	2,450	
Vehicles & Equipment Exp	1,837	5,000	576	5,000	5,000	
Maintenance & Repairs	25,055	69,000	2,062	44,000	49,000	-29.0%
Snow Removal Supplies	1,054	6,000	1,054	6,000	6,000	
Rental/Leases	224,358	233,466	104,580	233,466	233,466	
Operating Equipment	92,473	100,000	1,661	10,000	10,000	-90.0%
Social Security	45,545	68,307	16,936	68,307	49,958	-26.9%
Pension	311,732	325,122	162,561	325,122	334,942	3.0%
Risk Management Expense	467,523	551,932	275,966	551,932	440,655	-20.2%
<b>Total Department</b>	<b>\$2,691,593</b>	<b>\$3,378,930</b>	<b>\$1,144,318</b>	<b>\$2,755,355</b>	<b>\$2,798,346</b>	<b>-17.2%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### CEMETERY OPERATING FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Charges for Services	\$ 258,976	\$ 362,500	\$ 362,500	\$ 362,300
Sale of Lots	92,620	244,375	244,375	207,000
Interest Income	24,733	20,000	3,420	3,600
Transfer In				
Total Revenues & Other Resources	\$ 376,329	\$ 626,875	\$ 610,295	\$ 572,900

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Cemetery Operations	\$ 415,867	\$ 476,342	\$ 478,513	\$ 507,752
Total Expenditures & Other Uses	\$ 415,867	\$ 476,342	\$ 478,513	\$ 507,752

CHANGE IN FUND BALANCE	(\$ 39,538)	\$ 150,533	\$ 131,782	\$ 65,148
BEGINNING BALANCE	\$1,738,563	\$1,699,025	\$1,699,025	\$1,830,807
ENDING BALANCE	\$1,699,025	\$1,849,558	\$1,830,807	\$1,895,955

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

**PURPOSE**

A budgeted fund created to account for donations, sale of lots, and other resources provided for the care and maintenance of Town owned and operated cemeteries. Operating revenues and fund balance are utilized for operating expenses and capital improvements.

**LONG-TERM STRATEGY**

The fund will generate sufficient revenue to cover annual operating expense and utilize fund balance solely for capital equipment or improvements.

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>Revenues:</u></b>					
Charges for Service	\$343,000	\$357,000	\$407,000	\$304,000	\$351,000
Interest Income	6,000	6,000	14,000	26,000	25,000
<b>TOTAL REVENUES</b>	<b>\$349,000</b>	<b>\$363,000</b>	<b>\$421,000</b>	<b>\$330,000</b>	<b>\$376,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$344,000	\$315,000	\$391,000	\$376,000	\$412,000
<b>TOTAL EXPENDITURES</b>	<b>\$344,000</b>	<b>\$315,000</b>	<b>\$391,000</b>	<b>\$376,000</b>	<b>\$412,000</b>
<b>TRANSFERS (TO)/FROM OTHER FUNDS</b>	<b>(\$3,000)</b>	<b>(\$213,000)</b>	<b>(\$3,000)</b>	<b>\$97,000</b>	<b>(3,000)</b>
<b>OPERATING RESULTS</b>	<b>\$2,000</b>	<b>(\$165,000)</b>	<b>\$27,000</b>	<b>\$51,000</b>	<b>(\$39,000)</b>
<b>FUND BALANCE</b>	<b>\$1,825,000</b>	<b>\$1,660,000</b>	<b>\$1,687,000</b>	<b>\$1,738,000</b>	<b>\$1,699,000</b>

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

The Cemetery Operations program uses a blended workforce, with Town employees performing the administration, customer service and grave opening/closing functions and a private contractor performing the grounds maintenance function. As of June 30, 2020 fund balance inclusive of the Permanent Reserve account totaled \$1,699,025.

**FISCAL YEAR 2021 OPERATING RESULTS**

On January 28, 2020, Town Council adopted a resolution to authorize a 25% fee increase effective July 1, 2020. In addition, an annual increase of 10% over previous year's fees will apply for the next 9 years through fiscal 2030.

Town staff performed a comprehensive review of the cemetery budget and operational expenditures. Previous annual nominal fee increases, based on consumer price index at approximately 2%, were insufficient to meet operational expenses and perpetual care for all 3 cemeteries.

Fairview Cemetery is running out of inventory. The development of 217 lots located at 60 North Main was suspended due to high groundwater table. Town staff has retained professional cemetery consultancy to evaluate options for expansion. BSC Group is retained to assess a number of locations to determine their viability for burial and/or memorial applications.

It is estimated that revenues of \$610,295 will be achieved in fiscal year 2021 with corresponding expenditures of \$478,513, resulting in a surplus of \$131,782. As of June 30, 2021, fund balance inclusive of the Permanent Reserve account is estimated to be \$1,830,807

**FISCAL YEAR 2022 BUDGET**

The budget for fiscal year 2022 estimates revenue of \$572,900 with corresponding expenditures of \$507,752, resulting in a surplus of \$65,148. It is anticipated that fund balance inclusive of the Permanent Reserve account will total \$1,895,955 by June 30, 2022.

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

**CEMETERY OPERATING FUND**

The mission of the Cemetery Operating Fund is to provide care and maintenance of Town owned and operated cemeteries in a manner which balances needs against available resources.

<b>BUDGET SUMMARY</b>						
<b>DEPARTMENT OF PUBLIC WORKS</b>						
	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Cemetery Service Charges	\$258,976	\$362,500	\$166,123	\$362,500	\$362,300	-0.1%
Sale of Lots	92,621	244,375	86,307	244,375	207,000	-15.3%
Interest on Investment	24,733	20,000	1,710	3,420	3,600	-82.0%
Transfer In						
<b>TOTAL</b>	<b>\$376,330</b>	<b>\$626,875</b>	<b>\$254,140</b>	<b>\$610,295</b>	<b>\$572,900</b>	<b>-8.6%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$131,917	\$139,192	\$ 86,392	\$139,192	\$139,628	0.3%
Operating Expense	154,135	178,593	67,844	180,764	189,223	6.0%
Fringe Benefits	<u>129,815</u>	<u>158,557</u>	<u>80,665</u>	<u>158,557</u>	<u>178,901</u>	12.8%
<b>TOTAL</b>	<b>\$415,867</b>	<b>\$476,342</b>	<b>\$ 234,901</b>	<b>\$478,513</b>	<b>\$507,752</b>	<b>6.6%</b>

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Proposed</b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>
Crew Leader	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The Cemetery Operating Fund budget increases \$31,410 or 6.6% for fiscal year 2022. Wages and salaries reflect anticipated cost-of-living and merit increases. Operating expense increases \$10,630, primarily due to a study related to additional operational options to increase burial space and miscellaneous maintenance required. Fringe benefit costs increase based upon required contributions to the Town's Risk Management and Pension Funds. Based upon revenues of \$572,900, the Fund is expected to experience a surplus of \$65,148.



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

SUMMARY OF EXPENDITURES						
<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$64,659	\$74,192	\$59,067	\$74,192	\$74,628	0.6%
Temporary Payroll	48,982	45,000	21,129	45,000	45,000	
Overtime	18,276	20,000	6,196	20,000	20,000	
Office Expense	1,192	1,340	152	1,340	1,600	19.4%
Professional Services	25,805	20,000		22,171	30,000	50.0%
Contractual Services	104,599	115,000	45,700	115,000	115,000	
Office Equipment	1,381	1,000	261	1,000	1,000	
Utilities	16,123	19,453	10,075	19,453	16,823	-13.5%
Telecommunications	2,258	1,800	1,110	1,800	1,800	
Vehicles and Equipment	7,291	2,000	1,410	2,000	5,000	150.0%
Maintenance & Repairs	12,741	18,000	9,135	18,000	18,000	
Miscellaneous Supplies	270					
Social Security	4,500	5,567	4,169	5,567	10,573	89.9%
Pension	42,982	39,681	19,841	39,681	41,354	4.2%
Risk Management Expense	61,584	113,309	56,655	113,309	126,974	12.1%
Transfer Out	3,224					
<b>TOTAL</b>	<b>\$415,867</b>	<b>\$476,342</b>	<b>\$234,900</b>	<b>\$478,513</b>	<b>\$507,752</b>	<b>6.6%</b>

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**ANNUAL BUDGET 2021-2022**

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DEPARTMENT: PUBLIC WORKS

**FULL-TIME POSITION SCHEDULE**

	Authorized Positions			Revised 2020-21	Proposed 2021-2022
	2018-19	2019-20	2020-21		
<b><u>GENERAL FUND</u></b>					
Director of Public Works	1	1	1	1	1
Business Operations Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Public Works Manager	5	5	5	5	5
Crew Leader-Streets	4	4	4	4	4
Equipment Operator	6	6	8	8	8
Equipment Operator II	4	4	3	3	3
Signal Support Technician	1	1	1	1	1
Sign & Mechanical Maint. Worker	1	1	1	1	1
Sign & Mechanical Maint. Lead	1	1	1	1	1
Streetlight Technician	2	2	2	2	2
Fleet Crew Leader			1	1	1
Mechanic	6	6	5	5	5
Crew Leader-Grounds**	3	3	3	3	3
Equipment Mechanic-Grounds	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	3	3	3	3	3
<b>TOTAL GENERAL FUND</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>49</b>
<b><u>PARKING LOT FUND</u></b>					
Public Works Manager	1	1	1	1	1
Crew Leader	1	1	1	1	1
Accounting Specialist***	1	1	1	1	1
Senior Parking Monitor	1	1	1	1	1
Parking Monitor	2	2	2	2	2
Grounds Maintainer	1	1	1	1	1
Parking Lot Gate Attendant*	3	3	3	3	3
<b>TOTAL PARKING LOT FUND</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b><u>CEMETERY FUND</u></b>					
Crew Leader	1	1	1	1	1
<b>TOTAL CEMETERY FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL PUBLIC WORKS-ALL FUNDS</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

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

\*\* One Crew Leader position is authorized but unfunded in fiscal year 2022.

\*\*\* The Accounting Specialist is authorized but unfunded in fiscal year 2022.

## **DEPARTMENT OF PLANT & FACILITIES SERVICES**

### **MISSION**

The mission of the department is to enhance the public appearance of the Town and preserve assets via cost effective maintenance, facility operation and capital improvements.

This mission is accomplished through the following programs:

- Daily service program addressing routine operation and upkeep of town buildings.
- A program of planned maintenance of building equipment and systems.
- Unplanned maintenance program to respond to unexpected and emergency repairs.
- A capital improvement program to enhance the physical appearance of public spaces, preserve building infrastructure and upgrade mechanical systems.

### **HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Contained operating costs such as overtime and maintenance costs while continuing to provide satisfactory service levels.
- ✓ Continued to respond to and modify building operations in response to the pandemic.
- ✓ Accurately estimated energy budget and continue to secure future favorable electricity supply pricing.
- ✓ Continued to reduce electricity consumption for both the BOE and Town to 15.1 million kilowatt (kWh), down from 21 million kWh six years ago, due in part to energy conservation projects and reduced building operations due to the pandemic.
- ✓ Hired, trained and improved retention of part-time custodial staff.
- ✓ Oversaw numerous capital improvement projects including flooring replacements, roof replacements, and improvements to building mechanical systems.
- ✓ Multiple energy conservation achievements including installation of a 527 kilowatt solar array at King Philip Middle School; 100% offset of electricity use with Green-e certified Renewable Energy Credit purchase; won a national Climate Protection Award in the small city category (population under 100,000) from U.S. Conference of Mayors for its solar Virtual Net Metering program; and enrolled four buildings in Eversource/ISO-NE's electricity demand response programs.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Continue to improve customer communication and develop customer service metrics.
- ❖ Lead the multi-departmental effort to submit an application for a higher certification level in the Sustainable CT program.
- ❖ Continue energy efficiency efforts through improvements in daily operations, capital projects and education of our co-workers.
- ❖ Continue to assess and plan for building and operational efficiencies for all Town and BOE buildings.

## DEPARTMENT OF PLANT &amp; FACILITIES SERVICES

BUDGET SUMMARY						
<b>Revenues:</b>	<b>Actual 2019-20</b>	<b>Adopted 2020-21</b>	<b>Actual 6 Months</b>	<b>Estimated 2020-21</b>	<b>Proposed 2021-22</b>	<b>Percent Change</b>
Miscellaneous Revenue	\$	\$	\$	\$	\$	
Transfers from Other Funds	<u>148,992</u>	<u>272,468</u>		<u>272,468</u>	<u>275,746</u>	1.2%
<b>TOTAL</b>	<b>\$148,992</b>	<b>\$272,468</b>	<b>\$</b>	<b>\$272,468</b>	<b>\$275,746</b>	<b>1.2%</b>
<b>Expenditures:</b>						
Wages & Salaries	\$1,062,076	\$1,206,874	\$486,939	\$1,164,005	\$1,187,906	-1.6%
Operating Expense	891,735	765,381	351,810	805,011	972,883	27.1%
Social Security	<u>75,189</u>	<u>91,134</u>	<u>35,919</u>	<u>89,418</u>	<u>88,517</u>	-2.9%
<b>TOTAL</b>	<b>\$2,029,000</b>	<b>\$2,063,389</b>	<b>\$874,668</b>	<b>\$2,058,434</b>	<b>\$2,249,306</b>	<b>9.0%</b>

	<b>Authorized Positions</b>			<b>Revised</b>	<b>Proposed</b>
<b>Full-Time Positions:</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
General Fund*	9.50	9.50	9.50	9.50	9.50

\* One position is unfunded prior to fiscal year 2020, half-funded in fiscal year 2021 and unfunded in fiscal year 2022.

## BUDGET &amp; PROGRAM HIGHLIGHTS

The fiscal year 2022 budget for the Department of Plant & Facilities Services is increased \$185,917 or 9.0% from the prior year. Wages and salaries decrease \$18,968 or 1.6% due to a plumber position which was half funded in fiscal year 2021 and unfunded in fiscal year 2022. This is offset by an increase in temporary payroll to meet the additional cleaning needs due to the COVID-19 pandemic, minimum wage increases, and merit increases for eligible employees. These increases are offset by a reduction in overtime based upon experience. Operating expense increases \$207,502, primarily as a result of rising utility costs. The social security appropriation is consistent with budgeted wages.

The transfer in from the Capital Projects Fund reimburses wages, social security and benefits for the Capital Projects Manager and Administrative Assistant positions.

**ANNUAL BUDGET 2021-2022**

**FACILITIES SERVICES DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Miscellaneous Revenue	\$	\$	\$	\$	\$	
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$469,441	\$524,317	\$229,284	\$501,976	\$494,646	-5.7%
Temporary Payroll	329,227	392,350	150,165	392,350	400,362	2.0%
Overtime	74,707	101,500	18,779	80,217	100,000	-1.5%
Office Expense	304	325	123	325	325	
Dues and Travel		100		100	100	
Contractual Services	228,690	190,000	93,101	231,630	190,000	
Meals	7,185	6,000	1,150	4,000	6,000	
Uniforms & Laundry		2,250		2,250	2,250	
Utilities	543,909	441,306	220,653	441,306	648,808	47.0%
Telecommunications	4,800	5,600	2,009	5,600	5,600	
Building Maintenance	105,316	112,500	34,051	112,500	112,500	
Vehicles & Equipment Expense	1,128	3,950	425	3,950	3,950	
Maintenance & Repairs		750		750	750	
Miscellaneous Supplies		1,500		1,500	1,500	
Social Security	<u>61,226</u>	<u>78,385</u>	<u>29,356</u>	<u>75,142</u>	<u>73,923</u>	-5.7%
<b>TOTAL</b>	<b>\$1,825,933</b>	<b>\$1,860,833</b>	<b>\$779,096</b>	<b>\$1,853,596</b>	<b>\$2,040,714</b>	<b>9.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Director of Plant & Facilities Services*	0.50	0.50	0.50	0.50	0.50
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>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

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

\*\* One position is authorized but unfunded prior to fiscal year 2020 and half funded for fiscal year 2021.

\*\*\* This position was authorized and half-funded in fiscal year 2021 and unfunded in fiscal year 2022.

## FACILITIES SERVICES DIVISION - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Regular payroll funds the wages for full-time positions involved in the daily maintenance and operation of town buildings and facilities, as detailed on the previous page. In addition, a Board of Education HVAC Mechanic who maintains town buildings is budgeted in this division. In fiscal year 2021 and 2022, a full year of funding is included for the previously vacant building maintenance technician position.

**Temporary Payroll:** Temporary payroll includes the wages for part-time custodians. Part-time employees work no more than 20 hours per week and have limited benefits. Contractual step increases and wage adjustments due to minimum wage increases are included in the appropriation. The fiscal year 2021 and 2022 appropriation increased to maintain Town facilities for the safety of employees and the public due to COVID-19.

**Overtime:** Overtime is utilized to pay for labor of hourly employees outside of their normal work hours. Overtime is used for emergencies, to perform building maintenance tasks that cannot be performed when there are other employees or the public is present in a building, and to provide event support to Leisure Services (Town Hall Auditorium, Elmwood Community Center, Bishops Corner Senior Center) and the Libraries.

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

**Dues and Travel:** The appropriation represents mileage reimbursement, as needed.

**Contractual Services:** This appropriation is for specialized services provided by contractors that our in-house employees are unable to perform. These services include fire alarm testing and monitoring services, sprinkler system testing, elevator maintenance and inspection, electrical work, water treatment for boilers and air conditioning systems, and boiler tune-ups.

**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 and Technicians (3), HVAC Mechanic and part-time Custodians (20).

**Utilities:** This appropriation represents the transfer to the Utility Services Fund (USF) to cover the costs of electricity, natural gas and water for Town buildings, as well as streetlights and traffic signals. The fiscal year 2022 budget reflects a reduction of available surplus to amortize in the USF, slight increases in natural gas and water use, but relatively minor rate increases.

**Electricity** – The electricity budget assumes consistent use and rates however, the overall cost increases due to the amortization of less surplus available than in the prior year.

**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 2022 is based upon normal historical usage patterns, a slight increase in anticipated rates, and reduced amortization of accumulated surplus.

**Water** – Water services are provided by the Metropolitan District Commission, which anticipates an incremental rate increase for 2022. Water use is up slightly due to irrigation.

**Streetlights and Traffic Signals** – After a large reduction in fiscal year 2019 for energy conservation projects, use has remained consistent. This contribution to the Utilities Services Fund has increased from the prior year due to a much smaller fund balance resulting in a lower amortization of accumulated surplus for fiscal year in 2022.

**Telecommunications:** The telecommunications budget pays for seven land-based telephones, four pagers and four cell phones used by Plant and Facilities Services staff. Also, seven phone lines are required for fire alarm monitoring systems and emergency telephones in elevators.

**Building Maintenance:** Building maintenance funding is used to purchase supplies and items used in the daily maintenance and repair of town buildings. Supplies include paper towels, toilet paper, cleaning products, and parts for plumbing and HVAC repairs. Minor capital items are also purchased under this account and include motors and other small fixed equipment used in building systems.

**Vehicles and Equipment Expense:** The vehicles and equipment appropriation is used to pay for operating costs and repairs to the vehicles assigned to Plant and Facilities Services. The vehicles, which include two vans and two pick-up trucks, are utilized by staff in traveling from building to building and for moving supplies and equipment.

**Maintenance & Repairs:** This appropriation funds the repair of tools and equipment used by the Plant and Facilities Services staff.

**Miscellaneous Supplies:** Funding is included for employee training and development in order to meet annual OSHA training requirements and development of employee skills.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and varies depending upon participation in the alternative social security program.

**PROGRAM PERFORMANCE MEASURES AND INDICATORS****Completed Work Orders by Fiscal Year**

<b><u>Trade</u></b>	<b><u>Actual FY 2016</u></b>	<b><u>Actual FY 2017</u></b>	<b><u>Actual FY 2018</u></b>	<b><u>Actual FY 2019</u></b>	<b><u>Actual FY 2020</u></b>
Contractor (Carpentry, Electrical, Painting, etc.)	416	320	335	354	368
HVAC	453	465	455	460	455
Plumbing	<u>208</u>	<u>166</u>	<u>159</u>	<u>165</u>	<u>160</u>
Total Work Orders	1,077	951	949	979	983



**CAPITAL PROJECTS MANAGEMENT DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Transfer from Other Funds	\$148,992	\$272,468	\$	\$272,468	\$275,746	1.2%
<b>TOTAL</b>	<b>\$148,992</b>	<b>\$272,468</b>	<b>\$</b>	<b>\$272,468</b>	<b>\$275,746</b>	<b>1.2%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$186,654	\$187,687	\$88,261	\$188,442	\$191,878	2.2%
Overtime	1,011					
Education Premium Pay	1,037	1,020	450	1,020	1,020	
Office Expense	302	300	268	300	300	
Dues and Travel		50		50	50	
Training		500		500	500	
Telecommunications	100	250	30	250	250	
Social Security	13,963	12,749	6,563	14,276	14,594	14.5%
<b>TOTAL</b>	<b>\$203,067</b>	<b>\$202,556</b>	<b>\$95,572</b>	<b>\$204,838</b>	<b>\$208,592</b>	<b>3.0%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Capital Projects Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

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

**Regular Payroll:** This appropriation funds a Capital Projects Manager and an Administrative Assistant. The budget includes estimated merit increases for eligible employees.

**Overtime:** This appropriation was eliminated in fiscal year 2021.

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

**Office Expense:** Appropriation for postage and office supplies for the division, as well as miscellaneous printing as needed.

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

**Training:** This appropriation is for training for capital project management staff, as needed.

**Telecommunications:** This line item funds the costs associated with land line and cellular phone service for divisional employees.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### UTILITIES SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Miscellaneous Revenue	\$ 32	\$	\$	\$
Interest Income	7,030	5,000	5,000	5,000
Contributions from Other Funds	<u>4,379,206</u>	<u>4,191,794</u>	<u>4,191,794</u>	<u>4,049,578</u>
Total Revenues & Other Resources	\$4,386,268	\$4,196,794	\$4,196,794	\$4,054,578

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Energy Management Services	\$ 98,508	\$ 100,000	\$ 100,000	\$ 100,000
Utilities Expense	<u>3,965,416</u>	<u>5,001,117</u>	<u>4,313,439</u>	<u>4,697,771</u>
Total Expenditures & Other Uses	\$ 4,063,924	\$5,101,117	\$ 4,413,439	\$4,797,771

CHANGE IN FUND BALANCE	\$ 322,344	(\$ 904,323)	(\$ 216,645)	(\$ 743,193)
BEGINNING BALANCE	\$ 1,770,204	\$2,092,548	\$2,092,548	\$1,875,903
ENDING BALANCE	\$ 2,092,548	\$1,188,225	\$1,875,903	\$1,132,710

**Fund: Utilities Services Fund**

**Department: Plant and Facilities Services**

**PURPOSE**

The Utilities Services Fund was created to manage the volatility of energy costs. This internal service fund centralizes the process of receiving and paying utility bills and ensures they are recorded into an energy management system and reviewed for accuracy by an outside consultant. This centralization assists in the identification of energy usage trends and anomalies and creation of the annual budget. During the fiscal year, monthly transfers are made from the utility budget line items to the internal service fund. Any volatility in energy costs is absorbed by the internal service fund and amortized in the subsequent year's budget. Led by the Energy Specialist, Town and BOE staff work cooperatively with the purchasing office in the competitive procurement of energy suppliers and negotiation of supply agreements. The Energy Specialist also works closely with the facility management operation to identify patterns of energy usage and opportunities to reduce energy consumption.

**LONG-TERM STRATEGY**

The Utility Services Fund was established with funding of \$876,310 received in fiscal year 2007 from Eversource, formerly Northeast Utilities, for overcharging the Town for street lighting costs. The Energy Specialist is funded from the Utilities Services Fund. Actual versus expected utility costs are analyzed each year and any variance is amortized over a two year period in order to maintain fund balance while managing the volatility of energy costs. Estimated costs were developed for the current fiscal year and used as the basis for developing estimates for the budget. These estimates are then adjusted for consumption patterns and anticipated pricing changes.

Utility Costs Summary						
	<u>Actual</u> <u>FY 2017</u>	<u>Actual</u> <u>FY 2018</u>	<u>Actual</u> <u>FY 2019</u>	<u>Actual</u> <u>FY 2020</u>	<u>Estimated</u> <u>FY 2021</u>	<u>Proposed</u> <u>FY 2022</u>
<b><u>TOWN</u></b>						
Electric	\$ 961,104	\$ 920,761	\$ 826,966	\$ 913,559	\$ 812,768	\$ 855,193
Fuel Oil	9,144	8,918	11,275	7,676	10,400	10,000
Natural gas	190,233	206,238	231,546	195,326	199,990	225,995
Street & traffic lighting	339,576	230,705	178,776	41,958	185,168	185,168
Water				311,731	293,432	334,395
Hydrants*	<u>411,134</u>	<u>391,882</u>	<u>594,383</u>	<u>190,485</u>		<u>195,020</u>
<b>TOTAL</b>	<b>\$1,911,191</b>	<b>1,758,504</b>	<b>\$1,842,946</b>	<b>\$1,660,735</b>	<b>\$1,501,758</b>	<b>\$1,805,771</b>
<b><u>PUBLIC SCHOOLS</u></b>						
Heating	\$ 629,197	\$ 671,955	\$ 759,392	\$ 605,332	\$ 832,144	\$ 874,000
Water	221,537	220,162	224,478	226,529	293,567	308,250
Electricity	<u>1,951,512</u>	<u>1,813,864</u>	<u>1,837,380</u>	<u>1,472,819</u>	<u>1,685,970</u>	<u>1,709,750</u>
<b>TOTAL</b>	<b>\$2,802,246</b>	<b>\$2,705,981</b>	<b>\$2,821,250</b>	<b>\$2,304,680</b>	<b>\$2,811,681</b>	<b>\$2,892,000</b>
<b>TOTAL UTILITIES</b>	<b>\$4,713,437</b>	<b>\$4,464,485</b>	<b>\$4,664,196</b>	<b>\$3,965,416</b>	<b>\$4,313,439</b>	<b>\$4,697,771</b>

\*In fiscal years 2017-2019 Water and Hydrants were reported as one number

The fiscal year 2022 budget reflects a planned use of \$743,193 of fund balance accumulated in prior years (Energy Management Services - \$95,000; Town - \$200,000; Board of Education - \$448,193).

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

An enhanced energy management strategy was implemented in fiscal year 2008 consisting of an internal service fund for managing utility costs, a billing auditing and energy use monitoring system, improved expertise for energy procurements, and energy audits of facilities to identify opportunities for energy conservation investments, which are funded with an annual appropriation in the Capital Improvement Program. The following narrative provides a summary of the status of each component.

- **Internal Service Fund**

Since the Fund was established in fiscal year 2008, operating budgets have been protected from volatility in utility costs. Utility estimates are developed based upon current year experience and amortization of the cumulative surplus/deficit since the Fund's inception over a two year period. The Fund encourages energy conservation by returning savings in energy consumption to cost centers over a two year period. The part-time Energy Specialist is also financed from the Utilities Services Fund.

- **Billing Auditing & Tracking System**

Capturis (a National Information Solutions Cooperative company) provides monthly bill auditing services and a utility bill tracking system for the Town. The Town's electric, water and natural gas bills are redirected to Capturis to audit charges on the bill, resolve any disputes, enter the bill into a web-based utility bill tracking system, and provide a weekly electronic interface file for the Town's accounts payable system.

- **Procurement Strategy**

The Town and Board of Education utilize the services of an energy broker to analyze forward buying pricing and find opportunities for the Town and BOE to lock in favorable rates for the future. For December 2020-2023, a 3-supply contract for electricity supply was executed with Constellation Energy at 7.57 cents for all electricity accounts. Starting in December 2023, all accounts will move to rate of 7.19 cents for one additional year also with Constellation Energy. The Town continues to buy natural gas supply from the utility provider, Connecticut Natural Gas (variable pricing). Forward buying opportunities in both electricity and natural gas continue to be evaluated. The Town has seven solar electric power purchase agreements (PPAs) on Bristow Middle School, Bishops Corner Library/Senior Center, Department of Public Works, Conard High School, Aiken Elementary School, Town Hall, and King Philip Middle School. The Town will consider additional solar photovoltaic projects. Solar projects which generate free electricity for the Town and BOE are on Charter Oak International Academy, Wolcott Elementary School, Conard High School, Hall High School, and Westmoor Park. The Town also participates in a virtual net metering solar contract, whereby the Town purchases power from a third-party owned solar farm (not on Town property) and receives a credit against electric bills. In fiscal year 2020, The Town offset 100% of its municipal electricity use with a Green-e certified Renewable Energy Credit purchase.

- **Energy Conservation Investments**

In 2016, a substantial investment in energy conservation was made to fund the implementation of energy projects identified in an Investment Grade Audit conducted by Ameresco. They included street lighting, interior and exterior lighting, steam trap replacements, and upgraded or expanded building control systems in multiple Town and BOE buildings. Favorable pricing on these upgrades, as well as higher than anticipated utility incentives due to comprehensive "bundling" of electric and gas-saving projects, allowed

the Town to implement additional LED lighting projects and realize additional savings. Over \$5 million of energy efficiency projects have been completed with a combined payback of about 4 years.

In fiscal year 2020, electricity consumption for both the BOE and Town was 15.1 million kilowatt hours (kWh), down 30% from 21.5 million kWh six years ago. This reduction is mainly due to energy conservation projects, but also building closures starting in March 2020 due to COVID-19. Peak electricity load (KW) in many buildings has also been reduced, resulting in further financial savings. Four buildings with high electricity demand were identified and enrolled in Eversource and ISO-NE's electricity demand response programs. A comprehensive commissioning project of school ventilation systems was undertaken. Despite increased ventilation requirements due to COVID-19, a combined focus on energy efficiency and maintenance has allowed buildings to avoid a significant increase in energy consumption.

The Town continues to implement smaller, cost-effective energy projects and looks for ways to incorporate energy efficiency into planned capital improvement projects. Benchmarking of facility energy consumption to identify lowest performing facilities, as well as operational and maintenance cost tracking, help to guide energy conservation projects. Utility rebates are used to offset project costs or fund additional energy conservation investments. Additional focus will be on water conservation projects and other cost saving strategies, as Metropolitan District Commission rates and fees continue to increase.

DEPARTMENT: PLANT &amp; FACILITIES SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Proposed 2021-22
	2018-19	2019-20	2020-21		
<u>GENERAL FUND</u>					
Director of Plant & Facilities Services*	0.50	0.50	0.50	0.50	0.50
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	1	1	1	1	1
TOTAL PLANT & FACILITIES SERVICES	9.50	9.50	9.50	9.50	9.50

\* Position is shared with the Board of Education.

\*\* One Building Maintenance Technician position was authorized but unfunded prior to fiscal year 2020 and half funded for fiscal year 2021.

\*\*\* This position was authorized but half-funded in fiscal year 2021 and unfunded in fiscal year 2022.

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**DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES****MISSION**

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

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Much of the year focused on pivoting programs and services to meet the community's needs to respond to COVID-19. Staff took turns working remotely to respond to office capacity restrictions during the Town Hall closures.
- ✓ Social Services implemented programs remotely, including rent rebate, energy assistance other support activities. Social workers met clients via phone or video, and provided assessment, case management and advocacy to residents facing numerous challenges. No doubt, the pandemic exacerbated many underlying issues. The CLASP task force, led by Social Services and the West Hartford Fire Department, made comfort calls to vulnerable or home-bound residents to make sure they received assistance during the pandemic's early months. A working group collaborated with the West Hartford Police Department to address panhandlers.
- ✓ Food Pantry operations increased dramatically during the pandemic and responded to increased participation with distributions three times per week outdoors at the Town Hall entrance.
- ✓ Worked with West Hartford Prevention Council to launch a Community Wellness Assessment in conjunction with public health masters students from University of Connecticut.
- ✓ Restructured the administration of Community Development Block Grant. Completed the Town's CDBG Five-Year Consolidated Plan.
- ✓ Negotiated discounted rates from Dial-A-Ride provider due to low ridership during pandemic.
- ✓ Leisure Services pivoted quickly to design and implement a curtailed summer camp program at two locations – Westmoor Park and Elmwood Community Center. Two of four outdoor pools were opened in July, with management provided by the Cornerstone Aquatics Center management team. Staff supported a Game On Tent and other free, socially distant activities in public parks.
- ✓ Veterans Rink, Cornerstone Aquatics Center, Westmoor Park, Elmwood Community Center and both senior centers closed in March 2020, and some reopened during the summer with limited services. Senior Centers remained closed to ensure safety of this vulnerable age group.
- ✓ Despite closure for 8 weeks in spring 2020, Rockledge Golf Club experienced its best overall season in several years, with an increase of almost 25% in rounds.
- ✓ The retirement of the long-time Golf Pro at Rockledge Golf Course allowed the department to restructure facility operations. A new Golf Pro was selected starting with the 2021 season. In addition, the Town assumed the operations of cart rentals through a lease program for new golf carts.

- ✓ Oversaw various park improvement projects. Whiting Lane Park included a soccer field renovation and the installation of post-tension concrete tennis courts. Continued Wolcott Park renovation, including upgrades to community gardens and the renovation of the Western parking lot, to be completed in summer 2021. Fernridge Park celebrated the opening of the Leslie Knope Promenade. Spicebush Park underwent some refurbishment in Spring 2021, including pond restoration and trail improvements.
- ✓ Successfully collaborated with numerous community groups to implement improvements, including the WH Garden Club, Friends of Fernridge Park, and Field of Dreams.
- ✓ Continued to collaborate with Capital Projects on improvements to Cornerstone Aquatics Center's locker room renovation, which was completed in February 2021.

### **FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Continue to manage and improve operations to maximize delivery of programs in an efficient and effective way.
- ❖ Continue to oversee and administer CIP plan, with focus on safety, accessibility, cost saving measures or improving quality of life. Continue phased improvements at Wolcott Park, including design and renovation of eastern section of park. Launch park planning for Kennedy Park with community outreach. Conduct community outreach to gain approval for outdoor volleyball courts.
- ❖ Continue programs in support of the Ten Minute Walk initiative, particularly efforts to engage with traditionally underserved populations.
- ❖ Support completion of Community Wellness Assessment. Help identify gaps in service to improve ability to meet the needs of our community.

**DEPARTMENT OF LEISURE SERVICES AND SOCIAL SERVICES**

<b>BUDGET SUMMARY</b>						
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Proposed</u></b>	<b><u>Percent</u></b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Intergovernmental	\$ 34,244	\$91,754	\$12,670	\$91,754	\$91,712	
Charges for Services	796,988	760,313	65,914	210,863	715,468	-5.9%
Miscellaneous Revenue	<u>40,321</u>	<u>16,000</u>	<u>7,467</u>	<u>171,800</u>	<u>13,050</u>	-18.4%
<b>TOTAL</b>	<b>\$871,553</b>	<b>\$868,067</b>	<b>\$86,051</b>	<b>\$474,417</b>	<b>\$820,230</b>	<b>-5.5%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,890,505	\$1,714,833	\$ 714,157	\$1,505,368	\$2,002,145	16.8%
Operating Expense	900,167	986,640	413,509	844,225	1,023,452	3.7%
Social Security	<u>101,178</u>	<u>109,295</u>	<u>41,239</u>	<u>95,424</u>	<u>101,872</u>	-6.8%
<b>TOTAL</b>	<b>\$2,891,850</b>	<b>\$2,810,768</b>	<b>\$1,168,905</b>	<b>\$2,445,017</b>	<b>\$3,127,469</b>	<b>11.3%</b>

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
General Fund	13.62	13.87	13.90	13.90	14.40
Leisure Services Fund	8.18	7.93	7.90	7.90	7.90
CDBG Fund	1.1	2.1	2.1	2.1	1.6
Westmoor Park Fund	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>	<u>2.1</u>
<b>TOTAL</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The fiscal year 2022 budget for the Department of Leisure Services & Social Services increases \$316,701 or 11.3% from the prior year. In fiscal year 2021, the COVID-19 pandemic caused a number of programs to be reduced or eliminated. Senior Center and Elmwood Community Center services and programs have been significantly reduced. Wages and salaries increase \$287,312 or 16.8%. This is primarily due to adding back the temporary payroll for the outdoor pools, offset by merit increases budgeted for eligible employees. A \$36,812 increase to operating expense is primarily due to the restoring of funding for outdoor pools. The State of CT Department of Transportation restored funding for the expanded Dial-A-Ride program (\$62,418). The social security variance reflects wage and salary adjustments.

**LEISURE SERVICES & SOCIAL SERVICES MANAGEMENT DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$255,857	\$256,405	\$114,871	\$245,564	\$257,673	0.5%
Temporary Payroll	8,815				9,000	100.0%
Education Premium Pay	704	714	264	714	714	
Office Expense	4,148	4,750	1,240	5,684	6,050	27.4%
Dues and Travel	1,620	800	504	800	800	
Training	685	1,050		50	1,050	
Advertising	1,692	1,852		1,852	1,852	
Professional Services	8,652	13,425	5,294	13,425	13,425	
Contractual Services	23,343	37,375	7,375	27,375	37,375	
Information Technology	45,000	45,000	37,500	37,500	45,000	
Telecommunications	590	750	300	750	750	
Vehicles & Equipment Expense	365	250	88	188	250	
Operating Expense – Miscellaneous	1,852					
Social Security	<u>18,525</u>	<u>19,078</u>	<u>8,375</u>	<u>18,426</u>	<u>19,162</u>	0.4%
<b>TOTAL</b>	<b>\$371,848</b>	<b>\$381,449</b>	<b>\$175,811</b>	<b>\$352,328</b>	<b>\$393,101</b>	<b>3.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u>	<u><b>Adopted</b></u>
	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>	<u><b>2020-21</b></u>	<u><b>2021-2022</b></u>
Director of Leisure & Social Services	0.85	0.85	0.85	0.85	0.85
Staff Assistant	0.75				
Office Operations Specialist	0.67	0.67	0.70	0.70	0.70
Recreation Specialist		0.50	0.50	0.50	0.50
Leisure Services Manager	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>TOTAL</b>	<b>2.77</b>	<b>2.52</b>	<b>2.55</b>	<b>2.55</b>	<b>2.55</b>

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

**Regular Payroll:** This appropriation funds 85% of the Director of Leisure Services & Social Services position, 50% of the Leisure Services Manager, 70% of an Office Operations Specialist and 50% of a Recreation Specialist.

**Temporary Payroll:** Funds for part-time employees who provide office administrative assistance and support.

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

**Office Expense:** This appropriation funds office supplies, paper, postage, and printing/copying, which is increased based upon usage.

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

**Training:** This appropriation provides training funds for local workshops and other professional development programs to maintain staff certifications.

**Advertising:** This budget funds a portion of the Leisure Services Program Guide.

**Professional Services:** The expense is associated with a portion of the cost of a graphic designer for the recreation program brochures.

**Contractual Services:** This appropriation pays for bank fees related to customer credit card purchases. The point of sale system requires on-line registration. The allocation is based on the volume of transactions.

**Information Technology:** This appropriation funds annual software costs for the point of sale system for Leisure Services.

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

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

**Operating Expense - Miscellaneous:** Operating expense includes payment to Vermont Systems to maintain the computerized database and operational software for recreational facilities. This appropriation was eliminated in fiscal year 2021 as the department transitioned to a new system.

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

**CASE MANAGEMENT DIVISION**

**SUMMARY OF REVENUES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Alcohol/Drug Abuse Grant	\$7,142	\$ 7,142	\$ 7,142	\$ 7,142	\$ 7,142	
Charges for Services	5,000	5,000	5,000	5,000	5,000	
Transfer In	<u>27,500</u>					
<b>TOTAL</b>	<b>\$39,642</b>	<b>\$12,142</b>	<b>\$12,142</b>	<b>\$12,142</b>	<b>\$12,142</b>	

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$387,257	\$ 395,196	\$ 185,836	\$ 395,642	\$440,888	11.6%
Temporary Payroll	68,377	84,229	27,773	52,339	84,229	
Office Expense	5,583	7,150	2,145	6,903	7,150	
Dues and Travel	1,226	2,470	550	1,770	2,470	
Training	95	1,550		800	1,550	
Advertising	513	750		750	750	
Professional Services	1,092	16,142	1,000	11,142	16,142	
Office Equipment		500			500	
General Contributions	202,153	202,489	80,539	202,489	204,866	1.2%
Information Technology	4,752	4,536	3,888	4,536	4,536	
Telecommunications	975	800	480	800	900	12.5%
Town Assistance	36,445	10,000	11,937	12,570	20,000	100.0%
ADA Expenditures		250		250	250	
Social Security	<u>31,507</u>	<u>37,342</u>	<u>15,103</u>	<u>35,523</u>	<u>32,591</u>	-12.7%
<b>TOTAL</b>	<b>\$739,975</b>	<b>\$763,404</b>	<b>\$329,251</b>	<b>\$725,514</b>	<b>\$816,822</b>	<b>7.0%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Social Services Manager	0.95	0.95	0.95	0.95	1.0
Social Worker	2.5	2.5	2.5	2.5	3.0
Senior Staff Assistant	0.9	0.9	0.9	0.9	1.0
Community Partnership Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>.45</u>
<b>TOTAL</b>	<b>4.95</b>	<b>4.95</b>	<b>4.95</b>	<b>4.95</b>	<b>5.45</b>

## CASE MANAGEMENT - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds the positions detailed on the previous page. The appropriation includes merit increases for eligible employees.

**Temporary Payroll:** This budget is for 50% of the part-time Program Coordinator at the Hillcrest Area Outreach Center (HANOC), as well as two part-time social workers (900 hours each) and a part-time Volunteer Coordinator (450 hours).

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

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

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

**Advertising:** This appropriation funds notices and information contained in the department catalog.

**Professional Services:** Home Health Care Services are provided on a short-term basis to assist the elderly and fund emergency response systems to enable the elderly to live safely in their homes. Also funded via a grant from the Capitol Area Substance Abuse Council to support local activities of the West Hartford Substance Abuse Prevention Commission.

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

**General Contributions:** This appropriation funds the Town's contractual agreement with Bridge Family Services for all youth services and the teen center and includes a 1.2% increase over the prior year.

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

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

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

**ADA Expenditures:** This account reflects funding for the occasional need for ADA-required services, including any need for a deaf interpreter for the Persons with Disabilities Commission meetings.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

	<b>Case Management (Fiscal Year)</b>				
	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>
Number of information and referral inquiries	4,578	4,180	4,346	4,762	7,435
Number of geriatric residents receiving case management	219	219	330	535	207
Number of Juvenile Review Board referrals	38	23	35	65	37
Number of Community Court interviews/referrals	71	122	108	85	49



**COMMUNITY & NEIGHBORHOOD SERVICES DIVISION**

SUMMARY OF REVENUES						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Greater Hartford Transit	\$27,102	\$22,152	\$5,528	\$22,152	\$22,152	
District Dial-A-Ride Grant						
Expanded Dial-A-Ride		62,460		62,460	62,418	-0.1%
Dial-A-Ride Contributions	<u>6,095</u>	<u>12,500</u>	<u>3,435</u>	<u>5,500</u>	<u>9,500</u>	-24.0%
<b>TOTAL</b>	<b>\$33,197</b>	<b>\$ 97,112</b>	<b>\$8,963</b>	<b>\$90,112</b>	<b>\$94,070</b>	<b>-3.1%</b>

SUMMARY OF EXPENDITURES						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
General Contributions	\$28,588	\$35,555	\$11,923	\$35,555	\$35,555	
Dial-A-Ride Transportation	194,881	265,000	91,960	228,659	267,435	0.9%
Expanded Dial-A-Ride	<u>33,541</u>	_____	_____	_____	_____	
<b>TOTAL</b>	<b>\$257,010</b>	<b>\$300,555</b>	<b>\$103,883</b>	<b>\$264,214</b>	<b>\$302,990</b>	<b>0.8%</b>

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

**General Contributions:** This appropriation funds utility costs for three Town facilities operated by non-profit organizations: Sarah Whitman House (\$6,054), West Hartford Art League (\$15,001), and Noah Webster (\$14,500).

**Dial-A-Ride Transportation:** This line funds door-to-door transportation for West Hartford residents who are elderly or disabled.

**Expanded Dial-A-Ride:** The State of CT Department of Transportation restored funding for the expanded Dial-A-Ride program (\$62,418).

**ELMWOOD COMMUNITY CENTER**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Day Care Rental	\$33,724	\$34,063	\$17,034	\$34,063	\$35,168	3.2%
General Admissions	13,871	20,000	75	5,000	10,000	-50.0%
Program Revenue	332,362	314,500	36,460	95,000	275,000	-12.6%
Rental of Facilities	<u>48,350</u>	<u>76,000</u>	_____	<u>5,000</u>	<u>90,000</u>	18.4%
<b>TOTAL</b>	<b>\$428,307</b>	<b>\$444,563</b>	<b>\$53,569</b>	<b>\$139,063</b>	<b>\$410,168</b>	<b>-7.7%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$166,502	\$169,659	\$79,678	\$169,659	\$179,347	5.7%
Temporary Payroll	228,163	285,287	88,347	145,000	283,917	-0.5%
Overtime	2,063	2,500			2,500	
Office Expense	2,428	5,750	658	2,145	2,645	-54.0%
Dues and Travel	587	600	169	500	600	
Training	690	2,500		700	2,500	
Advertising	13,726	11,081	267	5,500	11,381	2.7%
Professional Services	3,450	150		150	150	
Contractual Services	94,338	120,000	6,644	28,400	100,800	-16.0%
Telecommunications	886	2,000	420	1,400	2,000	
Operating Expense – Miscellaneous	1,052	3,000	145	2,000	2,500	-16.7%
Recreational Supplies	16,938	20,050	5,292	12,000	20,050	
Social Security	<u>16,205</u>	<u>21,153</u>	<u>7,189</u>	<u>17,284</u>	<u>17,552</u>	-17.0%
<b>TOTAL</b>	<b>\$547,028</b>	<b>\$643,730</b>	<b>\$188,809</b>	<b>\$384,738</b>	<b>\$625,942</b>	<b>-2.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Facility Supervisor	1	1	1	1	1
Staff Assistant		1			
Senior Staff Assistant			1	1	1
Recreation Specialist		0.5	0.5	0.5	0.5
Executive Assistant	<u>1</u>	_____	_____	_____	_____
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

## ELMWOOD COMMUNITY CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** For fiscal year 2022, this appropriation funds one Facility Supervisor position, one Senior Staff Assistant position and 50% of a Recreation Specialist. Regular payroll includes estimated merits, when applicable.

**Temporary Payroll:** This appropriation funds part-time employees who provide staffing for office management, on- and off-site programs, program and clerical support, and fitness programs. In addition, a Program Coordinator, Recreation Coordinators (2) and Playground Leaders (10) work directly with special needs children and adults.

**Overtime:** This appropriation funds overtime for Facilities custodial staff who handle special events.

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

**Dues & Travel:** This budget includes dues to two professional organizations, the National Recreation and Park Association and the Connecticut Recreation and Park Association, and mileage reimbursement for off-site meetings.

**Training:** The training appropriation funds professional development programs and training opportunities for staff. The additional training is the Program Coordinator position.

**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 had funded marketing services provided by an outside consultant.

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

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

**Operating Expense - Miscellaneous:** This appropriation covers supplies and materials, equipment, refreshments, prizes, decorations and paper products for Special Events.

**Recreational Supplies:** This budget covers supplies for programs, classes, and camps, as well as camp staff shirts, first-aid supplies, and sports and fitness equipment.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS****Elmwood Community Center****(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Number of instructional programs	213	274	254	359	294
Number of program registrations	4,421	4,611	3,865	2,568	2,468
Number of registrations for special events and trips	518	497	233	1,235	712

**ANNUAL BUDGET 2021-2022**

**ELMWOOD SENIOR CENTER**

<b>SUMMARY OF REVENUES</b>						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Memberships	\$21,262	\$25,000	\$ 925	\$8,000	\$21,000	-16.0%
Program Registration	35,181	53,000		9,000	30,000	-43.4%
Rental of Facilities	5,138	6,000			2,000	-66.7%
Sales	2,070	4,500				-100.0%
Special Events	7,634	16,000		500	6,800	-57.5%
Miscellaneous Charges for Services	3,446	21,000				-100.0%
Contributions/Commissions	<u>881</u>	<u>2,000</u>	<u>1,220</u>	<u>1,300</u>	<u>1,800</u>	-10.0%
<b>TOTAL</b>	<b>\$75,612</b>	<b>\$127,500</b>	<b>\$ 2,145</b>	<b>\$18,800</b>	<b>\$61,600</b>	<b>-51.7%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$86,327	\$72,257	\$ 310	\$1,000	\$52,865	-26.8%
Temporary Payroll	87,768	77,100	9,990	32,093	72,235	-6.3%
Office Expense	3,654	9,555	2,203	3,575	6,650	-30.4%
Dues and Travel	584	1,045	100	300	745	-28.7%
Training		450			275	-38.9%
Advertising	4,950	7,000	425	3,850	4,000	-42.9%
Professional Services		250				-100.0%
Contractual Services	30,371	43,000	3,163	8,419	30,000	-30.2%
Office Equipment	1,370	2,025		900	2,825	39.5%
Telecommunications	2,282	2,925	449	1,000	2,770	-5.3%
Vehicles & Equipment Expense	5,092	3,000				-100.0%
Recreational Supplies	301	2,500		150	1,685	-32.6%
Special Events	1,589	2,000	183	800	1,000	-50.0%
Town Assistance		500			500	
Social Security	<u>9,245</u>	<u>8,630</u>	<u>278</u>	<u>1,765</u>	<u>6,949</u>	-19.5%
<b>TOTAL</b>	<b>\$233,533</b>	<b>\$232,237</b>	<b>\$17,101</b>	<b>\$53,852</b>	<b>\$182,499</b>	<b>-21.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Program Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## ELMWOOD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

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

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

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

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

**Training:** This appropriation is for staff first aid/CPR training.

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

**Professional Services:** This budget is for required testing of the Elmwood Express van drivers.

**Contractual Services:** This appropriation is the fee for a Fitness Consultant to manage the Senior Fitness Center, as well as all instructor fees for all instructional classes at the Elmwood Senior Center.

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

**Telecommunications:** This appropriation funds the cost of telephone service and cable television for the Senior Center and internet access for the Computer Training Center, and is reduced based upon experience.

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

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

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

**Town Assistance:** This appropriation funds the rental of a vehicle, as necessary, to replace the Elmwood Express and is reduced based upon anticipated need.

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

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Elmwood Senior Center**

**(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Number of members	991	1,008	842	837	702
Number of instructional programs	198	185	147	146	114
Number of program registrations	1,435	1,352	1,125	1,378	830
Number of recreational, special events and trip visitations	42,844	41,918	41,197	39,514	26,344

**WEST HARTFORD SENIOR CENTER**

**SUMMARY OF REVENUES**

	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Memberships	\$ 19,811	\$ 30,000	\$ 710	\$ 8,000	\$ 21,000	-30.0%
Program Registration	47,080	55,000		6,850	40,000	-27.3%
Rental of Facilities	41,356	55,000	800	1,550	24,000	-56.4%
Special Events	19,546	22,750		500	10,000	-56.0%
Contributions	<u>2,781</u>	<u>1,500</u>	<u>2,813</u>	<u>3,000</u>	<u>1,750</u>	16.7%
<b>TOTAL</b>	<b>\$130,574</b>	<b>\$164,250</b>	<b>\$4,323</b>	<b>\$ 19,900</b>	<b>\$ 96,750</b>	<b>-41.1%</b>

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$97,411	\$97,218	\$ 44,525	\$95,718	\$95,718	-1.5%
Temporary Payroll	89,045	72,125	15,903	53,588	75,000	4.0%
Overtime	1,775	2,500			1,000	-60.0%
Office Expense	3,337	6,900	1,883	3,575	5,785	-16.2%
Dues and Travel	560	1,010	203	645	910	-9.9%
Training	275	800	175	275	500	-37.5%
Advertising	3,126	4,000	250	1,500	3,000	-25.0%
Contractual Services	40,747	46,880	1,890	12,720	32,880	-29.9%
Office Equipment	3,807	6,000		2,475	4,800	-20.0%
Telecommunications	1,385	2,475	62	557	1,465	-40.8%
Operating Expense – Misc.	110	500			275	-45.0%
Recreational Supplies		500		250	500	
Special Events	2,050	1,280	408	725	875	-31.6%
Social Security	<u>10,892</u>	<u>10,472</u>	<u>4,101</u>	<u>9,822</u>	<u>10,535</u>	0.6%
<b>TOTAL</b>	<b>\$254,520</b>	<b>\$252,660</b>	<b>\$69,400</b>	<b>\$181,850</b>	<b>\$233,243</b>	<b>-7.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Facility Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



## WEST HARTFORD SENIOR CENTER - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The West Hartford Senior Center is staffed with one full-time position.

**Temporary Payroll:** The temporary payroll appropriation funds part-time clerical staff who coordinate key components of the daily operation of the Senior Center including office duties, volunteer recruitment and monitoring, special event assistance, fitness center monitoring, bulletin production and other day-to-day issues that arise.

**Overtime:** This account funds facilities maintenance overtime as necessary.

**Office Expense:** Office supplies, printing/copying and postage for mailing bulletins, flyers and other informational publications to the senior members are charged to this account.

**Dues & Travel:** This appropriation is used to fund dues to the statewide senior organization, licenses to show movies at the Senior Center and mileage reimbursements.

**Training:** These funds are used for professional training for staff.

**Advertising:** The Senior Center advertises the fitness center, rental opportunities, and participates in the departmental brochure distributed town-wide.

**Contractual Services:** This appropriation funds the contract with the Senior Fitness Center consultant and for instructors that teach the many and varied classes offered by the West Hartford Senior Center.

**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.

**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****West Hartford Senior Center****(Fiscal Year)**

	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Number of members	961	933	922	849	716
Number of instructional programs	212	202	240	215	155
Number of program registrations	1,760	1,427	1,878	1,633	1,368
Number of recreational, special events and trip visitations	68,748	69,031	71,872	70,989	51,029

**PARKS & GYMS DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Miscellaneous Charges for Services	\$ 4,392	\$ 2,500	\$ 300	\$	\$ 1,000	-60.0%
Contributions	2,885					
Rental of Facilities	<u>12,604</u>	<u>20,000</u>	<u>4,610</u>	<u>6,000</u>	<u>8,000</u>	-60.0%
<b>TOTAL</b>	<b>\$19,881</b>	<b>\$22,500</b>	<b>\$4,910</b>	<b>\$6,000</b>	<b>\$9,000</b>	<b>-60.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$55,478	\$59,409	\$ 27,360	\$59,409	\$59,632	0.4%
Temporary Payroll	73,565	55,982	58,787	72,787	65,901	17.7%
Overtime	1,665	2,500	325	600	2,500	
Office Expense	60	50	4	25	50	
Dues & Travel	2,678	160	1,182	1,200	160	
Professional Services	5,300	500		250	500	
Contractual Services	7,165	7,300		7,300	7,300	
Uniforms & Laundry	643	400	289	400	400	
Telecommunications	1,033	350		828	350	
Vehicles & Equipment Expense	1,448	2,250	1,145	2,250	2,250	
Maintenance & Repairs	6,181	4,160	3,531	5,175	4,500	8.2%
Recreational Supplies	2,555	1,800	1,063	1,063	1,800	
Town Assistance	6,938	7,500	1,649	1,649	7,500	
Social Security	<u>5,538</u>	<u>6,366</u>	<u>3,051</u>	<u>5,642</u>	<u>5,440</u>	-14.5%
<b>TOTAL</b>	<b>\$170,247</b>	<b>\$148,727</b>	<b>\$98,386</b>	<b>\$158,578</b>	<b>\$158,283</b>	<b>6.4%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Facility Supervisor	0.4	0.45	0.45	0.45	0.45
Staff Assistant	0.1				
Grounds Maintainer	<u>0.3</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
<b>TOTAL</b>	<b>0.80</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>

**PARKS & GYMS - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** This appropriation funds a portion of a Grounds Maintainer position (0.40) and Facility Supervisor (0.45). The budget reflects applicable merit increases for eligible employees.

**Temporary Payroll:** This appropriation funds staff at Camp Hillcrest, park supervision and winter gym supervisors and is increased due to the minimum wage increase and added hours for special park projects.

**Overtime:** Labor costs associated with weekend operation, emergency call backs and spring set-ups are included in this account.

**Office Expense:** The Board of Education's print shop is used for the printing of staff manuals, handbooks for parents, and flyers for Camp Hillcrest.

**Dues & Travel:** This funds required certifications and licenses.

**Professional Services:** The majority of this appropriation previously funded an outside marketing consultant which has been eliminated in fiscal year 2021.

**Contractual Services:** This appropriation funds the set-up of the Har-Tru tennis courts at Fernridge Park in the spring.

**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.

**Maintenance & Repairs:** Playground repairs and minor equipment repairs (such as tennis court nets) are funded by experience with this appropriation.

**Recreational Supplies:** This appropriation is for first aid supplies, arts and crafts supplies, and sports equipment for Camp Hillcrest.

**Town Assistance:** This appropriation pays for bus transportation to and from Kennedy Park for the Hillcrest Camp program.

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

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

	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Actual</u> <u>2019</u>	<u>Actual</u> <u>2020</u>
Park permits issued	13	20	20	19	20
Field uses scheduled (prior calendar year)	17,666	18,859	18,900	18,848	18,500

**OUTDOOR POOLS DIVISION**

<b>SUMMARY OF REVENUES</b>						
	<u><b>Actual</b></u> <u><b>2019-20</b></u>	<u><b>Adopted</b></u> <u><b>2020-21</b></u>	<u><b>Actual</b></u> <u><b>6 Months</b></u>	<u><b>Estimated</b></u> <u><b>2020-21</b></u>	<u><b>Proposed</b></u> <u><b>2021-22</b></u>	<u><b>Percent</b></u> <u><b>Change</b></u>
General Admission	\$79,192	\$	\$	\$12,500	\$80,000	100.0%
Memberships	33,271			5,900	24,000	100.0%
Miscellaneous Charges for Services	4,688				2,500	100.0%
Program Registration	27,189			8,000	30,000	100.0%
Transfer In				<u>162,000</u>		
<b>TOTAL</b>	<b>\$144,340</b>	<b>\$</b>	<b>\$</b>	<b>\$188,400</b>	<b>\$136,500</b>	<b>100.0%</b>

<b>SUMMARY OF EXPENDITURES</b>						
	<u><b>Actual</b></u> <u><b>2019-20</b></u>	<u><b>Adopted</b></u> <u><b>2020-21</b></u>	<u><b>Actual</b></u> <u><b>6 Months</b></u>	<u><b>Estimated</b></u> <u><b>2020-21</b></u>	<u><b>Proposed</b></u> <u><b>2021-22</b></u>	<u><b>Percent</b></u> <u><b>Change</b></u>
Regular Payroll	\$78,631	\$81,752	\$38,246	\$81,752	\$82,151	0.5%
Temporary Payroll	197,262		21,615	96,500	231,875	100.0%
Overtime	3,838		328	3,003	5,000	100.0%
Office Expense	269		95	750	1,500	100.0%
Dues and Travel	1,651			175	175	100.0%
Advertising	2,849			2,000	3,000	100.0%
Contractual Services	226		105,401	105,401	42,000	100.0%
Uniforms & Laundry	605		288	380	545	100.0%
Telecommunications	2,685		1,569	2,820	2,800	100.0%
Vehicles & Equipment Expense	795		72	700	900	100.0%
Operating Expense – Miscellaneous	9,284		13,315	20,000	19,500	100.0%
Maintenance & Repairs	7,838		2,092	3,500	5,500	100.0%
Recreational Supplies	2,489		101		10,000	100.0%
Social Security	<u>9,267</u>	<u>6,254</u>	<u>3,142</u>	<u>6,962</u>	<u>9,643</u>	54.2%
<b>TOTAL</b>	<b>\$317,689</b>	<b>\$88,006</b>	<b>\$186,264</b>	<b>\$323,943</b>	<b>\$414,589</b>	<b>371.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<u><b>Authorized Positions</b></u>			<u><b>Revised</b></u> <u><b>2020-21</b></u>	<u><b>Proposed</b></u> <u><b>2021-2022</b></u>
	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>		
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Staff Assistant	0.15				
Facility Supervisor	0.4	0.4	0.4	0.4	0.4
Grounds Maintainer	<u>0.3</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
<b>TOTAL</b>	<b>1.1</b>	<b>1.1</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>

## OUTDOOR POOLS - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** This appropriation funds portions of a Leisure Services Manager position, a Grounds Maintainer position, and a Facility Supervisor. Merit increases are included where applicable.

**Temporary Payroll:** This appropriation covered staff at outdoor pools including Managers, Assistant Managers, Water Safety Instructors, Lifeguards, Swim Team Coaches, and Cashiers. In addition, it funded four seasonal maintenance positions used for setting up the pools, maintaining the pools throughout the season, and providing grounds maintenance and event support. In fiscal year 2021 all temporary payroll was eliminated due to COVID and the temporary closing of pools. The increase in fiscal year 2022 restores funding.

**Overtime:** This appropriation was eliminated in fiscal year 2021 due to COVID and the closing of the outdoor pools for the summer of 2020. The increase in fiscal year 2022 restores funding.

**Office Expense:** The cost of staff manuals, daily revenue sheets and internet connectivity are funded via this appropriation, as well as minor printing and binding. The increase in fiscal year 2022 restores funding.

**Dues & Travel:** This appropriation covers the recreational software license and mileage reimbursement for program coordinators, as well as certification courses necessary to maintain licenses for full-time staff. The increase in fiscal year 2022 restores funding.

**Advertising:** This appropriation funds advertising for the outdoor pool programs in the departmental brochure. The increase in fiscal year 2022 restores funding.

**Contractual Services:** This appropriation is for the cost of American Red Cross lifeguard safety programs. In addition, this appropriation funds the contract with Health Fitness to manage outdoor pool operations.

**Uniforms & Laundry:** In accordance with union contracts, uniforms and safety equipment are provided to staff. The increase in fiscal year 2022 restores funding.

**Telecommunications:** This account funds telephone service at the outdoor pools and Beachland House, as well as cell phone costs for the Facility Supervisor. The increase in fiscal year 2022 restores funding.

**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. The increase in fiscal year 2022 restores funding.

**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. The increase in fiscal year 2022 restores funding.

**Maintenance & Repairs:** 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. The increase in fiscal year 2022 restores funding.

**Recreational Supplies:** This appropriation covers all supplies associated with the outdoor pools including first aid and safety equipment, uniforms and supplies. The increase in fiscal year 2022 restores funding.

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

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>Outdoor Pools</b>					
<b>(Fiscal Year)</b>					
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Number of instructional programs	198	198	204	203	275
Number of swim lesson registrations	1,470	1,582	1,312	1,227	1,944

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### LEISURE SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Charges for Services	\$ 3,141,382	\$ 4,360,150	\$ 2,461,414	\$ 4,554,100
Westmoor Park Contribution	20,000	20,000	20,000	20,000
Miscellaneous Revenue	125,215	38,400	2,875	26,000
Transfer In	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Revenues & Other Resources	\$ 3,336,597	\$ 4,468,550	\$ 2,534,289	\$ 4,650,100

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Community Programming	\$ 566,951	\$ 637,419	\$ 276,157	\$ 616,934
Skating Rink Services	916,303	941,243	727,693	916,717
Rockledge Golf Course	1,042,452	1,200,847	1,232,834	1,387,049
Buena Vista Golf Course	150,486	168,264	171,046	171,309
Cornerstone Pool Operations	1,133,568	1,331,831	1,312,342	1,197,028
WH Meeting & Conference Center	60,039	60,909	20,583	38,701
Celebrate West Hartford	<u>51,684</u>	<u>146,264</u>	<u>13,692</u>	<u>149,661</u>
Total Expenditures and Other Uses	\$3,921,483	\$ 4,486,777	\$ 3,754,347	\$ 4,477,399
CHANGE IN FUND BALANCE	(\$ 584,886)	(\$ 18,227)	(\$1,220,058)	\$ 172,701
7/1 OPERATIONAL BALANCE	(\$2,253,871)	(\$2,414,122)	(\$2,888,757)	(\$4,158,815)
6/30 OPERATIONAL BALANCE	(\$2,888,757)	(\$2,482,349)	(\$4,158,815)	(\$4,036,114)
7/1 DEBT SERVICE BALANCE	(\$ 629,331)	(\$ 579,331)	(\$ 579,331)	(\$ 529,331)
6/30 DEBT SERVICE BALANCE	(\$ 579,331)	(\$ 529,331)	(\$ 529,331)	(\$ 479,331)
TOTAL 6/30 FUND BALANCE	(\$3,468,088)	(\$3,011,680)	(\$4,688,146)	(\$4,515,445)



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

**PURPOSE:**

This fund was established to account for all the costs associated with the Town's leisure services programs, which currently include a skating rink, two golf courses, an indoor aquatic facility, a conference center, community programs, and the Town's annual Celebrate! West Hartford event. The purpose of the fund was to isolate the costs and revenues associated with the programs for accounting purposes while granting the program managers greater flexibility to allow them to better respond to customer demands for programs and to increase opportunities to be more entrepreneurial in their program offerings.

**LONG TERM STRATEGY:**

The Town's strategic plan for Leisure Services recommended a restructuring to align the department in order to focus on two key areas: Civic Engagement and Active & Healthy Lifestyle. Several of the programs subsidized by the General Fund budget were transferred to the General Fund beginning in fiscal year 2009. The intent was to eliminate the annual subsidy to the Leisure Services Fund and enable the department to focus on the operating results of the "self-supporting" leisure programs.

**FUND PERFORMANCE:**

Five Year History of Operating Results					
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Revenues:</u></b>					
Charges for Service	\$3,107,000	\$2,916,000	\$3,785,000	\$3,685,000	\$3,142,000
Miscellaneous	33,000	27,000	29,000	9,000	125,000
<b>TOTAL REVENUES</b>	<b>\$3,140,000</b>	<b>\$2,943,000</b>	<b>\$3,814,000</b>	<b>\$3,694,000</b>	<b>\$3,267,000</b>
<b><u>Expenses:</u></b>					
Operational	\$3,335,000	\$3,332,000	\$4,243,000	\$4,527,000	\$3,892,000
<b>TOTAL EXPENSES</b>	<b>\$3,335,000</b>	<b>\$3,332,000</b>	<b>\$4,243,000</b>	<b>\$4,527,000</b>	<b>\$3,892,000</b>
<b>CONTRIBUTED CAPITAL ADJUSTMENT</b>	<b>--</b>	<b>47,000</b>	<b>--</b>	<b>--</b>	<b>30,000</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>320,000</b>	<b>270,000</b>	<b>20,000</b>	<b>270,000</b>	<b>70,000</b>
<b>OPERATING RESULTS</b>	<b>\$125,000</b>	<b>(\$72,000)</b>	<b>(\$409,000)</b>	<b>(\$563,000)</b>	<b>(\$585,000)</b>
<b>FUND BALANCE</b>	<b>(\$1,839,000)</b>	<b>(\$1,911,000)</b>	<b>(\$2,320,000)</b>	<b>(\$2,883,000)</b>	<b>(\$3,468,000)</b>

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

The Leisure Services Fund has struggled to achieve an operating profit. In fiscal year 2020, the Fund earned \$3,336,597 in operating revenues including a \$20,000 contribution from Westmoor Park. In addition, a transfer of \$50,000 was made from the Debt Service Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink. Expenditures totaled \$3,921,483, a \$584,886 reduction in fund balance. This brought the fund deficit to \$3,468,088 at June 30, 2020.

**FISCAL YEAR 2021 OPERATING RESULTS:**

The adopted budget anticipated a deficit of \$18,227 for fiscal year 2021. However, a current estimate indicates a probable loss of \$1,220,154 for the year. Operating results by program are detailed on the next page.

**FISCAL YEAR 2022 BUDGET:**

The fiscal year 2022 budget estimates revenues of \$4,650,100 with expenditures of \$4,477,399, resulting in a surplus of \$172,701. A transfer from the Debt Service Fund in the amount of \$50,000 is anticipated to reimburse the Leisure Services Fund for debt service payments it funded in fiscal years 2001-2004. These debt service payments were made on bonds issued to renovate Veterans Memorial Skating Rink. It is not the Town's practice to charge debt service to individual operating divisions, nor was the operating revenue earned by the Leisure Services Fund sufficient to cover these expenditures.

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**ANNUAL BUDGET 2021-2022**

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<b>Town of West Hartford</b> <b>Leisure Services Fund</b> <b>Operating Results by Facility</b>				
	<u><b>2020 Actual</b></u>	<u><b>2021 Adopted</b></u>	<u><b>2021 Estimated</b></u>	<u><b>2022 Proposed</b></u>
<b>Community Programming</b>				
Revenue	\$ 550,865	\$ 668,850	\$ 178,598	\$ 602,600
Expenditures	<u>566,951</u>	<u>637,419</u>	<u>276,157</u>	<u>616,934</u>
Operating Income (Loss)	(16,086)	31,431	(97,559)	(14,334)
<b>Veterans Skating Rink</b>				
Revenue	759,954	1,056,700	577,200	1,030,000
Expenditures	<u>916,303</u>	<u>941,243</u>	<u>727,693</u>	<u>916,717</u>
Operating Income (Loss)	(156,349)	115,457	(150,493)	113,283
<b>Rockledge Golf Course</b>				
Revenue	951,568	1,129,000	1,193,356	1,444,400
Expenditures	<u>1,042,452</u>	<u>1,200,847</u>	<u>1,232,834</u>	<u>1,387,049</u>
Operating Income (Loss)	(90,884)	(71,847)	(39,478)	57,351
<b>Buena Vista Golf Course</b>				
Revenue	115,041	129,000	189,199	168,100
Expenditures	<u>150,486</u>	<u>168,264</u>	<u>171,046</u>	<u>171,309</u>
Operating Income (Loss)	(35,445)	(39,264)	18,153	(3,209)
<b>Cornerstone Aquatics</b>				
Revenue	922,089	1,255,000	387,000	1,200,000
Expenditures	<u>1,133,568</u>	<u>1,331,831</u>	<u>1,312,342</u>	<u>1,197,028</u>
Operating Income (Loss)	(211,479)	(76,831)	(925,342)	2,972
<b>WHMCC</b>				
Revenue	31,018	60,000	7,500	45,000
Expenditures	<u>60,039</u>	<u>60,909</u>	<u>20,583</u>	<u>38,701</u>
Operating Income (Loss)	(29,021)	(909)	(13,083)	6,299
<b>Celebrate! West Hartford</b>				
Revenue	6,062	170,000	1,436	160,000
Expenditures	<u>51,684</u>	<u>146,264</u>	<u>13,692</u>	<u>149,661</u>
Operating Income (Loss)	(45,622)	23,736	(12,256)	10,339
<b>Total</b>				
<b>Revenue</b>	<b>3,336,597</b>	<b>4,468,550</b>	<b>2,534,289</b>	<b>4,650,100</b>
<b>Expenditures</b>	<b><u>3,921,483</u></b>	<b><u>4,486,777</u></b>	<b><u>3,754,347</u></b>	<b><u>4,477,399</u></b>
<b>Operating Income (Loss)</b>	<b>(\$ 584,886)</b>	<b>(\$ 18,227)</b>	<b>(\$ 1,220,058)</b>	<b>\$ 172,701</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.

**BUDGET SUMMARY  
DEPARTMENT OF LEISURE SERVICES**

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Charges for Services	\$3,141,382	\$4,360,150	\$1,171,293	\$2,461,414	\$4,554,100	4.4%
Westmoor Park Contribution	20,000	20,000		20,000	20,000	
Miscellaneous Revenue	125,215	38,400	2,875	2,875	26,000	-32.2%
Transfer In	<u>50,000</u>	<u>50,000</u>		<u>50,000</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$3,336,597</b>	<b>\$4,468,550</b>	<b>\$1,174,168</b>	<b>\$2,534,289</b>	<b>\$4,650,100</b>	<b>4.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$1,076,035	\$1,217,510	\$432,980	\$923,928	\$1,233,656	1.3%
Operating Expense	2,161,820	2,536,087	633,541	2,105,812	2,506,469	-1.2%
Fringe Benefits	<u>683,628</u>	<u>733,180</u>	<u>360,766</u>	<u>724,607</u>	<u>737,274</u>	0.6%
<b>TOTAL</b>	<b>\$3,921,483</b>	<b>\$4,486,777</b>	<b>\$1,427,287</b>	<b>\$3,754,347</b>	<b>\$4,477,399</b>	<b>-0.2%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Proposed</b>
<b>Full-Time Positions:</b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.33	0.3	0.3	0.3
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1.0	1.0	1.0	1.0	1.0
Staff Assistant					
Facility Supervisor	0.1	0.05	0.05	0.05	0.05
Recreation Specialist	1.0	1.0	1.0	1.0	1.0
Golf Course Superintendent	1.0	1.0	1.0	1.0	1.0
Assistant Golf Course Superintendent*	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0				
Grounds Maintainer	1.4	2.2	2.2	2.2	2.2
Equipment Mechanic	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
<b>TOTAL</b>	<b>8.18</b>	<b>7.93</b>	<b>7.9</b>	<b>7.9</b>	<b>7.9</b>

\* Position was unfunded in fiscal year 2020.

The fiscal year 2022 Leisure Services Fund budget decreases \$9,378 or 0.2% from the prior year. Wages and salaries reflect estimated merit increases for full-time employees. Operating expenses decrease \$29,618.

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

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Community Programming	\$ 566,951	\$ 637,419	\$ 100,172	\$ 276,157	\$ 616,934	-3.2%
Skating Rink Services	916,303	941,243	352,742	727,693	916,717	-2.6%
Rockledge Golf Course	1,042,452	1,200,847	526,157	1,232,834	1,387,049	15.5%
Buena Vista Golf Course	150,486	168,264	76,397	171,046	171,309	1.8%
Cornerstone Pool Operations	1,133,568	1,331,831	348,363	1,312,342	1,197,028	-10.1%
WH Meeting & CC	60,039	60,909	14,420	20,583	38,701	-36.5%
Celebrate West Hartford	<u>51,684</u>	<u>146,264</u>	<u>9,036</u>	<u>13,692</u>	<u>149,661</u>	2.3%
<b>TOTAL</b>	<b>\$3,921,483</b>	<b>\$4,486,777</b>	<b>\$1,427,287</b>	<b>\$3,754,347</b>	<b>\$4,477,399</b>	<b>-0.2%</b>

**PROGRAM PERFORMANCE MEASURES & INDICATORS**

**Leisure Services Enterprise Fund**

**(Fiscal Year)**

	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>Actual 2019</u></b>	<b><u>Actual 2020</u></b>
Total number of instructional programs offered	2,780	2,803	3,807	6,643	3,800
Total number of instructional program registrations for all programs	30,781	29,061	34,314	36,701	27,315
Value of subsidized use of recreational facilities	\$369,829	\$352,084	\$377,380	\$373,663	\$337,212
Public session attendance at Skating Rink	18,410	19,857	22,551	22,978	24,500
Number of golf rounds – Rockledge	46,898	39,422	37,337	32,978	34,337
Number of golf rounds – Buena Vista	16,308	11,869	10,884	8,381	10,083

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**ANNUAL BUDGET 2021-2022**

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

**SUMMARY OF EXPENDITURES**

	<b>Actual</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>	<b>Percent</b>
	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Regular Payroll	\$531,427	\$609,428	\$235,428	\$535,105	\$572,112	-6.1%
Temporary Payroll	497,351	554,002	174,494	341,452	611,965	10.5%
Overtime	46,916	53,896	22,885	47,187	49,273	-8.6%
Education Premium Pay	341	184	173	184	306	66.3%
Office Expense	24,636	26,850	2,177	14,937	20,635	-23.1%
Dues and Travel	7,370	8,285	2,405	8,230	9,730	17.4%
Advertising	41,280	39,575	489	20,600	31,025	-21.6%
Professional Services	172,151	158,745	46,691	142,950	143,775	-9.4%
Contractual Services	1,000,187	1,189,300	251,984	958,955	1,190,175	0.1%
Office Equipment	760	5,780		5,780	5,780	
Uniforms & Laundry	7,156	5,150	1,497	4,983	5,600	8.7%
General Contributions		100			200	100.0%
Information Technology	5,011	5,011		5,801	10,551	110.6%
Utilities	429,720	493,555	191,669	494,805	502,917	1.9%
Telecommunications	14,769	9,540	5,052	9,085	6,885	-27.8%
Vehicles & Equipment Expense	45,960	22,000	2,954	22,000	32,000	45.5%
Operating Expense – Misc.	155,788	156,515	52,732	156,515	147,715	-5.6%
Depreciation	9,924	24,531		23,131	23,131	-5.7%
Merchandise for Resale	42,104	60,100	4,216	33,000	55,100	-8.3%
Maintenance & Repairs	177,448	194,800	71,434	169,700	181,300	-6.9%
Recreational Supplies	19,066	48,100		34,100	50,600	5.2%
Special Events	8,120	34,000		240	35,200	3.5%
Transportation	5,550	6,500		1,000	6,500	
Rental/Leases	2,500	47,650			47,650	
Social Security	49,106	56,627	22,490	55,482	51,842	-8.5%
Pension	253,023	260,542	130,271	260,542	266,642	2.3%
Risk Management Expense	<u>373,819</u>	<u>416,011</u>	<u>208,246</u>	<u>408,583</u>	<u>418,790</u>	0.7%
<b>TOTAL</b>	<b>\$3,921,483</b>	<b>\$4,486,777</b>	<b>\$1,427,287</b>	<b>\$3,754,347</b>	<b>\$4,477,399</b>	<b>-0.2%</b>

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### COMMUNITY DEVELOPMENT BLOCK GRANT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Community Development Block

Grant \$1,036,364 \$ 773,055 \$ 749,461 \$ 744,778Total Revenues & Other Resources \$1,036,364 \$ 773,055 \$ 749,461 \$ 744,778

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Housing Rehabilitation Services \$ 149,347 \$ 212,433 \$ 156,053 \$ 214,164

Code Enforcement 150,000 150,000 150,000 150,000

Public Service 138,035 146,824 157,641 125,995

Public Facility Improvements 397,616 113,199 114,861 113,199

CDBG Administration 201,366 150,599 170,906 141,420Total Expenditures & Other Uses \$1,036,364 \$ 773,055 \$ 749,461 \$ 744,778

CHANGE IN FUND BALANCE \$ \$ \$ \$

BEGINNING BALANCE \$ \$ \$ \$

ENDING BALANCE \$ \$ \$ \$

**Fund: Community Development Block Grant Fund**
**Department: Leisure Services & Social Services**
**PURPOSE**

Two segregated funds 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. Guidelines from HUD 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. Leisure Services and Social Services Department is responsible for both Housing Services and Public Services. The Town will continue to appropriate its annual grant authorization to fund these services.

**FUND PERFORMANCE**

	<b>Five Year History of Operating Results</b>				
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$666,000	\$812,000	\$866,000	\$959,000	\$1,036,000
<b>TOTAL REVENUES</b>	<b>\$666,000</b>	<b>\$812,000</b>	<b>\$866,000</b>	<b>\$959,000</b>	<b>\$1,036,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	\$666,000	\$812,000	\$866,000	\$959,000	\$1,036,000
<b>TOTAL EXPENDITURES</b>	<b>\$666,000</b>	<b>\$812,000</b>	<b>\$866,000</b>	<b>\$959,000</b>	<b>\$1,036,000</b>
<b>OPERATING RESULTS</b>	--	--	--	--	--
<b>FUND BALANCE</b>	--	--	--	--	--

<b>CDBG HOUSING REHAB</b>					
<b>FUND BALANCE</b>	<b>\$21,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>

<b>COMBINED FUND</b>	<b>\$21,000</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ --</b>
<b>BALANCE</b>					



**Fund: Community Development Block Grant Fund****Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

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

**FISCAL YEAR 2021 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 2022 BUDGET**

The grant entitlement award for fiscal year 2022 has not yet been announced. As such, it is assumed that the grant award will be consistent with the current year. Beginning in fiscal year 2020, responsibility for CDBG grant activities is centralized in the department of Leisure and Social Services. Allocation of grant funds between program activities is detailed below.

<b>Community Block Grant Entitlement</b>		
<b><u>Fund</u></b>	<b><u>Program</u></b>	<b><u>FY 2022 Proposed</u></b>
CDBG	Housing Rehabilitation Services	\$214,164
CDBG	Code Enforcement	150,000
CDBG	Public Service	125,995
CDBG	Public Facility Improvements	113,199
CDBG	CDBG Administration	141,420
CDBG Housing Rehab	Housing Rehabilitation Grants /	
	Loans	<u>200,000</u>
	<b>TOTAL</b>	<b>\$944,778</b>

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**ANNUAL BUDGET 2021-2022**

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**Fund: Community Development Block Grant Fund**

**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES BY PROGRAM**

<b><u>Program</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Housing Rehabilitation Services	\$204,624	\$212,433	\$	\$156,053	\$214,164	.8%
Code Enforcement	150,000	150,000		150,000	150,000	
Public Service	138,035	146,824		157,641	125,995	-14.2%
Public Facility Improvements	356,539	113,199		114,861	113,199	
CDGB Administration	<u>187,166</u>	<u>150,599</u>	<u>          </u>	<u>170,906</u>	<u>141,420</u>	-6.1%
<b>TOTAL</b>	<b>\$1,036,364</b>	<b>\$773,055</b>	<b>\$</b>	<b>\$749,461</b>	<b>\$744,778</b>	<b>-3.7%</b>

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Regular Payroll	\$173,055	\$187,744	\$82,065	\$179,419	\$148,402	-21.0%
Temporary Payroll	76,162	74,129	37,516	89,160	74,624	0.7%
Office Expense	594	2,415	475	1,630	2,070	-14.3%
Dues and Travel		450		275	450	
Training		600		200	600	
Advertising	1,922	1,400	661	1,825	1,550	10.7%
Professional Services	30,000		13,450	13,450		
Contractual Services	6,172	75,500	6,826	20,000	75,500	
General Contributions	100,000	107,000	57,000	114,000	107,000	
Utilities	3,020	4,148	1,064	4,148	4,148	
Telecommunications	330	300	180	480	520	73.3%
Maintenance & Repairs	1,147	3,760	758	4,700	3,950	5.1%
Special Events	1,321	2,950	332	1,650	2,850	-3.4%
Rental/Leases	4,225	4,225	4,225	4,225	4,225	
Public/Private Partnerships		113,199			113,199	
Social Security	14,086	6,701	6,675	10,904	16,705	149.3%
Pension	78,487	74,080	37,040	74,080	63,852	-13.8%
Risk Management Expense	98,227	64,454	32,227	64,454	75,133	16.6%
Transfer Out	<u>447,616</u>	<u>50,000</u>	<u>58,430</u>	<u>164,861</u>	<u>50,000</u>	
<b>TOTAL</b>	<b>\$1,036,364</b>	<b>\$773,055</b>	<b>\$338,924</b>	<b>\$749,461</b>	<b>\$744,778</b>	<b>-3.7%</b>

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**ANNUAL BUDGET 2021-2022**

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**Fund: Community Development Block Grant Fund**

**Department: Leisure Services & Social Services**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-22</u>
<b>Full-Time Positions:</b>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnership Manager	0.40	0.40	0.40	0.40	0.55
Neighborhood Resource Coordinator					
Construction Coordinator*	1.00	1.00			
Community Programs Coordinator			1.00	1.00	1.00
Social Services Manager	0.05	0.05	0.05	0.05	
Social Worker	0.50	0.50	0.50	0.50	
Senior Staff Assistant	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	_____
<b>TOTAL</b>	2.10	2.10	2.10	2.10	1.60

\* Position was assigned to the Community Development department.

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### CDBG – HOUSING REHABILITATION FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Community Development Block Grant	\$ 251,464	\$ 200,000	\$ 200,000	\$ 200,000
Loan/Grant Repayments				
Interest Income				
Miscellaneous				
Total Revenues & Other Resources	\$ 251,464	\$ 200,000	\$ 200,000	\$ 200,000

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Housing Rehabilitation Activities	\$ 251,464	\$ 200,000	\$ 200,000	\$ 200,000
Total Expenditures & Other Uses	\$ 251,464	\$ 200,000	\$ 200,000	\$ 200,000

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

**Fund: CDBG – Housing Rehabilitation Fund**  
**Department: Leisure Services & Social Services**

**PURPOSE**

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

**LONG-TERM STRATEGY**

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

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>Revenues:</u></b>					
Intergovernmental	\$	\$	\$	\$	\$
Loan/Grant Repayments	162,000	158,000	187,000	130,000	205,000
Interest	47,000	12,000	40,000	24,000	46,000
Miscellaneous	2,000	1,000			
<b>TOTAL REVENUES</b>	<b>\$211,000</b>	<b>\$171,000</b>	<b>\$227,000</b>	<b>\$154,000</b>	<b>\$251,000</b>
<b><u>Expenditures:</u></b>					
Grant Activities	211,000	192,000	227,000	154,000	251,000
<b>TOTAL EXPENDITURES</b>	<b>\$211,000</b>	<b>\$192,000</b>	<b>\$227,000</b>	<b>\$154,000</b>	<b>\$251,000</b>
<b>OPERATING RESULTS</b>	<b>--</b>	<b>(\$21,000)</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>FUND BALANCE</b>	<b>\$21,000</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

**FISCAL YEAR 2021 OPERATING RESULTS**

The CDBG entitlement grant and repayments are projected to be fully expended in fiscal year 2021. This could fluctuate depending upon actual expenditures and grant reimbursements received prior to the close of the fiscal year.

**FISCAL YEAR 2022 BUDGET**

The total expected grant amount to be used for housing rehabilitation for fiscal year 2022 is \$200,000. 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: Leisure Services & Social Services**

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>CDBG – Housing Rehabilitation Fund</b>					
<b>(Fiscal Year)</b>					
	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>
Housing Rehabilitation Projects*	8	11	10	3	3
Elderly Assistance Projects	2	3	2	0	1
Number of Applications Approved*	10	14	12	4	4
Number of Applications Denied/ Withdrawn	2	2	4	5	4
Number of Inquiries	14	31	25	9	4
Number of Projects Completed	10	14	12	4	4
Housing Rehabilitation Dollars Spent*	\$177,615	\$146,818	\$147,871	\$27,013	\$47,001
Elderly Assistance Dollars Spent*	\$21,955	\$23,560	\$7,070	\$0	\$5,064
Warranty Dollars Spent*	<u>\$4,375</u>	<u>\$11,275</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Dollars Spent	\$203,945	\$181,653	\$154,941	\$27,013	\$52,065
Number of Full Time Positions	1	1	1	1	1
Average Cost Per Housing Rehabilitation Project *	\$22,202	\$18,352	\$16,430	\$9,004	\$15,667
Average Cost Per Elderly Assistance Program Project *	\$10,978	\$7,853	\$3,535	\$0	\$5,064

In Fiscal Year 2019 the number of Housing Rehabilitation and Elderly Assistance projects was low due to staffing changes and program restructuring. Applications have not been accepted since February 2019.

\*The method to calculation changed in 2019.

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### STATE HOUSING AND COMMUNITY DEVELOPMENT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Interest Income	\$ 378	\$	\$	\$
Loan/Grant Repayments				
Total Revenues & Other Resources	\$ 378	\$	\$	\$
EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Transfer Out	\$ 27,500	\$	\$	\$
Total Expenditures & Other Uses	\$ 27,500	\$	\$	\$
CHANGE IN FUND BALANCE	(\$ 27,122)	\$	\$	\$
BEGINNING BALANCE	\$ 27,671	\$ 549	\$ 549	\$ 549
ENDING BALANCE	\$ 549	\$ 549	\$ 549	\$ 549

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

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

**LONG-TERM STRATEGY**

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

**FUND PERFORMANCE**

<b>Five Year History of Operating Results</b>					
	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>Revenues:</u></b>					
Interest on Investment	\$	\$ 4,000	\$	\$	\$
Loan/Grant Repayments		5,000		27,000	
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>\$ 9,000</b>	<b>\$</b>	<b>\$27,000</b>	<b>\$</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$19,000)</b>		<b>(\$9,000)</b>		<b>(\$27,000)</b>
<b>OPERATING RESULTS</b>	<b>(\$19,000)</b>	<b>\$ 9,000</b>	<b>(\$9,000)</b>	<b>\$27,000</b>	<b>(\$27,000)</b>
<b>FUND BALANCE</b>	<b>\$</b>	<b>\$ 9,000</b>	<b>\$</b>	<b>\$27,000</b>	<b>\$</b>

**REVIEW OF PERFORMANCE**

The fund balance in the State Housing and Community Development Fund has varied based upon grant repayments and transfers to the General Fund to offset the cost of Social Services programs.

**FISCAL YEAR 2021 OPERATING RESULTS**

There is no estimated revenue for 2021.

**FISCAL YEAR 2022 BUDGET**

The budget for fiscal year 2022 assumes no budgeted revenue, as loan/grant repayments will come solely from clients who sell their homes and pay-off their loans. Fund balance of approximately \$549 will remain at June 30, 2022.



# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

# BUDGET IN BRIEF

## WESTMOOR PARK FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Charges for Services	\$ 217,771	\$ 352,632	\$ 267,368	\$ 381,155
Trust Income	369,563	365,000	378,140	378,140
Interest Income	5,109	6,000	2,000	2,000
Miscellaneous Revenue	<u>205,496</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues & Other Resources	\$ 797,939	\$ 733,632	\$ 657,508	\$ 771,295

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Park Operations	\$ 668,935	\$ 470,443	\$ 426,719	\$ 460,849
Park Programs	96,448	133,442	99,677	138,800
Park Summer Camp	<u>122,565</u>	<u>137,685</u>	<u>101,840</u>	<u>158,327</u>
Total Expenditures & Other Uses	\$ 887,948	\$ 741,570	\$ 628,236	\$ 757,976

CHANGE IN FUND BALANCE	(\$ 90,009)	(\$ 7,938)	\$ 29,272	\$ 13,319
BEGINNING BALANCE	\$ 394,209	\$ 304,200	\$ 304,200	\$ 333,472
ENDING BALANCE	\$ 304,200	\$ 296,262	\$ 333,472	\$ 346,791

**Fund: Westmoor Park Fund**
**Department: Leisure Services & Social Services**
**PURPOSE**

A budgeted fund to account for income received from the Hunter Trust Fund and expenditures necessary to operate and maintain Westmoor Park, an environmental park located in West Hartford. The Fund pays for all operating expenses, maintenance cost and capital improvement costs associated with the facility. Revenue is received primarily from the Hunter Trust Fund, program revenues and donations, 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>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
<b><u>Revenues:</u></b>					
Charges for Services	\$346,000	\$301,000	\$320,000	\$326,000	\$423,000
Interest Income	1,000	1,000	3,000	6,000	5,000
Trust Income	348,000	340,000	379,000	368,000	369,000
<b>TOTAL REVENUES</b>	<b>\$695,000</b>	<b>\$642,000</b>	<b>\$702,000</b>	<b>\$700,000</b>	<b>\$797,000</b>
<b><u>Expenditures:</u></b>					
Operational	\$675,000	\$609,000	\$651,000	\$663,000	\$887,000
<b>TOTAL EXPENDITURES</b>	<b>\$675,000</b>	<b>\$609,000</b>	<b>\$651,000</b>	<b>\$663,000</b>	<b>\$887,000</b>
<b>TRANSFERS TO OTHER FUNDS</b>	<b>(\$128,000)</b>	<b>(\$28,000)</b>	<b>(\$28,000)</b>	<b>(\$78,000)</b>	<b>--</b>
<b>OPERATING RESULTS</b>	<b>(\$108,000)</b>	<b>\$5,000</b>	<b>\$23,000</b>	<b>(\$41,000)</b>	<b>(\$90,000)</b>
<b>FUND BALANCE</b>	<b>\$407,000</b>	<b>\$412,000</b>	<b>\$435,000</b>	<b>\$394,000</b>	<b>\$304,000</b>

**Fund: Westmoor Park Fund****Department: Leisure Services & Social Services****REVIEW OF PERFORMANCE**

The fund has struggled over the years to achieve its goal of earning revenues sufficient to cover all operating expenses (excluding capital outlay). However, for the past several fiscal years the fund achieved an operating surplus, prior to transfers to other funds. Fund balance at June 30, 2020 was \$304,200.

**FISCAL YEAR 2021 OPERATING RESULTS**

The fund is expected to generate revenues of \$657,508 with corresponding expenditures of \$628,236, resulting in an increase to fund balance of \$29,272. Fund balance at June 30, 2021 will be approximately \$333,472.

**FISCAL YEAR 2022 BUDGET**

The fiscal year 2022 budget anticipates revenues of \$771,295 with corresponding expenditures of \$757,976, resulting in a surplus of \$13,319. This may vary depending upon trust income generated by the Hunter Trusts.

<b>PROGRAM PERFORMANCE MEASURES &amp; INDICATORS</b>					
<b>Westmoor Park Fund</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>2016</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
Number of instructional programs	516	564	543	450	269
Number of instructional program registrations	9,978	8,377	9,717	8,005	4,733
Number of Group tours/birthday parties	163	169	158	149	128
Program attendance-public classes/services	3,169	3,030	2,710	3,316	2,091
Program attendance-groups attending	8,069	7,596	7,727	5,857	3,142

## 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>Proposed</b>	<b>Percent</b>
<b><u>Revenues:</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>6 Months</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>Change</u></b>
Charges for Services	\$217,771	\$352,632	\$ 71,395	\$267,368	\$381,155	8.1%
Trust Income	369,563	365,000	116,820	378,140	378,140	3.6%
Interest Income	5,109	6,000	300	2,000	2,000	-66.7%
Miscellaneous Revenue	<u>205,496</u>	<u>10,000</u>	<u>4,626</u>	<u>10,000</u>	<u>10,000</u>	
<b>TOTAL</b>	<b>\$797,939</b>	<b>\$733,632</b>	<b>\$193,141</b>	<b>\$657,508</b>	<b>\$771,295</b>	<b>5.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$327,499	\$377,072	\$ 162,721	\$278,878	\$402,985	6.9%
Operating Expense	116,918	137,827	61,445	122,687	119,441	-13.3%
Fringe Benefits	<u>443,531</u>	<u>226,671</u>	<u>98,522</u>	<u>226,671</u>	<u>235,550</u>	3.9%
<b>TOTAL</b>	<b>\$887,948</b>	<b>\$741,570</b>	<b>\$322,688</b>	<b>\$628,236</b>	<b>\$757,976</b>	<b>2.2%</b>

	<b><u>Authorized Positions</u></b>			<b>Revised</b>	<b>Proposed</b>
<b><u>Full-Time Positions:</u></b>	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>
Park Naturalist	1	1	1	1	1
Assistant Park Naturalist	1	1	1	1	1
Parks and Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
<b>TOTAL</b>	2.1	2.1	2.1	2.1	2.1

### BUDGET & PROGRAM HIGHLIGHTS

The fiscal year 2022 Westmoor Park Fund budget reflects revenue of \$771,295 with corresponding expenditures totaling \$757,976. In total, expenditures increase \$16,406 primarily due to contractual cost-of-living and merit increases, increased professional and contractual services cost, and increased risk expense.

#### Hunter Trust Income

The Hunter Trust Fund provides for the majority of this fund's annual operational revenue. Based on the terms of the trust fund, 50% of the annual interest earned in the Hunter Trust (which is managed by Bank of America) goes to the Westmoor Park Fund. In fiscal year 2022, this amount is estimated to be \$378,140. In accordance with the Hunter Trust, if revenues exceed annual operating costs, the surplus remains in the Westmoor Park Fund.

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**ANNUAL BUDGET 2021-2022**

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**Fund: Westmoor Park Fund**

**Department: Leisure Services & Social Services**

**SUMMARY OF EXPENDITURES**

<b><u>Expenditures</u></b>	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$152,731	\$152,683	\$ 70,406	\$152,803	\$153,755	0.7%
Temporary Payroll	165,179	223,289	91,630	124,900	248,120	11.1%
Overtime	9,589	1,100	684	1,175	1,110	0.9%
Office Expense	2,600	5,300	802	3,000	4,550	-14.2%
Dues and Travel	585	800	169	600	700	-12.5%
Training		600		500	600	
Advertising	8,952	9,700	2,514	6,200	8,200	-15.5%
Professional Services	15,762	14,000	965	8,000	8,000	-42.9%
Contractual Services	9,210	13,300	6,364	12,200	13,200	-0.8%
Office/Minor Equipment	70	1,000		600	1,000	
Utilities	19,192	14,827	7,413	14,827	19,591	32.1%
Telecommunications	1,037	1,100	520	1,100	1,100	
Vehicles & Equipment Expense	1,761	2,600	653	1,200	1,900	-26.9%
Operating Expense – Miscellaneous	1,084	500	749	1,100	1,500	300.0%
Merchandise for Resale		500			500	
Maintenance & Repairs	34,576	49,500	35,127	57,260	38,500	-22.2%
Miscellaneous Supplies	8,526	11,100	2,550	8,100	11,100	
Insured Program Expenses	13,563	10,000	1,637	6,000	6,000	-40.0%
Rental/Leases		3,000	1,982	2,000	3,000	
Social Security	13,899	14,797	6,743	14,797	22,816	54.2%
Pension	72,862	64,785	32,393	64,785	67,796	4.6%
Risk Management Expense	108,455	118,774	59,387	118,774	116,623	-1.8%
Transfers Out	<u>248,315</u>	<u>28,315</u>	<u>          </u>	<u>28,315</u>	<u>28,315</u>	
<b>Total Department</b>	<b>\$887,948</b>	<b>\$741,570</b>	<b>\$322,688</b>	<b>\$628,236</b>	<b>\$757,976</b>	<b>2.2%</b>

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**ANNUAL BUDGET 2021-2022**

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DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised	Proposed
	2018-19	2019-20	2020-21	2020-21	2021-22
<u>GENERAL FUND</u>					
Director of Leisure Services & Social Services	0.85	0.85	0.85	0.85	0.85
Office Operations Specialist	0.67	0.7	0.7	0.7	0.7
Social Services Manager	0.95	0.95	0.95	0.95	0.95
Social Worker	2.5	2.5	2.5	2.5	3.0
Leisure Services Manager	0.75	0.75	0.75	0.75	0.75
Facility Supervisor*	2.8	2.85	2.85	2.85	2.85
Program Supervisor	1.0	1.0	1.0	1.0	1.0
Recreation Specialist		1.0	1.0	1.0	1.0
Executive Assistant	1.00				
Grounds Maintainer	0.6	0.8	0.8	0.8	0.8
Senior Staff Assistant	0.9	1.9	1.9	1.9	1.9
Staff Assistant	1.0				
Community Partnerships Manager	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
TOTAL GENERAL FUND	13.62	13.9	13.9	13.9	14.4
<u>LEISURE SERVICES FUND</u>					
Director of Leisure Services & Social Services	0.1	0.1	0.1	0.1	0.1
Office Operations Specialist	0.33	0.3	0.3	0.3	0.3
Leisure Services Manager	0.25	0.25	0.25	0.25	0.25
Skating Rink Supervisor	1	1	1	1	1
Staff Assistant					
Facility Supervisor	0.1	0.05	0.05	0.05	0.05
Recreation Specialist	1.0	1.0	1.0	1.0	1.0
Golf Course Superintendent	1.0	1.0	1.0	1.0	1.0
Assistant Golf Course Superintendent	1.0	1.0	1.0	1.0	1.0
Crew Leader	1.0	0.5	0.5	0.5	0.5
Grounds Maintainer	1.4	1.7	1.7	1.7	1.7
Equipment Mechanic	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL LEISURE SERVICES FUND	8.18	7.9	7.9	7.9	7.9

\* One Facility Supervisor position is authorized but unfunded in fiscal year 2020.

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**ANNUAL BUDGET 2021-2022**

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DEPARTMENT: LEISURE SERVICES & SOCIAL SERVICES (continued)

POSITION	Authorized Positions			Revised	Proposed
	2018-19	2019-20	2020-21	2020-21	2021-22
<u>COMMUNITY DEVELOPMENT BLOCK</u>					
<u>GRANT FUND (CDBG)</u>					
Director of Leisure Services & Social Services	0.05	0.05	0.05	0.05	0.05
Community Partnerships Manager	0.4	0.4	0.4	0.4	0.55
Community Programs Coordinator		1.0	1.0	1.0	1.0
Social Services Manager	0.05	0.05	0.05	0.05	
Social Worker	0.5	0.5	0.5	0.5	
Senior Staff Assistant	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	—
TOTAL CDBG FUND	1.1	2.1	2.1	2.1	1.6
<u>WESTMOOR PARK FUND</u>					
Park Naturalist	1.0	1.0	1.0	1.0	1.0
Assistant Park Naturalist	1.0	1.0	1.0	1.0	1.0
Facility Supervisor	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>	<u>0.1</u>
TOTAL WESTMOOR PARK FUND	2.1	2.1	2.1	2.1	2.1
TOTAL LEISURE SERVICES & SOCIAL SERVICES DEPARTMENT	25	26	26	26	26

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**DEPARTMENT OF LIBRARY SERVICES****MISSION**

Welcoming all, the West Hartford Public Library (WHPL) brings people, information and ideas together to enrich lives and strengthen our diverse community.

**HIGHLIGHTS & ACCOMPLISHMENTS**

- ✓ Supported by funding from the West Hartford Library Foundation, the library website was given a digital facelift, now offering videos, book carousels and improved organization and customization, all with updated branding.
- ✓ An acoustical study by University of Hartford Engineering students to review and make recommendations to improve the sound levels in the gallery space of the Noah Webster Library was performed to serve as the basis of a plan to create small study spaces.
- ✓ The Library Board Room was converted to a Zoom Room to host meetings through that format.
- ✓ The Children's Division was awarded a Hartford Foundation for Public Giving grant to offer the fifth year of Faxon Fun, a summer program for children, as well as two grants to build a Storyhouse. The Kindness Project celebrated its 4th anniversary, collecting hygiene products to stock the shelves of the West Hartford Food Pantry and other town organizations.
- ✓ The West Hartford Libraries hosted 946 programs for adults, teens and children (all virtual after March) that included "The Song of West Hartford", West Hartford READS with Chimamanda Ngozi Adiche and a Japanese Poetry contest with 200 submissions, the Polar Express, Disney Trivia and a Digital Dance Party.
- ✓ During pandemic conditions, the total electronic circulation from July through November 2020 is up 50% from July through November 2019. Within the electronic circulation category, ebooks increased 51%. In addition, the library added a streaming video service which offers entertainment as well as educational videos, funded by the West Hartford Library Foundation, Thomas F. Kilfoil Bequest. Partly as a result of adding this new service, electronic video circulation rose by 97%. Finally, the library's magazine discussion groups moved online, supported by the emagazine collection and this collection's circulation rose 80%.
- ✓ The new Curbside service at all library buildings has been robust throughout. There were over 20,000 appointments to pick up books at tables outside the three library buildings during the first six months.

**FISCAL YEAR 2022 GOALS & OBJECTIVES**

- ❖ Operationalize year five initiatives/activities identified by staff related to current strategic plan with special focus on spot renovations of physical spaces and fulfillment of acoustical study recommendations.
- ❖ Expand business services for library patrons to include support with business start-up, resume writing and introduction to databases to help with employment searches.
- ❖ Increase awareness of and participation in literacy skill formation programs for infants through targeted outreach to families, especially those who are new to the community or do not speak English as their first language. Program goal is to register 100 new families for library cards and services.

- ❖ Partner with Social Services to offer 5<sup>th</sup> year of Kindness Project and other basic needs service projects targeting underserved populations in the community
- ❖ Recognize the popularity and importance of adding the curbside service in all library buildings by continuing the service during post-pandemic times and exploring options to expand pick-up times outside of library hours.
- ❖ Utilize grant funding from the Hartford Foundation of Public Giving by offering Faxon Fun, a summer program for children at the Faxon Branch Library, when it is safe to gather inside.
- ❖ Establish a West Hartford Teen Youth Council for teens to learn about local government, complete community service projects and identify and address issues that are important to teens.
- ❖ Recognize the need to support diversity, inclusion and equity by offering programming as well as providing staff training on these topics. A “The Year of All of Us” library program promotion will offer programs for each age group (children, teens and adults) during the year. Training opportunities such as town workshops, Staff Day participation in professional workshops related to these topics will be provided to all library staff.

## DEPARTMENT OF LIBRARY SERVICES

BUDGET SUMMARY						
	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
<b><u>Revenues:</u></b>						
Fines & Forfeitures	\$24,124	\$35,000	\$ 2,528	\$7,000	\$15,000	-57.1%
<b>TOTAL</b>	<b>\$24,124</b>	<b>\$35,000</b>	<b>\$ 2,528</b>	<b>\$7,000</b>	<b>\$15,000</b>	<b>-57.1%</b>
<b><u>Expenditures:</u></b>						
Wages & Salaries	\$2,331,179	\$2,495,769	\$991,592	\$2,222,293	\$2,379,131	-4.7%
Operating Expense	594,574	652,637	329,205	644,062	652,637	
Social Security	165,148	181,609	67,546	164,245	179,342	-1.2%
<b>TOTAL</b>	<b>\$3,090,901</b>	<b>\$3,330,015</b>	<b>\$1,388,343</b>	<b>\$3,030,600</b>	<b>\$3,211,110</b>	<b>-3.6%</b>

	Authorized Positions			Revised	Proposed
<b>Full-Time Positions:</b>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
General Fund	24	24	24	24	24
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

## BUDGET &amp; PROGRAM HIGHLIGHTS

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

The budget for fiscal year 2022 reflects a decrease of \$118,905 or 3.6%. Wages and salaries decreases \$116,638. The Director of Library Services retired in fiscal year 2021. This position is funded for half the year in fiscal year 2022. In addition, a vacant Librarian II position is unfunded in fiscal year 2022. This is offset by estimated merit increases for eligible employees. Operating expenses are consistent with the prior year, although funds have been reallocated to meet the changing priorities for materials purchases. Social security is adjusted in accordance with wage changes and participation in the social security alternative program.

**ADMINISTRATIVE SERVICES DIVISION**

**SUMMARY OF REVENUES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Library Fines	\$24,124	\$35,000	\$ 2,528	\$ 7,000	\$15,000	-57.1%
<b>TOTAL</b>	<b>\$24,124</b>	<b>\$35,000</b>	<b>\$ 2,528</b>	<b>\$ 7,000</b>	<b>\$15,000</b>	<b>-57.1%</b>

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$637,413	\$634,412	\$ 322,553	\$655,217	\$485,640	-23.5%
Temporary Payroll	160,228	180,700	57,216	137,770	180,700	
Overtime		880		880	880	
Education Premium Pay	3,633	3,780	1,670	3,780	3,780	
Office Expense	24,546	50,700	9,108	50,700	50,025	-1.3%
Dues and Travel	2,224	7,897	2,208	7,897	7,997	1.3%
Professional Services	3,265	5,700	775	5,700	5,700	
Contractual Services	1,449	1,500	277	1,500	1,500	
Office Equipment	125	400		400	400	
Information Technology	100,119	126,425	91,628	118,262	127,000	0.5%
Telecommunications	4,380	6,000	2,165	6,000	6,000	
ADA Expenditures	900	1,500	150	1,500	1,500	
Social Security	<u>56,679</u>	<u>62,244</u>	<u>23,213</u>	<u>54,056</u>	<u>50,727</u>	-18.5%
<b>TOTAL</b>	<b>\$994,961</b>	<b>\$1,082,138</b>	<b>\$510,963</b>	<b>\$1,043,662</b>	<b>\$921,849</b>	<b>-14.8%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u>	<u>Proposed</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2020-21</u>	<u>2021-2022</u>
Director of Library Services*	1	1	1	1	1
Librarian II **	3	3	3	3	3
Office Operations Specialist	1	1	1	1	1
Library Specialist	3	3	2	2	2
Library Assistant	<u>-</u>	<u>-</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

\* This position is funded for half the year in fiscal year 2022.

\*\* One position is authorized but unfunded in fiscal year 2022.

## ADMINISTRATIVE SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

Administrative Services is made up of staff who provide essential services to the library system as a whole: administration, collections services, programs and community outreach, and technology services. All full-time staff members in this division assist with public service on a regular basis.

**Regular Payroll:** Administrative Services is staffed by eight full-time positions: the Director, Office Operations Specialist, three Librarians II, two Library Specialists and one Library Assistant. The Director position is funded for half the year in fiscal year 2022 and one Librarian II is unfunded. Estimated merit increases are included for these positions, where applicable.

**Temporary Payroll:** Temporary payroll funds part-time catalogers, publicity and program support, and IT support.

**Overtime:** This appropriation is used for the taking of minutes at the monthly Library Board meeting.

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

**Office Expense:** This appropriation covers the cost of office supplies that are shared across the system. Supplies are purchased using discounted pricing through the Town, CT Library Consortium, and State Department of Administrative Services. Ordering is processed centrally in order to maximize discounts and minimize shipping and handling fees. Supplies include envelopes and mailers, copy paper for internal use, toner, stationery, and library specific products. This appropriation also 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.

**Dues & Travel:** The appropriation for dues and travel maintains memberships in library-related organizations and attendance at workshops, such as those sponsored by the State Library and CT Library Association, and for several staff to attend the annual Connecticut and New England Library Association conferences. Workshops aid in skill building, updating understanding of information technologies and their application to library work. Many staff are now able to attend "webinars" or online workshops for free or reduced prices that allow them to maintain their skills, particularly in working with technology. When appropriate, these are held in the learning lab so several staff can attend at the same time. The increase is related to the consolidation of all division dues and travel within the Administrative Services Division

**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.

**Office Equipment:** This appropriation allows for the purchase and/or replacement of office equipment that has aged or fallen into disrepair.

**Information Technology:** This appropriation covers costs of software and platforms for a variety of library operations such as the integrated library system (ILS) for cataloging and circulation of materials, access to the national interlibrary loan and catalog system, online library calendar, and employee scheduling software.

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

**ADA Expenditures:** This appropriation is to fund sign language interpretation or similar services as requested under ADA.

**Social Security:** This appropriation is for required federal payments based upon actual wages paid and is adjusted based upon wage and salary modifications.

**PROGRAM PERFORMANCE MEASURES & INDICATORS**
**Library Services – Administrative Services**
**(Fiscal Year)**

	<b><u>Actual</u></b> <b><u>2016</u></b>	<b><u>Actual</u></b> <b><u>2017</u></b>	<b><u>Actual</u></b> <b><u>2018</u></b>	<b><u>Actual</u></b> <b><u>2019</u></b>	<b><u>Actual</u></b> <b><u>2020</u></b>
<b><u>Library Customer Services:</u></b>					
Library Visitors	472,554	461,084	437,580	448,164	299,419
Library Website Visitors	357,847	331,812	315,289	308,641	283,992
Program and Museum Pass Attendance	34,163	30,272	29,632	31,642	22,493
Preschool Literacy Program Attendance	9,965	11,032	11,113	12,263	10,191
Card Holders	28,541	27,588	27,008	26,426	25,538
Instagram, Facebook and Twitter Followers		10,650	10,896	11,104	11,631
Newsletter Views		195,054	214,151	204,944	237,924
Number of Print Book & Media Loans	756,673	635,681	597,763	725,852	511,623
Number of Electronic Book & Media Loans	42,286	49,438	59,238	87,809	133,955
Loans per Capita	12.6	10.8	10.4	12.9	10.3
Reference Inquiries	83,467	77,676	74,902	81,189	64,425
Electronic Information Retrievals	373,657	309,818	444,368	388,721	414,705
Wireless (WIFI) Usage Sessions	94,698	100,340	94,820	101,539	68,350
Number of Computer Sessions	56,871	53,438	47,528	46,560	32,167

**ADULT SERVICES DIVISION**

<b>SUMMARY OF EXPENDITURES</b>						
	<b><u>Actual</u></b> <b><u>2019-20</u></b>	<b><u>Adopted</u></b> <b><u>2020-21</u></b>	<b><u>Actual</u></b> <b><u>6 Months</u></b>	<b><u>Estimated</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-22</u></b>	<b><u>Percent</u></b> <b><u>Change</u></b>
Regular Payroll	\$403,978	\$426,861	\$203,102	\$468,595	\$439,176	2.9%
Temporary Payroll	163,956	219,531	32,894	100,129	219,531	
Overtime	4,948	6,951		6,951	6,951	
Education Premium Pay	1,429	1,740	769	1,740	1,740	
Office Expense	392	2,000	551	2,000	2,000	
Dues and Travel	230					
Library Materials	302,351	280,300	150,905	280,300	280,300	
Social Security	<u>40,271</u>	<u>42,202</u>	<u>17,226</u>	<u>44,297</u>	<u>50,309</u>	19.2%
<b>TOTAL</b>	<b>\$917,555</b>	<b>\$979,585</b>	<b>\$ 405,447</b>	<b>\$904,012</b>	<b>\$1,000,007</b>	<b>2.1%</b>

<b>FULL-TIME POSITION SCHEDULE</b>					
	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b> <b><u>2020-21</u></b>	<b><u>Proposed</u></b> <b><u>2021-2022</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Librarian III	1	1	1	1	1
Librarian II	2	2	1	1	1
Librarian I	1	1	2	2	2
Library Assistant	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**ADULT SERVICES – BUDGET AND PROGRAM HIGHLIGHTS**

The Adult Services staff consists of reference librarians and circulation staff delivering a variety of programs and services while maintaining a high level of consistent customer service for all library users. Full-time staff operate from a “home-base” at one of the three libraries, but cover service points in each library location as needed, providing reference and information services, curating physical and electronic collections, and developing and leading programs on a wide variety of topics.



**Regular Payroll:** The Adult Services Division is staffed by six full-time positions who are based out of the Noah Webster Library. The appropriation reflects estimated merit increases offset by the filling of a vacancy at the start of the pay range. The increase from fiscal year 2021 estimated regular payroll is a result of the retirement of the Library Director.

**Temporary Payroll:** In order to cover customer services during all open hours, allocation is made for clerical and professional staff to cover public service desks at the Noah Webster Library when full-time staff are assigned to other locations or activities.

**Overtime (Sunday Hours):** This appropriation is made to pay wages for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours. Two full-time staff members are utilized as well on Sundays, rather than rely solely on part-time employees.

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

**Office Expense:** This appropriation covers the cost of supplies required for circulation services.

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. This expense is moved to the Administrative Services Division.

**Library Materials:** This appropriation is for the purchase of library materials in all formats for the adult collection at the Noah Webster Library. It includes books, periodicals and newspapers, large-type materials, music CDs, audio books (including books on CD, downloadable audio books and PlayAways) and movies in DVD and Blu-Ray format. The Library builds as broad a collection of materials as possible, adhering to a collection development policy approved by the Library Board. Most items are ordered with negotiated discounts for library purchases; titles are discounted up to 46.5% off the list price and are shipped to the library at no cost. Also included are e-book, e-serials and e-audio collections for adults and the online research resources available 24/7 to West Hartford residents.

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

**FAXON BRANCH LIBRARY**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$205,270	\$208,732	\$96,912	\$212,170	\$209,183	0.2%
Temporary Payroll	45,551	75,500	6,069	24,453	75,500	
Education Premium Pay	1,037	1,020	451	1,020	1,020	
Office Expense	1,045	1,500	2	1,500	1,500	
Dues and Travel	40					
Library Materials	38,479	47,900	17,821	47,900	47,900	
Social Security	<u>17,794</u>	<u>21,261</u>	<u>7,227</u>	<u>18,087</u>	<u>21,294</u>	0.2%
<b>TOTAL</b>	<b>\$309,216</b>	<b>\$355,913</b>	<b>\$128,482</b>	<b>\$305,130</b>	<b>\$356,397</b>	<b>0.1%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Librarian II	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**FAXON BRANCH LIBRARY – BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Faxon Library, located in the Elmwood neighborhood, is staffed by three full-time positions, a Community Engagement Librarian II, a Librarian I who provides outreach programming to students in the West Hartford pre-school and elementary schools in addition to general reference services to all ages, and a Circulation Library Assistant. Branch operations for both branch libraries are overseen by a Librarian III who spends 14-16 hours per week in each location. The budget includes estimated merit increases, where applicable.

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

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

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

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. This expense is moved to the Administrative Services Division.

**Library Materials:** This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

**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.

**BISHOPS CORNER BRANCH LIBRARY**

**SUMMARY OF EXPENDITURES**

	<u>Actual</u> <u>2019-20</u>	<u>Adopted</u> <u>2020-21</u>	<u>Actual</u> <u>6 Months</u>	<u>Estimated</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-22</u>	<u>Percent</u> <u>Change</u>
Regular Payroll	\$218,996	\$222,152	\$104,720	\$222,678	\$228,041	2.7%
Temporary Payroll	64,882	80,135	11,624	37,868	80,135	
Education Premium Pay	950	1,020	451	1,020	1,020	
Office Expense	1,170	1,500	662	1,500	1,500	
Dues and Travel	50					
Library Materials	42,292	50,100	21,225	50,100	50,100	
Social Security	<u>19,789</u>	<u>22,902</u>	<u>8,586</u>	<u>19,975</u>	<u>23,343</u>	1.9%
<b>TOTAL</b>	<b>\$348,129</b>	<b>\$377,809</b>	<b>\$147,268</b>	<b>\$333,141</b>	<b>\$384,139</b>	<b>1.7%</b>

**FULL-TIME POSITION SCHEDULE**

	<u>Authorized Positions</u>			<u>Revised</u> <u>2020-21</u>	<u>Proposed</u> <u>2021-2022</u>
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>		
Librarian III	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**BISHOPS CORNER BRANCH LIBRARY - BUDGET AND PROGRAM HIGHLIGHTS**

**Regular Payroll:** The Bishops Corner Branch Library is staffed by three full-time positions: a Librarian III Branch Operations Manager who spends 14-16 hours per week in each of the two branch libraries; a Children's Librarian I who also serves as a member of the Children's Services team; and a Circulation Library Assistant. This appropriation reflects estimated merit adjustments, where applicable.

**Temporary Payroll:** This allocation covers professional, clerical and page positions who provide direct customer service. This appropriation reflects the reallocation of part-time staff between divisions to meet staffing and programming needs.

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

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

**Dues & Travel:** This appropriation is used to pay for workshops and travel for the division. This expense is moved to the Administrative Services Division.

**Library Materials:** This appropriation is for the purchase of library materials for all age-groups in all physical formats: books, audio-recordings, magazines, and DVDs. Each branch collection is geared to the interests of the neighborhood community it serves.

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

**CHILDREN'S SERVICES DIVISION**

**SUMMARY OF EXPENDITURES**

	<b><u>Actual</u> <u>2019-20</u></b>	<b><u>Adopted</u> <u>2020-21</u></b>	<b><u>Actual</u> <u>6 Months</u></b>	<b><u>Estimated</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>	<b><u>Percent</u> <u>Change</u></b>
Regular Payroll	\$227,742	\$226,746	\$106,848	\$227,949	\$239,481	5.6%
Temporary Payroll	83,789	94,868	9,758	32,306	94,868	
Overtime	2,655	3,375		3,375	3,375	
Office Expense	3,888	3,500	885	3,500	3,500	
Dues and Travel	100					
Professional Services	2,109	3,000	1,160	1,160	3,000	
Library Materials	52,243	45,350	22,655	46,778	45,350	
Social Security	<u>23,055</u>	<u>24,832</u>	<u>8,603</u>	<u>21,372</u>	<u>25,501</u>	2.7%
<b>TOTAL</b>	<b>\$395,581</b>	<b>\$401,671</b>	<b>\$149,909</b>	<b>\$336,440</b>	<b>\$415,075</b>	<b>3.3%</b>

**FULL-TIME POSITION SCHEDULE**

	<b><u>Authorized Positions</u></b>			<b><u>Revised</u> <u>2020-21</u></b>	<b><u>Proposed</u> <u>2021-22</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>		
Librarian III	1	1	1	1	1
Librarian I	1	1	1	1	1
Library Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## CHILDREN'S SERVICES – BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** The Children's Services Division is staffed by three full-time positions who are based out of the Noah Webster Library but who deliver programs and/or services in both branch libraries as needed. The Librarian III position will take on additional responsibilities for half of fiscal year 2022 as the Director position is vacant.

**Temporary Payroll:** Part-time librarians, clerical staff and pages work in the Children's Division to provide programming, reference and reader's advisory service, circulate library materials, and maintain collections.

**Overtime (Sunday Hours):** This appropriation is for full-time staff who volunteer to work Sunday hours in addition to their normal work week. By contract, professional staff are paid their normal hourly rate plus a differential of \$30 per Sunday. Clerical Staff are paid time and a half for Sunday hours.

**Office Expense:** This appropriation covers the cost of office supplies as well as items that are specific to the children's area such as craft supplies that complement program themes and art materials to create room displays.

**Dues & Travel:** This appropriation is used to pay for travel for the division. Programs and materials are delivered to preschool programs throughout the town, especially for children who might not be taken to the library otherwise. This expense is moved to the Administrative Services Division.

**Professional Services:** This appropriation is used to fund presentations to the public in the rare instances that they are not available at no charge. Several grants fund special program series such as Sunday concerts for children.

**Library Materials:** This appropriation is for the purchase and replacement of library materials, in all formats, for the Children's collection at the Noah Webster Library. This includes books, periodicals and newspapers, DVD's and Blu Ray, and music CD's, as well as the purchase of electronic books and media.

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

**Youth Services**

Library services for West Hartford's youth are provided by experienced staff in each of the three libraries, who welcome children, teens and families each day to engaging and age-appropriate spaces focused on literacy and cooperative learning. Librarians who specialize in working with specific age groups develop book and media collections as well as programs for infants through high school age school students. Age-appropriate databases and Internet resources enhance the collections and staff assist teens, children and parents in using these 21<sup>st</sup> century tools.

**TEEN SERVICES DIVISION**

**SUMMARY OF EXPENDITURES**

	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Regular Payroll	\$76,965	\$78,902	\$ 36,557	\$78,700	\$79,646	0.9%
Temporary Payroll	27,757	28,464		5,692	28,464	
Office Expense	524	800	471	800	800	
Dues and Travel	40					
Professional Services	800	1,100		1,100	1,100	
Library Materials	11,814	15,465	6,556	15,465	15,465	
Social Security	<u>7,559</u>	<u>8,168</u>	<u>2,690</u>	<u>6,458</u>	<u>8,168</u>	
<b>TOTAL</b>	<b>\$125,459</b>	<b>\$132,899</b>	<b>\$46,274</b>	<b>\$108,215</b>	<b>\$133,643</b>	<b>0.6%</b>

**FULL-TIME POSITION SCHEDULE**

	<u><b>2018-19</b></u>	<u><b>Authorized Positions 2019-20</b></u>	<u><b>2020-21</b></u>	<u><b>Revised 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>
Librarian I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



## TEEN SERVICES - BUDGET AND PROGRAM HIGHLIGHTS

**Regular Payroll:** Although Teen Services is a separate division serving a unique audience, the Teen Services Librarian works under the direction of the Children's Services Manager and serves as an additional member of both the Adult and Children's Services teams, while focusing on developing programs and collections of interest to middle and high school age customers. Estimated merit increases are included in this appropriation.

**Temporary Payroll:** This appropriation covers the cost of library assistants who assist with teen programs and provide adult supervision of teens using the Teen Room at the Noah Webster Library.

**Office Expense:** This appropriation covers the cost of supplies that are specific to the teen area and teen programs.

**Dues and Travel:** This appropriation funds registration for employees at relevant State sponsored workshops. This expense is moved to the Administrative Services Division.

**Professional Services:** This appropriation is used to hire presenters for programs open to the public such as author talks, songwriter/performers, etc.

**Library Materials:** This appropriation is for the purchase of library materials for the Teen collection at the Noah Webster Library, including the purchase of electronic books and media, music, movies, television shows, comics and graphic novels for patrons. The Teen Services librarian works with staff at the branches to coordinate purchases for branch teen collections.

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

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### WEST HARTFORD

### LIBRARY FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Library Grant	\$ 16,390	\$	\$	\$
Charges for Copies	13,228	15,000	4,000	15,000
Interest Income	<u>1,151</u>	<u></u>	<u></u>	<u></u>
Total Revenue & Other Resources	\$ 30,769	\$ 15,000	\$ 4,000	\$ 15,000

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Library Operations	<u>\$ 17,298</u>	<u>\$ 15,000</u>	<u>\$ 8,500</u>	<u>\$ 15,000</u>
Total Expenditures	\$ 17,298	\$ 15,000	\$ 8,500	\$ 15,000

CHANGE IN FUND BALANCE	\$ 13,471	\$	\$ (4,500)	\$
BEGINNING BALANCE	\$ 79,701	\$ 93,172	\$ 93,172	\$ 88,672
ENDING BALANCE	\$ 93,172	\$ 93,172	\$ 88,672	\$ 88,672

**Fund: West Hartford Library Fund**  
**Department: Library**

**PURPOSE**

A budgeted fund used to account for the Connecticard (now DeliverIT-CT) Program which is funded via State grant. Other programs accounted for in this fund include the operation of the library's copiers, which are supported by user charges, as well as other State grants and private foundation grants.

**LONG-TERM STRATEGY**

This fund maintains a minimal fund balance as grant revenues and charges for service are utilized on an annual basis to fund operating expenditures and capital equipment needed for the libraries.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$ 9,000	\$ 8,000	\$ 8,000	\$ 30,000	\$ 16,000
Charges for Copies	18,000	20,000	18,000	16,000	13,000
Interest Income			1,000	1,000	1,000
<b>TOTAL REVENUES</b>	<b>\$27,000</b>	<b>\$28,000</b>	<b>\$27,000</b>	<b>\$47,000</b>	<b>\$30,000</b>
<b><u>Expenditures:</u></b>					
Library Operations	\$ 19,000	\$ 11,000	\$ 19,000	\$ 39,000	\$ 17,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,000</b>	<b>\$ 11,000</b>	<b>\$ 19,000</b>	<b>\$ 39,000</b>	<b>\$ 17,000</b>
<b>OPERATING RESULTS</b>	<b>\$ 8,000</b>	<b>\$ 17,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 13,000</b>
<b>FUND BALANCE</b>	<b>\$ 47,000</b>	<b>\$ 64,000</b>	<b>\$ 72,000</b>	<b>\$ 80,000</b>	<b>\$ 93,000</b>

**REVIEW OF PERFORMANCE**

Fund balance of the Library Fund increased \$13,000 in FY 2020 resulting in a balance of approximately \$93,000 at June 30, 2020.

**FISCAL YEAR 2021 OPERATING RESULTS**

In fiscal year 2021, it is expected that the fund will earn \$4,000 in charges for copies. Estimated expenditures total \$8,500 resulting in fund balance rounded to \$89,000 at June 30, 2021.

**FISCAL YEAR 2022 BUDGET**

The fiscal year 2022 budget is comprised of copier revenue of \$15,000 and operating expense of \$15,000 for copier supplies.

DEPARTMENT: LIBRARY

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Proposed 2021-22
	2018-19	2019-20	2020-21		
<u>GENERAL FUND</u>					
Director of Library Services*	1	1	1	1	1
Office Operations Specialist	1	1	1	1	1
Librarian III	3	3	3	3	3
Librarian II**	6	6	5	5	5
Librarian I	4	4	6	6	6
Library Specialist	4	4	2	2	2
Library Assistant	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL LIBRARY	24	24	24	24	24

\* This position is funded for half the year in fiscal year 2022.

\*\* One position is authorized but unfunded in fiscal year 2022.

**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 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Education Cost Sharing Grant	\$21,686,061	\$21,880,823	\$21,880,823	\$21,880,498	
<b>TOTAL</b>	<b>\$21,686,061</b>	<b>\$21,880,823</b>	<b>\$21,880,823</b>	<b>\$21,880,498</b>	

<b>BUDGET SUMMARY EDUCATION SERVICES</b>					
<b><u>Expenditures</u></b>	<b><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Education	\$168,795,596	\$170,073,528	\$172,249,528	\$176,303,925	3.7%
<b>TOTAL</b>	<b>\$168,795,596</b>	<b>\$170,073,528</b>	<b>\$172,249,528</b>	<b>\$176,303,925</b>	<b>3.7%</b>

Note: In fiscal year 2020, \$2,300,000 was placed in a non-lapsing “unexpended education funds account” for future use in accordance with section 10-248a of the General Statutes.

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**NON-DEPARTMENTAL OVERVIEW**

This section of the budget contains those program expenditures that are not identified with a specific department for oversight and/or management purposes.

<b>BUDGET SUMMARY NON-DEPARTMENTAL</b>						
	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Wages & Salaries	\$ 105,366	\$ 109,780	\$ 65,001	\$ 98,322	\$ 86,725	-21.0%
Operating Expense	13,112,316	13,104,244	7,477,760	13,274,344	12,767,063	-2.6%
Fringe Benefits	<u>43,126,908</u>	<u>41,451,193</u>	<u>19,431,069</u>	<u>41,836,744</u>	<u>44,007,703</u>	6.2%
<b>TOTAL</b>	<b>\$56,344,590</b>	<b>\$54,665,217</b>	<b>\$26,973,830</b>	<b>\$55,209,410</b>	<b>\$56,861,491</b>	<b>4.0%</b>

	<u><b>Authorized Positions</b></u>			<u><b>Revised 2020-21</b></u>	<u><b>Proposed 2021-2022</b></u>
<b>Full-Time Positions:</b>	<u><b>2018-19</b></u>	<u><b>2019-20</b></u>	<u><b>2020-21</b></u>		
Communication Systems					
Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**SUMMARY OF EXPENDITURES BY PROGRAM**

<u><b>Program</b></u>	<u><b>Actual 2019-20</b></u>	<u><b>Adopted 2020-21</b></u>	<u><b>Actual 6 Months</b></u>	<u><b>Estimated 2020-21</b></u>	<u><b>Proposed 2021-22</b></u>	<u><b>Percent Change</b></u>
Probate Court	\$ 38,083	\$ 45,260	\$ 16,273	\$ 40,260	\$ 45,260	
General Fund Contingency	1,058,508	769,020		1,440,020	1,598,281	107.8%
Radio System Maintenance	163,158	183,160	74,451	174,762	158,576	-13.4%
Private School Health Services	853,724	895,876		825,487	919,664	2.7%
Non-Public School						
Transportation	702,122	925,765		709,817	953,275	3.0%
Revaluation Litigation	13,670	25,000	12,518	15,000	25,000	
Health District Payment	664,541	708,102	359,218	708,102	759,087	7.2%
Employee Benefits						
Contributions	40,773,413	38,852,134	20,022,978	38,852,134	40,530,148	4.3%
Metropolitan District	11,467,700	12,260,900	6,334,850	12,260,900	11,872,200	-3.2%
COVID-19	<u>609,671</u>		<u>153,542</u>	<u>182,928</u>		
<b>Total Department</b>	<b>\$56,344,590</b>	<b>\$54,665,217</b>	<b>\$26,973,830</b>	<b>\$55,209,410</b>	<b>\$56,861,491</b>	<b>4.0%</b>

**Probate Court Support:**

The Town of West Hartford is liable for payment of administrative expenses for the operation of the Probate Court. Based upon historical experience, these costs are expected to total \$45,260 for fiscal year 2022.

**General Fund Contingency:**

This appropriation reflects a contingency for unsettled union contracts and termination pay. At the time of budget production, the Fire contracts are current; all other union contracts remain in negotiation.

**Radio System Maintenance:**

The cost of maintaining and operating the town-wide radio communications system is \$158,576 for fiscal year 2022, a decrease of \$24,584 or -13.4%. The Town has installed a new radio system which will include maintenance costs for the first year as well as the elimination of the need for one lease site.

**Private School Services Fund Subsidy:**

Included in the fiscal year 2022 budget is a subsidy of \$1,872,939 to the Private School Services Fund which represents the non-reimbursable cost of providing health (\$919,664) and transportation (\$953,275) services to the resident and non-resident children in West Hartford private schools. The subsidy for transportation services increases \$27,510 in fiscal year 2022 due to contractual increases. The subsidy for providing private school health increases \$23,788. This reflects merit increases for eligible school nurses, additional temporary payroll, increases in the pension and risk allocations, and a reduced reimbursement rate from the State, based upon experience.

**Revaluation Litigation:**

A total of \$25,000 is appropriated for costs associated with new or pending tax appeals of property assessments.

**Health District Payment:**

The Town's payment to the West Hartford/Bloomfield Regional Health District (WHBHD) from the General Fund totals \$759,087 for fiscal year 2022 based upon the district's adopted budget. As in prior years, an additional \$100,000 is paid from the Community Development Block Grant fund.

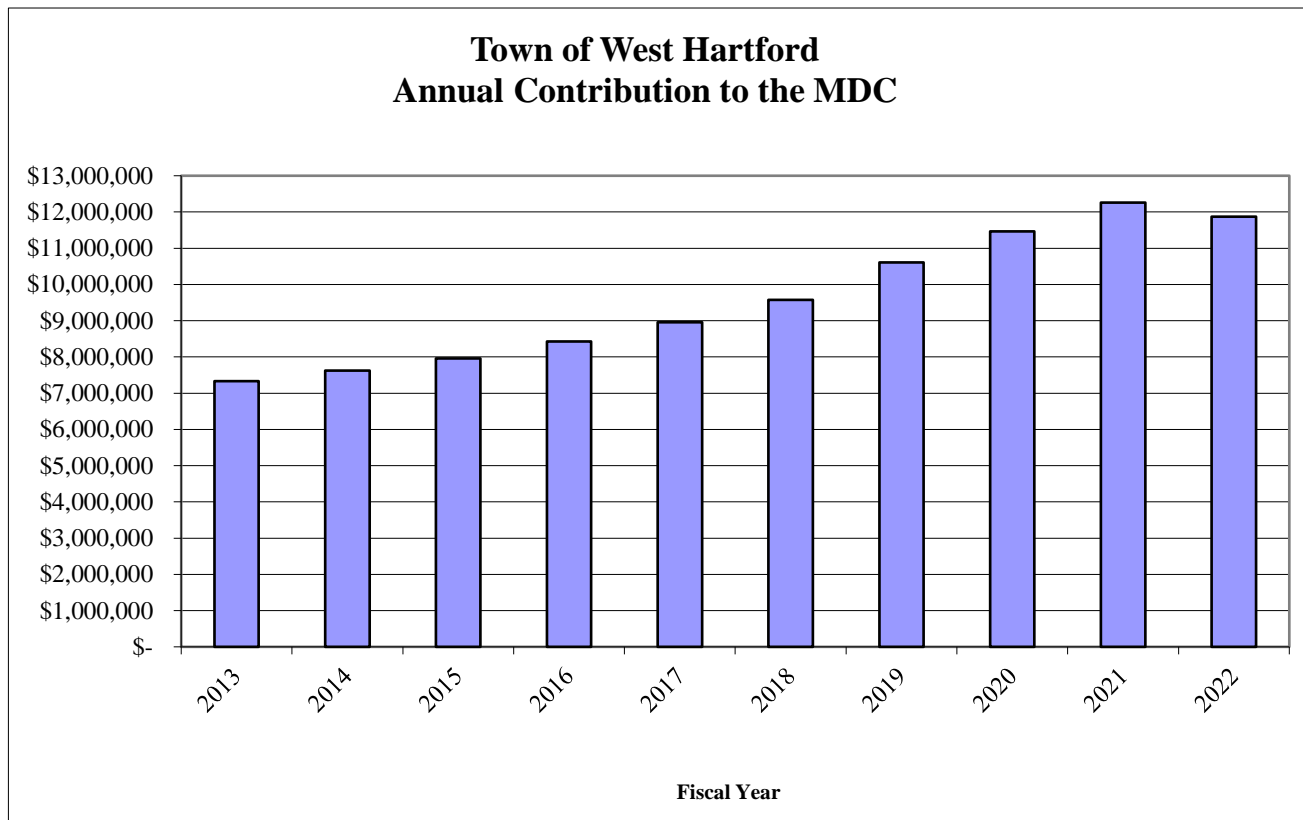


**Employee Benefits Contributions:**

This appropriation represents the General Fund’s contributions to the Town’s Pension Fund and Risk Management Fund, an internal service fund used to account for the Town’s risk management programs: workers’ compensation, Town health, heart and hypertension, self-insured and insured. The increase in the appropriation is driven by three factors. First, the Town’s actuarially determined contribution to the Pension Fund increased from \$25,439,481 in fiscal year 2021 to \$26,919,077 in fiscal year 2022. This contribution is allocated to Town funds and the Board of Education based upon the percentage of covered payroll. Second, the Town continues its commitment to fund its Retiree Health Reserve, which pays for medical care for retirees. The Town’s contribution for fiscal year 2022 is \$10,072,000, an increase of \$400,000. Finally, the Town’s General Fund contribution to the Risk Management Fund has increased overall based upon claims experience. More detail on the Pension Fund and Risk Management Fund can be found in the Human Resources departmental section.

**Metropolitan District Commission (MDC):**

The payment to the MDC, the quasi-governmental agency responsible for sewage treatment and disposal, is based upon the agency’s adopted budget and apportioned to the member communities based upon the local property tax levy. The budget for fiscal year 2022, decreases \$388,700 or 3.2% from the prior year.



# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### PRIVATE SCHOOL SERVICES FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Intergovernmental	\$ 662,863	\$ 680,113	\$ 680,113	\$ 618,544
Charges for Services				
Transfer In	<u>1,555,846</u>	<u>1,821,641</u>	<u>1,576,065</u>	<u>1,872,939</u>
Total Revenues & Other Resources	\$ 2,218,709	\$2,501,754	\$2,256,178	\$2,491,483

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
--------------------------------	---------------------	----------------------	------------------------	-----------------------

Medical Care Services	\$ 1,516,586	\$1,575,990	\$1,546,361	\$1,538,208
Non-Public School Transportation	<u>702,123</u>	<u>925,764</u>	<u>709,817</u>	<u>953,275</u>
Total Expenditures & Other Uses	2,218,709	\$2,501,754	\$2,256,178	\$2,491,483

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

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**PURPOSE**

A budgeted fund whose purpose is to account for all services provided by the Town to private and parochial schools in West Hartford. These services include the busing of local students to non-public schools in West Hartford and health services to these schools. The Town receives a State grant to partially offset the cost of these services and a transfer from the General Fund is made each year representing the local costs of the program.

**LONG-TERM STRATEGY**

This fund maintains no fund balance as funding from State grants and the subsidy from the General Fund are designed to match annual operating expenditures.

**FUND PERFORMANCE**

Five Year History of Operating Results					
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$482,000	\$572,000	\$559,000	\$688,000	\$662,863
<b>TOTAL REVENUES</b>	<b>\$482,000</b>	<b>\$572,000</b>	<b>\$559,000</b>	<b>\$688,000</b>	<b>\$662,863</b>
<b><u>Expenditures:</u></b>					
Operational	\$2,218,000	\$2,218,000	\$2,159,000	\$2,414,000	\$2,218,709
<b>TOTAL EXPENDITURES</b>	<b>\$2,218,000</b>	<b>\$2,218,000</b>	<b>\$2,159,000</b>	<b>\$2,414,000</b>	<b>\$2,218,709</b>
<b>TRANSFERS FROM OTHER FUNDS</b>	<b>\$1,736,000</b>	<b>\$1,646,000</b>	<b>\$1,600,000</b>	<b>\$1,726,000</b>	<b>\$1,555,846</b>
<b>OPERATING RESULTS</b>	-	-	-	-	-
<b>FUND BALANCE</b>	-	-	-	-	-

**REVIEW OF PERFORMANCE**

The General Fund costs to support the programs provided by the Private School Services Fund have varied over the five years presented, reaching a high of \$1,736,000 in fiscal year 2016. The reimbursement from the State of Connecticut for health services to non-public schools has been capped due to State budget constraints. In addition the private school transportation grant was eliminated in fiscal year 2017. Each of these reductions in State aid result in a higher required contribution from the Town.

**FISCAL YEAR 2021 OPERATING RESULTS**

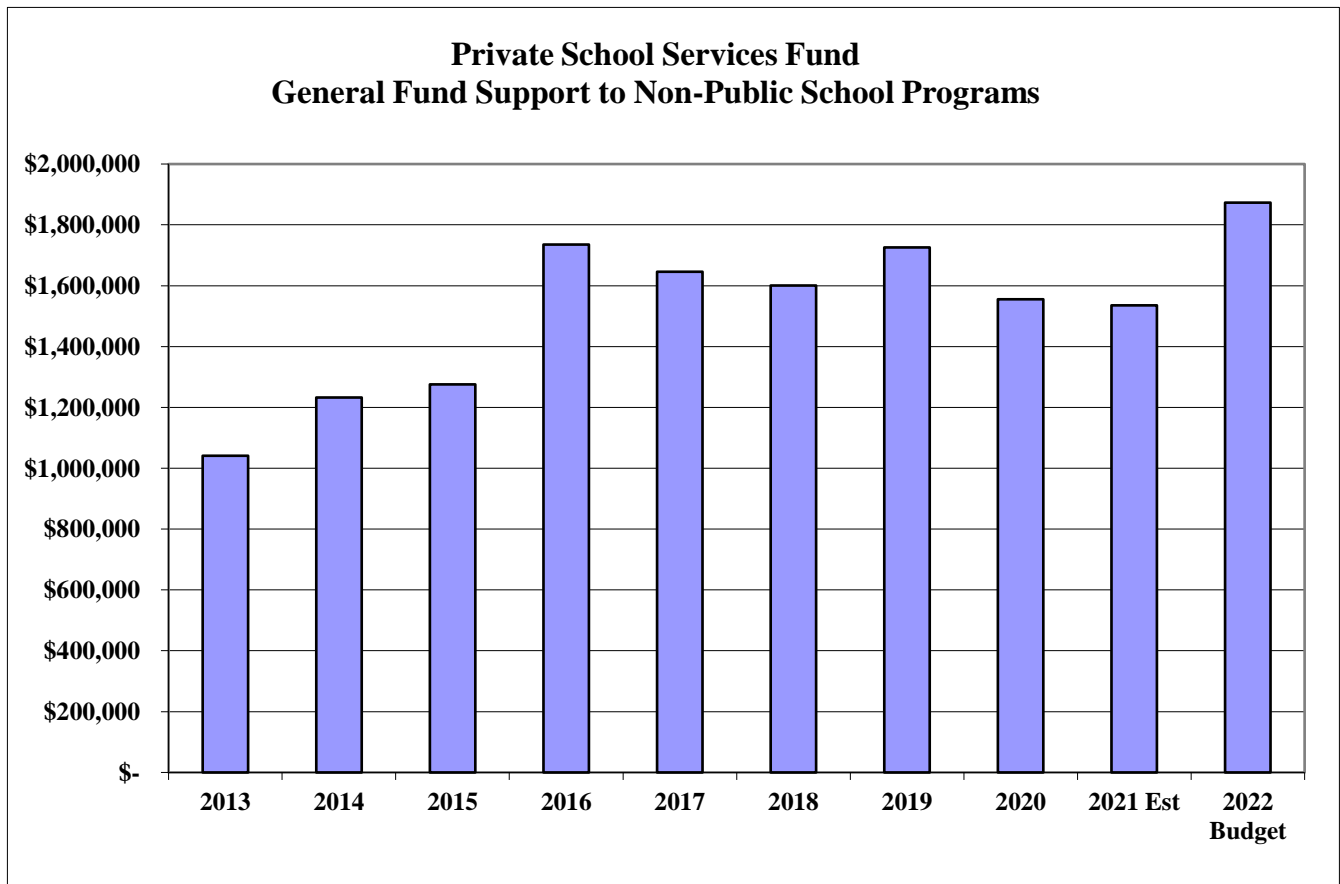
Operating results for the current fiscal year are projected to result in a transfer from the General Fund of \$1,576,065. This is decrease from the amount budgeted as some students continue remote learning due the the pandemic resulting in less busses needed.

**Fund: Private School Services Fund**  
**Department: Non-Departmental**

**FISCAL YEAR 2022 BUDGET**

Expenditures are projected to decrease \$10,271 in fiscal year 2022. Private school transportation is consistent with fiscal year 2021. The cost of medical services for non-public schools increases due to wage adjustments and increases in risk costs. The State reimbursement percentage for health services is budgeted at approximately 50%, versus the 80% the Town should receive under existing State statutes.

<b><u>Full-Time Positions:</u></b>	<b><u>Authorized Positions</u></b>			<b><u>Revised</u></b>	<b><u>Proposed</u></b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>2020-21</u></b>	<b><u>2021-2022</u></b>
Senior Nurse	1	1	1	1	1
Nurse	8	8	8	8	8
<b>TOTAL</b>	9	9	9	9	9



# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

# BUDGET IN BRIEF

## BLUE BACK SQUARE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Rental of Facilities	\$ 21,449	\$ 19,800	\$ 19,800	\$ 19,800
Interest Income				
Transfer In	<u>4,094,806</u>	<u>3,921,919</u>	<u>3,410,500</u>	<u>3,626,730</u>
Total Revenues & Other Resources	\$ 4,116,255	\$ 3,941,719	\$ 3,430,300	\$ 3,646,530

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Capital Financing	\$ <u>3,848,144</u>	\$ <u>3,410,500</u>	\$ <u>3,410,500</u>	\$ <u>3,658,875</u>
Total Expenditures & Other Uses	\$ 3,848,144	\$ 3,410,500	\$ 3,410,500	\$ 3,658,875

CHANGE IN FUND BALANCE	\$ 268,111	\$ 531,219	\$ 19,800	(\$ 12,345)
BEGINNING BALANCE	(\$ 265,888)	\$ 2,223	\$ 2,223	\$ 22,023
ENDING BALANCE	\$ 2,223	\$ 533,442	\$ 22,023	\$ 9,678

**Fund: Blue Back Square Fund**  
**Department: Non-Departmental**

**PURPOSE**

A fund created to account for the financial activity of the Blue Back Square (BBS) development project. This activity includes capital financing for public improvements and revenues generated from property taxes, Special Services District taxes, and parking operations.

**LONG-TERM STRATEGY**

The Blue Back Square Fund will fund the debt service on the \$48.82 million in general obligation bonds issued to fund public improvements within the Blue Back Square project. These public improvements included the purchase of two parking garages, renovations to the Town Hall and Noah Webster Library, and public infrastructure improvements. The net revenue generated from the operation of the parking garages and on-street parking and the Special Services District (SSD) taxes levied on the taxable property within the Blue Back Square development, as well as interest income generated within the fund is expected to fund the annual debt service costs.

**REVIEW OF PERFORMANCE**

In fiscal year 2010, the BBS capital project accounts were closed as the development was deemed complete. Remaining balances totaling \$475,437 were transferred to the BBS Fund and added to the reserve for capital projects to be used for maintenance and/or improvements to the garages. In addition, during fiscal year 2010, the Town refunded its long-term debt on the Blue Back Square project to take advantage of a favorable interest environment. This refunding will save the Town \$3,041,867 in debt service over the life of the bonds. As of June 30, 2020, the BBS fund had a balance of \$2,223 inclusive of the Capital Projects Reserve of \$125,721.

**FISCAL YEAR 2021 OPERATING RESULTS**

The estimate for fiscal year 2021 includes rental of facilities income of \$19,800 and a transfer of \$3,410,500 from the WHC-SSD Fund. This represents SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,696,500. Capital financing expenditures of \$3,410,500 represent interest and principal payments due in fiscal year 2021 on long-term debt.

**FISCAL YEAR 2022 BUDGET**

The budget for fiscal year 2022 includes rental of facilities revenue of \$19,800 and a transfer of \$3,626,730 from the WHC-SSD Fund, representing SSD taxes of \$1,714,000 and net proceeds from parking operations of \$1,912,730. Capital financing expenditures of \$3,658,875 are budgeted and represent interest and principal payments due in fiscal year 2022 on the fund's long-term debt.

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

#### WEST HARTFORD CENTER – SPECIAL SERVICES DISTRICT FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Special Services District Tax	\$ 1,702,586	\$1,714,000	\$1,714,000	\$ 1,714,000
Parking Revenue	2,339,276	3,032,680	1,740,000	1,866,000
Parking Violation Revenue	92,420	87,500	43,750	43,750
Interest Income	<u>23,156</u>	<u>20,000</u>	<u>2,980</u>	<u>2,980</u>
Total Revenues & Other Resources	\$ 4,157,438	\$4,854,180	\$3,500,730	\$ 3,626,730

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Parking Operations	\$ 62,632	\$ 932,261	\$ 90,230	\$
Transfer Out	<u>4,094,806</u>	<u>3,921,919</u>	<u>3,410,500</u>	<u>3,626,730</u>
Total Expenditures & Other Uses	\$ 4,157,438	\$4,854,180	\$3,500,730	\$ 3,626,730

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

**Fund: WHC – Special Services District Fund****Department: Non-Departmental****PURPOSE**

The West Hartford Center-Special Services District Fund is a component unit of the Town. Information on the Fund is included to provide support for expenditures in budgeted Town funds. The District is responsible for collecting a Special Services District Tax and operation of parking garages and surface lots within the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services and pays a management fee to the Parking Lot Fund. Net proceeds of the WHC-Special Services District Fund are transferred to the Town at year-end.

**LONG-TERM STRATEGY**

This fund will account for activities of the Special Services District, but maintain no fund balance as annual net proceeds are transferred to the Town and deposited in the Blue Back Square Fund.

**FISCAL YEAR 2021 OPERATING RESULTS**

For fiscal year 2021, the fund expects to earn Special Services District Tax of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$1,786,730. An estimated management fee of \$90,230 will result in a transfer of \$3,410,500 to the BBS Fund.

**FISCAL YEAR 2022 BUDGET**

The budget for fiscal year 2022 assumes Special Services District taxes of \$1,714,000 and parking revenue, parking violation revenue and interest income of \$1,912,730. In January, 2020, the Town Council approved a new parking rate for transient metered parking for credit card users. The additional \$.14 per hour will be used to offset mounting bank fees associated with the processing of credit cards. Individuals who use cash to pay for parking will not be charge this additional rate. Also, the State of Connecticut passed legislation that imposed a sales tax on all metered parking. The sales tax is included the parking rate structure for both cash and credit card transactions, but is not considered additional revenue because it will be remitted to the State of Connecticut.

This budget assumes no management fee be transferred to the Parking lot fund, as the total amount of 3,626,730 will be transferred to the BBS Fund for Capital Financing.



DEPARTMENT: NON-DEPARTMENTAL

**FULL-TIME POSITION SCHEDULE**

POSITION	Authorized Positions			Revised 2020-21	Proposed 2021-2022
	2018-19	2019-20	2020-21		
<u>GENERAL FUND</u>					
Communications System Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL GENERAL FUND	1	1	1	1	1
<u>PRIVATE SCHOOL SERVICES</u> FUND					
Senior School Nurse	1	1	1	1	1
School Nurse	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
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><u>Actual 2019-20</u></b>	<b><u>Adopted 2020-21</u></b>	<b><u>Actual 6 Months</u></b>	<b><u>Estimated 2020-21</u></b>	<b><u>Proposed 2021-22</u></b>	<b><u>Percent Change</u></b>
Debt Administration	\$ 82,131	\$ 90,000	\$ 107,959	\$ 125,000	\$ 90,000	
Transfer for Debt						
Service	16,498,618	17,228,952	8,927,939	16,748,952	15,553,560	-9.7%
Transfer to CNRE					485,000	100.0%
<b>Total Department</b>	<b>\$16,580,749</b>	<b>\$17,318,952</b>	<b>\$9,035,898</b>	<b>\$16,873,952</b>	<b>\$16,128,560</b>	<b>-6.9%</b>

**BUDGET & PROGRAM HIGHLIGHTS**

The budget for capital financing includes three components: a transfer to the Debt Service Fund for principal and interest payments on General Obligation bonds that have already been issued; debt administration costs for the issuance of new debt; and, a transfer to the Capital Non-Recurring Expenditure (CNRE) Fund to finance capital projects that are not financed via long-term debt (per the guidelines of the Town's capital financing policy).

Bonded debt service is \$17,848,560 for fiscal year 2022. Of this amount, \$15,553,560 is appropriated in the General Fund and will be transferred to the Town's Debt Service Fund. Anticipating a significant increase in debt service payments in fiscal year 2021, \$950,000 was specifically transferred to the Debt Service Fund to mitigate this increase. A General Fund contribution of \$485,000 to fund CNRE projects is required in fiscal year 2022.

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### DEBT SERVICE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Use of Bond Premium	\$ 350,000	\$ 1,000,000	\$ 1,000,000	\$ 2,295,000
Transfer In	<u>16,498,618</u>	<u>17,228,952</u>	<u>16,748,779</u>	<u>15,553,560</u>
Total Revenues & Other Resources	\$16,848,618	\$18,228,952	\$17,748,779	\$17,848,560

EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
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Debt Service	\$17,033,537	\$19,178,952	\$18,698,779	\$17,848,560
Debt Administrative Expense				35,000
Transfer to Leisure Services Fund	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Expenditures & Other Uses	\$17,083,537	\$19,228,952	\$18,748,779	\$17,933,560

CHANGE IN FUND BALANCE	(\$ 234,919)	(\$ 1,000,000)	(\$1,000,000)	(\$85,000)
BEGINNING BALANCE	\$ 1,579,812	\$ 1,344,893	\$ 1,344,893	\$ 344,893
ENDING BALANCE	\$ 1,344,893	\$ 344,893	\$ 344,893	\$ 259,893

## **Debt Service Fund**

### **PURPOSE**

A fund established in fiscal year 2010 to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs.

### **LONG-TERM STRATEGY**

This fund will be used to accumulate resources for the payment of long-term debt in order to reduce the financial impact of these obligations on the General Fund.

### **REVIEW OF PERFORMANCE**

The initial funding for the Debt Service Fund came from a bond premium from a previous debt issuance and \$2,758,897 of proceeds received by the Town for a litigation settlement. These proceeds were used to reduce the General Fund appropriation based upon the Town's capital financing model. All bond premiums received subsequently have been recorded as deferred revenue and are being used to offset debt service over a multi-year period.

### **FISCAL YEAR 2021 OPERATING RESULTS**

The budget for fiscal year 2021 reflects a transfer in from the General Fund of \$16,748,779, and use of \$1,000,000 in bond premium, \$1,000,000 in fund balance, and anticipated debt service refunding savings to fund debt service payments of \$18,698,779. In October, 2020, the Town refunded \$21.6M of General Obligation bonds achieving slightly over \$1.03M in interest savings. Of that savings, \$480,000 will be applied to current year interest payments reducing the Town's overall Debt Service for the year to \$18,698,779.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

### **FISCAL YEAR 2022 BUDGET**

In fiscal year 2022, a transfer from the General Fund of \$15,553,560 and as use of \$2,295,000 in bond premiums from prior bond sales provides funding for debt service payments.

In addition, a transfer of \$50,000 will be made to the Leisure Services Fund to reduce the accumulated deficit in the fund related to debt payments on Veterans Memorial Skating Rink.

# TOWN OF WEST HARTFORD

## Fiscal Year 2021-2022

### BUDGET IN BRIEF

### CAPITAL NON-RECURRING EXPENDITURE FUND

REVENUES AND OTHER RESOURCES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Intergovernmental Revenue	\$ 203,134	\$	\$	\$
Sale of Assets	35,602		3,388	
Interest Income	47,957		6,000	
Transfer In	<u>2,243,000</u>	<u>          </u>	<u>          </u>	<u>485,000</u>
Total Revenues & Other Resources	\$2,529,693	\$	\$ 9,388	\$485,000
EXPENDITURES AND OTHER USES	ACTUAL 2019-2020	ADOPTED 2020-2021	ESTIMATED 2020-2021	PROPOSED 2021-2022
Capital Outlay	\$ 839,970	\$	\$ 21,910	\$
Transfer Out	<u>1,839,140</u>	<u>2,073,000</u>	<u>2,665,250</u>	<u>485,000</u>
Total Expenditures & Other Uses	\$2,679,110	\$2,073,000	\$ 2,687,160	\$485,000
CHANGE IN FUND BALANCE	(\$ 149,417)	(\$2,073,000)	(\$2,677,772)	
BEGINNING BALANCE	\$ 5,305,586	\$ 5,156,169	\$ 5,156,169	\$ 2,478,397
ENDING BALANCE	\$ 5,156,169	\$ 3,083,169	\$ 2,478,397	\$ 2,478,397

## Capital & Non-Recurring Expenditure Fund

### PURPOSE

A budgeted fund created pursuant to CGS Section 7-360 to account for resources accumulated for capital projects or equipment purchases.

### LONG-TERM STRATEGY

The Fund is a critical element of the Town's capital financing strategy. The Capital & Non-Recurring Expenditure (CNRE) Fund is utilized to facilitate transfers from the General Fund to be appropriated for capital projects and to accumulate proceeds from unexpended balances in capital project accounts after projects have been completed. The Fund makes a contribution each year to the capital improvement program for project financing. A transfer out represents the CNRE Fund's contribution to the Capital Projects Fund.

### FUND PERFORMANCE:

Five Year History of Operating Results					
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<b><u>Revenues:</u></b>					
Intergovernmental	\$ 245,000	\$	\$ 497,000	\$ 254,000	\$ 203,000
Miscellaneous	185,000	77,000	38,000	84,000	83,000
<b>TOTAL REVENUES</b>	<b>\$ 430,000</b>	<b>\$ 77,000</b>	<b>\$ 535,000</b>	<b>\$ 338,000</b>	<b>\$ 286,000</b>
<b><u>Expenditures:</u></b>					
Capital Outlay	1,071,000	358,000	497,000	1,030,000	840,000
<b>TOTAL EXPENSES</b>	<b>\$ 1,071,000</b>	<b>\$ 358,000</b>	<b>\$ 497,000</b>	<b>\$ 1,030,000</b>	<b>\$ 840,000</b>
<b><u>Transfers:</u></b>					
Transfers In	\$2,480,000	\$3,205,000	\$3,900,000	\$2,390,000	\$2,243,000
Transfers Out	--	(1,320,000)	(3,828,000)	(1,865,000)	(1,839,000)
<b>NET TRANSFERS</b>	<b>2,480,000</b>	<b>1,885,000</b>	<b>72,000</b>	<b>525,000</b>	<b>404,000</b>
<b>OPERATING RESULTS</b>	<b>1,839,000</b>	<b>1,604,000</b>	<b>110,000</b>	<b>(167,000)</b>	<b>(150,000)</b>
<b>FUND BALANCE</b>	<b>\$3,759,000</b>	<b>\$5,363,000</b>	<b>\$5,473,000</b>	<b>\$5,306,000</b>	<b>\$5,156,000</b>

**Fund: Capital & Non-Recurring Expenditure Fund**  
**Department: Non-Departmental**

**REVIEW OF PERFORMANCE**

The Town has been successful in accumulating funds for capital projects and equipment purchases in the CNRE Fund. This has been accomplished through sale of assets and transfers of year-end surplus from the General Fund. At June 30, 2020, the CNRE fund had unreserved, undesignated fund balance of \$5,156,169.

**FISCAL YEAR 2021 OPERATING RESULTS**

In fiscal year 2021, intergovernmental revenue is anticipated. Sale of assets is expected to generate \$3,388 and interest income will total \$6,000. No capital expenditures are estimated and transfers to fund capital projects are \$. The Fund will have fund balance of approximately \$2,478,397 as of June 30, 2021.

**FISCAL YEAR 2022 BUDGET**

The budget reflects a General Fund transfer to the Capital Projects Fund of \$485,000 in fiscal year 2022, in accordance with the fiscal year 2022-2033 Capital Improvement Plan (CIP). This transfer will be funded via a General Fund contribution, leaving approximately \$2,478,397 as of June 30, 2022.



### CAPITAL FINANCING SUMMARY

The 2022-2033 Capital Improvement Program (CIP) invests \$331,255,000 in the West Hartford community over the next twelve years. These funds will be invested in Town and School buildings, transportation and infrastructure, parks and recreational projects and capital equipment.

While the CIP is comprised primarily of recurring projects whose purpose is to maintain the infrastructure of the Town and prevent expensive repairs, there are also a few non-recurring projects as noted below.

- **Transportation and Circulation:** Sedgwick Road Pavement Rehabilitation Project improves beyond the roadway repaving include catch basin replacements, the installation of buffered bike lanes, enhanced crosswalks, and traffic signal improvements. This project is funded by a \$1,000,000 Grant from the State of Connecticut's Local Transportation Capital Improvement Program. The Flood Mitigation Infrastructure Improvement project is set to enhance the town's drainage system reducing repetitive street and property flooding. The project is intended to start in Year 2. This project is funded through the issuance of bonds, although the Engineering Division is seeking grants to fund the construction of these improvements.
- **Education:** The CIP includes \$1,350,000 in Year 1 to address school security improvements. Grants of \$270,000 will offset these expenses. These projects are related to enhancing the security features of main offices by creating controlled entrances for visitors. Year 2 is the first year of a 15-year Elementary School Air Quality Project. Costs are partially offset with grant money. The pandemic has highlighted the need for improvements to our elementary schools that lack modern systems to bring in fresh air and filter out contaminants.
- **Town Building Improvements:** In Year 1, \$700,000 is available for the construction of the Animal Shelter. Town building improvements also increased \$360,000 for Years 1, 2, and 3 for Fire and Police departments building renovations. A new project is the acquisition of property in the Elmwood section of Town to be used for the consolidation of all Town services in that neighborhood. This project is funded over two years; \$3M per year for a total project cost of \$6M.
- **Government Operations:** The completion in Year 1 of a time and attendance system to operate in conjunction with the MUNIS Payroll module (\$315,000).
- **Rolling Stock/Miscellaneous Equipment:** Included in this category are replacement vehicles for Town operations (Assessors, Engineering, Building, and Planning), and Public Safety (Police, Fire). Additionally, Miscellaneous Equipment is also added. Year 1 includes funding for a washer for Fire protective gear, a replacement ECG machine, smokeless exhaust system, and radio upgrade for the Fire Department. New items include the purchase of fire turnout gear (\$208,000 Year 1), and Police body cameras (\$400,000 per year for three years).

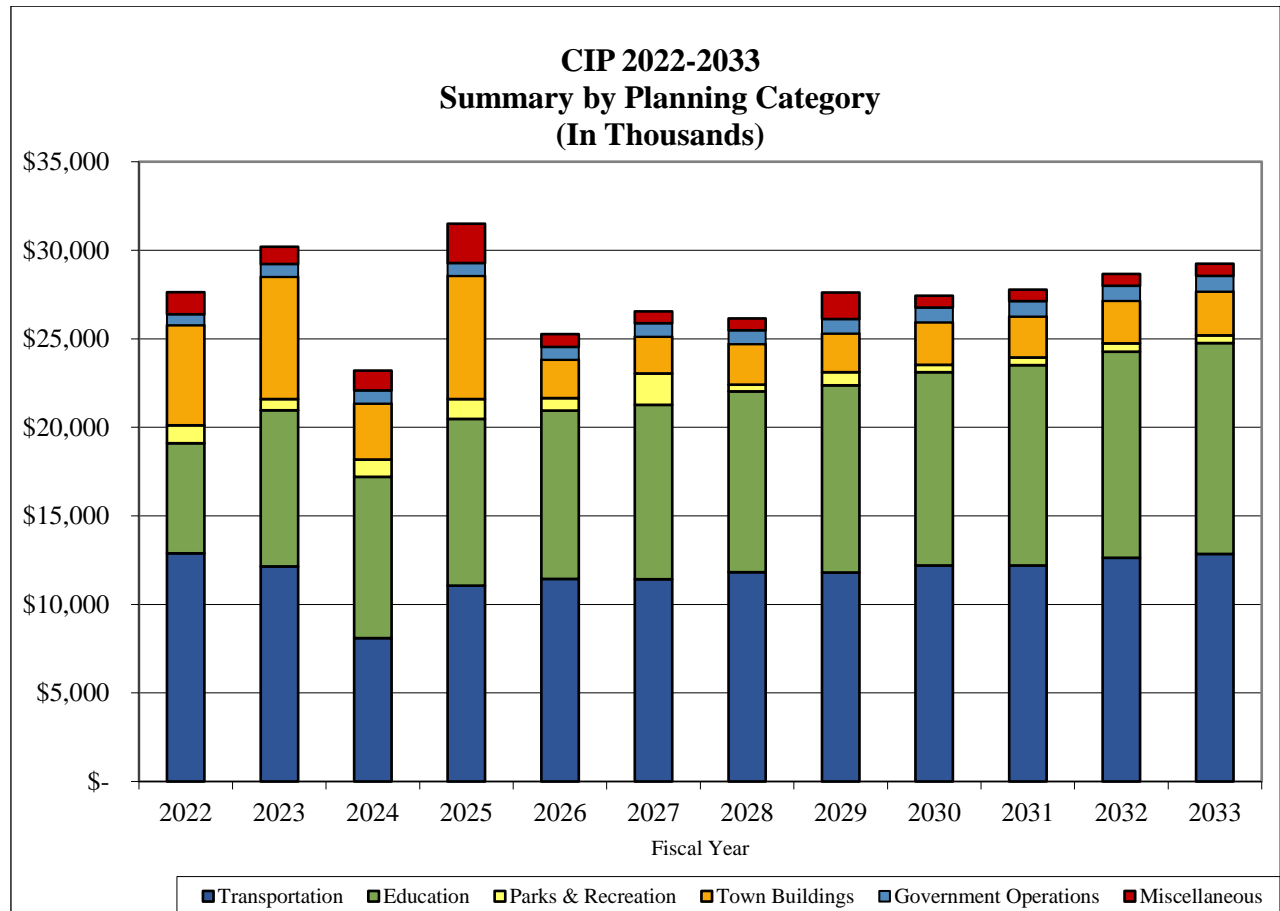
The Town utilizes four main financing sources for projects in the CIP: long-term debt (General Obligation Bonds), the Capital and Non-Recurring Expenditure (CNRE) Fund, State and Federal grants, and "other" funds. Projects being financed via other funds include projects at Rockledge Golf Course, which are financed through capital projects user fees for golfers, projects at Westmoor Park, which are financed through use of the Westmoor Park fund balance, and projects eligible for funding under the Community Development Block Grant program.

Twelve-year summaries of the Capital Improvement Plan by planning category and by financing source are found on the following pages.

**ANNUAL BUDGET 2021-2022**

Town of West Hartford  
Capital Improvement Plan 2022-2033  
Summary by Planning Category  
(In Thousands)

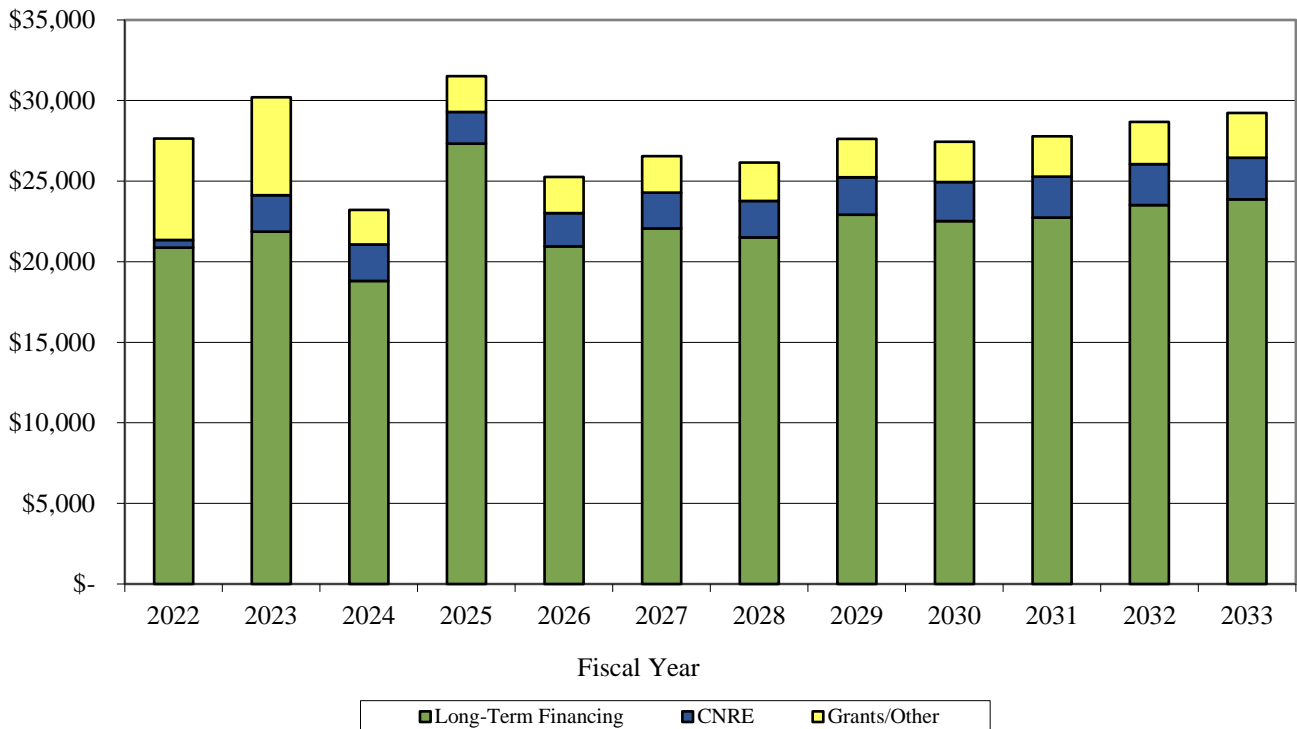
Fiscal Year	Transportation & Infrastructure	Education	Parks & Recreation	Town Buildings	Government Operations	Rolling Stock & Misc. Equipment	Total
2022	\$12,891	\$6,209	\$1,015	\$5,664	\$615	\$1,244	\$27,638
2023	12,142	8,821	625	6,915	715	980	30,198
2024	8,093	9,111	975	3,168	736	1,130	23,213
2025	11,064	9,406	1,125	6,962	717	2,230	31,504
2026	11,439	9,505	700	2,168	737	710	25,260
2027	11,420	9,856	1,770	2,076	760	665	26,547
2028	11,812	10,211	395	2,285	783	665	26,151
2029	11,797	10,569	740	2,196	806	1,515	27,623
2030	12,206	10,905	420	2,409	831	665	27,436
2031	12,199	11,319	420	2,324	856	665	27,783
2032	12,629	11,637	470	2,409	856	665	28,666
2033	<u>12,859</u>	<u>11,908</u>	<u>420</u>	<u>2,482</u>	<u>882</u>	<u>686</u>	<u>29,237</u>
<b>TOTAL</b>	<b>\$140,551</b>	<b>\$119,457</b>	<b>\$9,075</b>	<b>\$41,058</b>	<b>\$9,295</b>	<b>\$11,820</b>	<b>\$331,255</b>



Town of West Hartford  
Capital Improvement Plan 2022-2033  
Summary by Financing Source  
(In Thousands)

<u>Fiscal Year</u>	<u>Long-Term Debt</u>	<u>CNRE</u>	<u>Grants</u>	<u>Other</u>	<u>Total</u>
2022	\$20,867	\$485	\$5,646	\$640	\$27,638
2023	21,863	2,265	5,770	300	30,198
2024	18,807	2,253	2,103	50	23,213
2025	27,319	1,973	2,162	50	31,504
2026	20,957	2,050	2,202	50	25,260
2027	22,054	2,231	2,262		26,547
2028	21,496	2,282	2,323	50	26,151
2029	22,906	2,332	2,385		27,623
2030	22,525	2,409	2,452	50	27,436
2031	22,741	2,532	2,510		27,783
2032	23,507	2,540	2,569	50	28,666
2033	<u>23,861</u>	<u>2,588</u>	<u>2,633</u>	<u>155</u>	<u>29,237</u>
<b>TOTAL</b>	<b>\$268,903</b>	<b>\$25,941</b>	<b>\$35,017</b>	<b>\$1,395</b>	<b>\$331,255</b>

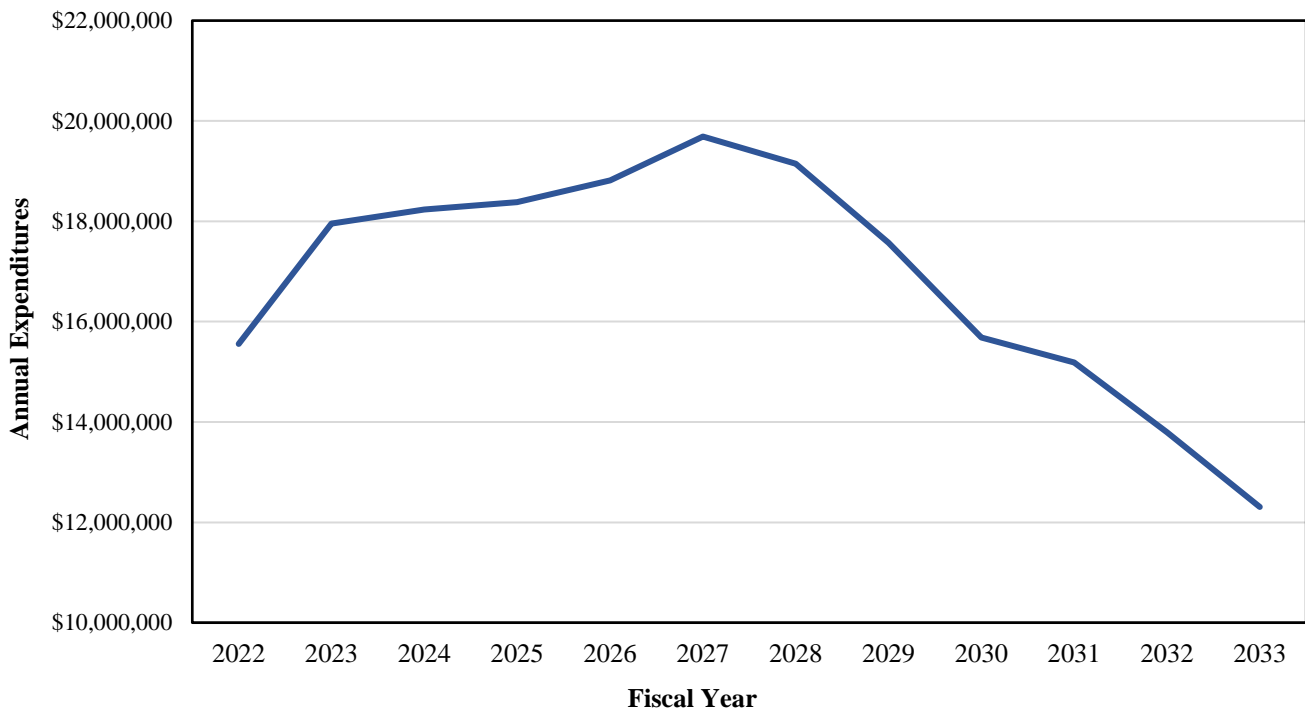
**CIP 2022-2033**  
**Summary by Financing Source**  
(In Thousands)



In order to ensure the CIP adheres to the Town's Capital Financing Guidelines, a capital financing model is maintained. This model utilizes project cost, timing and financing information from the CIP and develops information as to the timing and amount of bond issuances, anticipated debt service costs, and the financial impact on the General Fund. In addition, financial debt indicators such as debt service as a percentage of General Fund expenditures, percentage of principal repaid within ten (10) years, and outstanding debt per capita are computed in this model. These indicators are then reviewed to ensure that the Town complies with its capital financing guidelines.

Based upon the CIP presented, it is expected that debt service, excluding the Blue Back Square (BBS) issuance being repaid by special services district revenues, will vary from a low of \$12,306,960 in fiscal year 2033 to a high of \$19,689,152 in fiscal year 2027. These figures assume a general obligation bond interest rate of 2.55% in fiscal year 2022, with an increase of 0.25% to the rate every three years thereafter and an average term of 15 years, consistent with the type of projects being financed. The Town will issue \$17,000,000 in general obligation bonds with a 15-year term in March, 2021. Debt service (exclusive of BBS) is estimated at \$17,848,560 for fiscal year 2022, \$15,553,560 of which will be funded via a transfer from the General Fund. The remaining \$2,295,000 will be financed by planned use of bond premiums from prior bond sales.

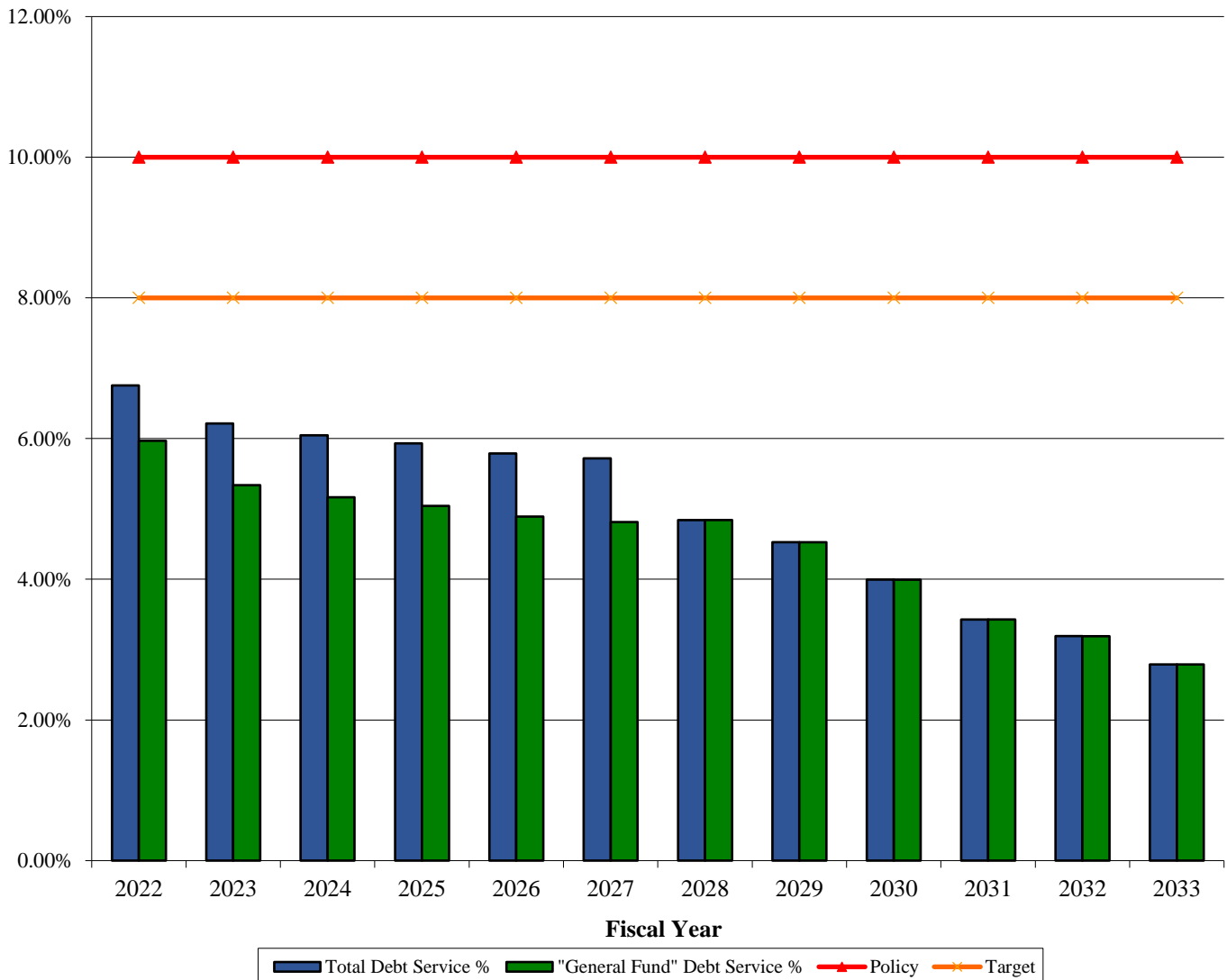
### **General Fund - Debt Service Projection (Excludes Blue Back Square)**



The Town's Capital Financing Guidelines state that debt service as a percentage of General Fund expenditures shall not exceed 10% and is targeted to be 8% or less. The CIP complies with the 10% policy and 8% target over the entire twelve-year period.

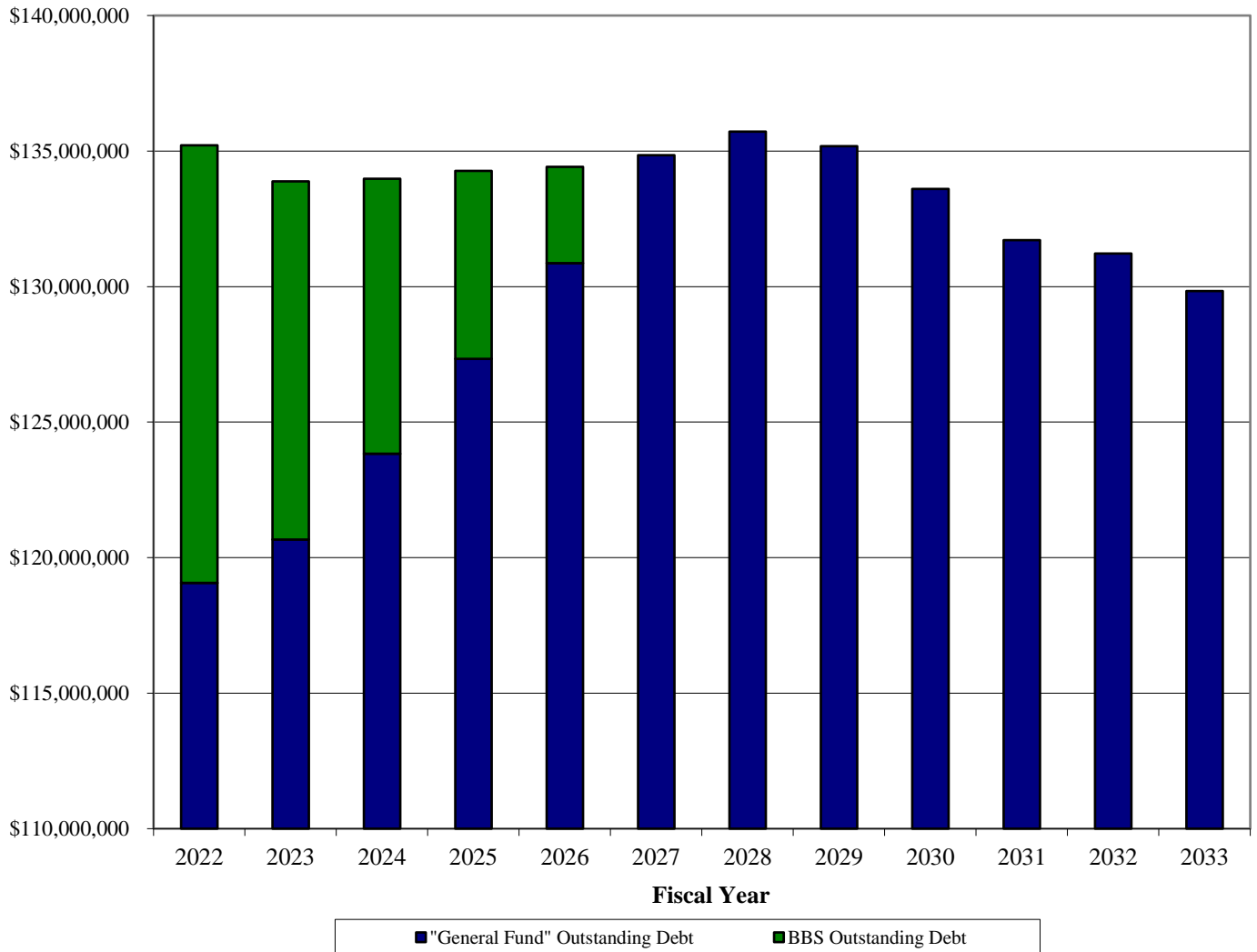
Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

### Town of West Hartford Debt Service as a Percent of Projected General Fund Expenditures



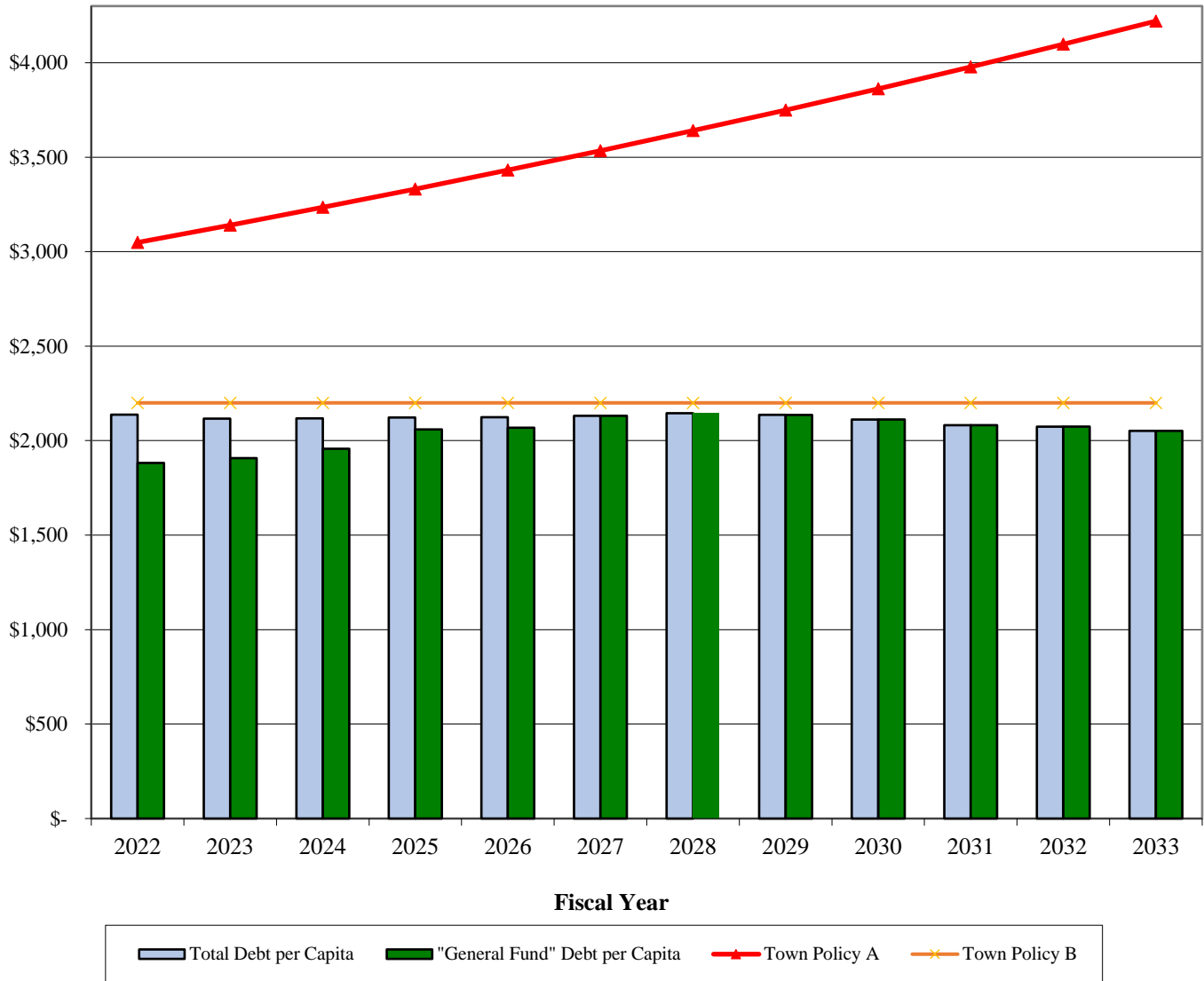
Total outstanding debt peaks at \$135,179,138 by the end of fiscal year 2028.

**Town of West Hartford  
Outstanding Debt Projection**



Per the Capital Financing Guidelines, debt per capita should not exceed an amount equal to \$3,140 in 2022 dollars (adjusted 3% annually for inflation) or 5% of per capita income, currently \$2,200. As detailed in the graph below, the Town's debt per capita excluding the BBS issuance is within this parameter over the time period presented. Debt per capita for total debt is in compliance as well.

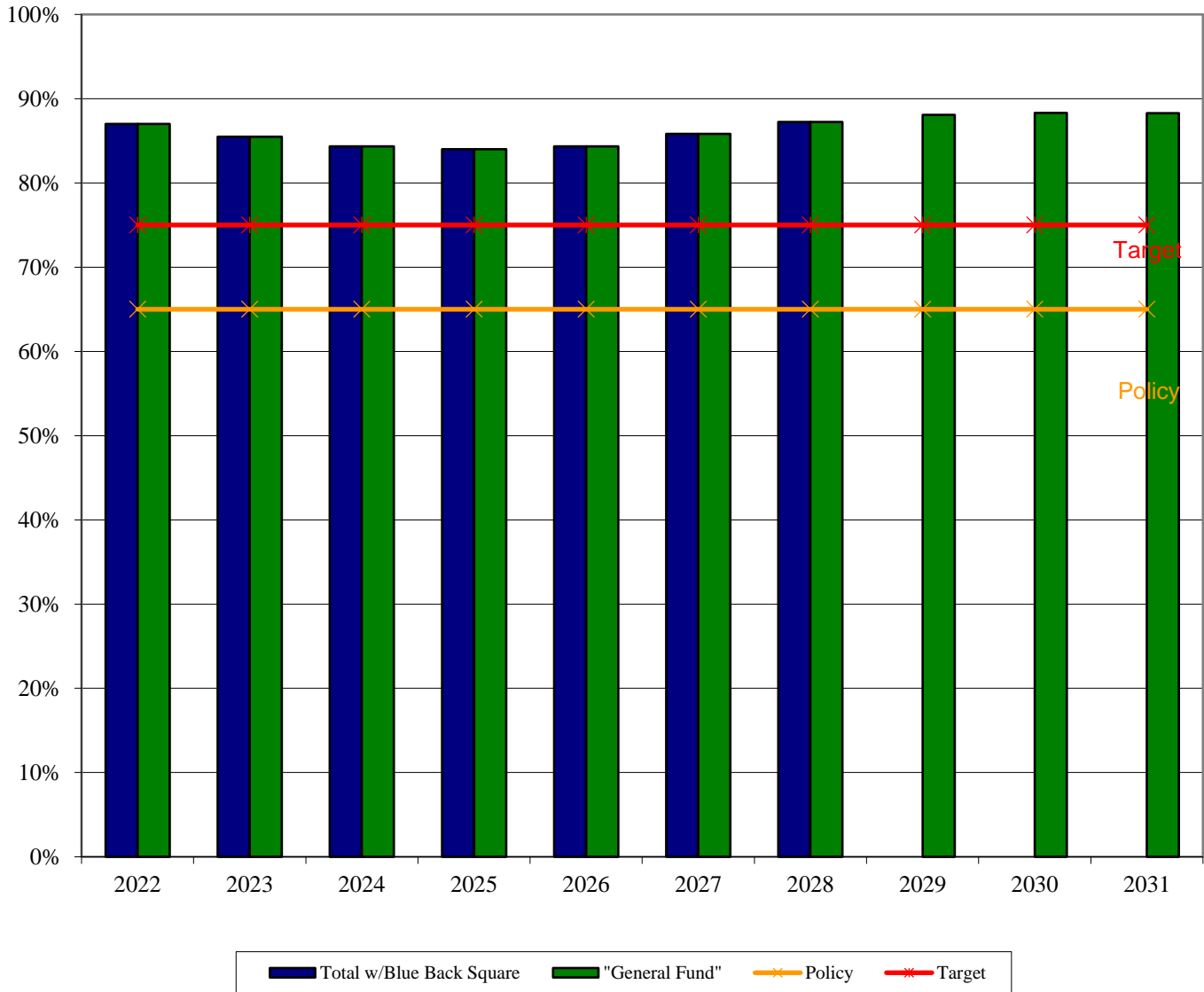
### Town of West Hartford Debt per Capita Projection



Note: The final payment on general obligation bonds for the BBS development will be made in fiscal year 2026.

The Capital Financing Guidelines state that principal retired within 10 years shall be 65% or higher and is preferred to be above 75%. As detailed in the chart below, the CIP adheres to the policy and meets the target for all years.

### Town of West Hartford Principal Retired within Ten Years



The Capital Improvement Plan presented continues the Town's investment in the infrastructure of the community, while adhering to the Town's Capital Financing Guidelines and balancing such improvements against the financial health and stability of the Town.



## **Town of West Hartford, Connecticut**

### **Comprehensive Capital Financing Policy**

**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 that does not exceed the useful life of the asset.
4. Flexibility should be maintained when determining general obligation bond issuance amounts, maturities and market timing, with consideration given to the existing and future bond market in order to obtain the most advantageous net interest rate.
5. The capital financing amounts shall be determined for each year of the Capital Improvement Plan based upon the policies relating to debt indicators adopted in the general obligation debt section of this policy. The development of the financial plan shall be based solely on financial capacity without regard to program need.
6. The Capital Improvement Plan shall present programmatic needs and priorities and will present a twelve (12) year plan that is divided into three sections:
  - A. Years 1-3 will contain specific individual project and financial plans. Council will adopt the first two years of the CIP for implementation and year three for final plan preparation.
  - B. Years 4-6 will present individual and aggregate costs and financing of projects during this three-year period and present them according to five categories of projects: Transportation and Circulation; Education; Town Building Improvements; Parks and Recreation; and Miscellaneous Improvements. Council review of the project priorities will determine which projects emerge from the 4-6 year period to create the new year 3 of the CIP.
  - C. Years 7-12 will present allocated costs and financing for each year by project categories rather than individual projects. The capital financing model will produce the funding amounts available each year and these amounts will be allocated by category of projects. Review and discussion of these projects shall identify those projects that will enter the 4-6 year period for more detailed planning and design.

**General Obligation Debt Policies**

1. Annual debt service as a percentage of General Fund expenditures shall not exceed 10%, and is targeted to be 8% or less.
2. Debt per capita should not exceed \$2,960 in FY 2022 (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 that 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 that 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, 2019, the Town's debt base was \$258,761,000 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%	\$582,212	\$461,562
Schools	451	1,164,425	1,100,166
Sewers	375	970,354	762,440
Urban Renewal	325	840,973	840,973
Pension Deficit	300	776,283	776,283

### **Summary of Long-Term Bonded Indebtedness** – As of June 30, 2020

<b>Purpose</b>	<b>Interest Rates</b>	<b>Amount (000's)</b>
General Public Improvements	2.00 – 5.00%	\$120,649
Schools	2.00 – 5.00%	64,259
Sewers		<u>207,914</u>
<b>Total Bond Indebtedness</b>		<b>\$392,822</b>

**FISCAL YEAR 2021-2022 and 2022-2023 CAPITAL BUDGETS**

The following section of the budget represents the capital improvement needs of the Town for fiscal years 2022 and 2023. 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, 2022-2033. Of the \$57,836,000 in capital project funding for program years one and two, \$42,730,000 or 74% is to be funded via bonds. An additional \$2,750,000 or 5% is to be funded through the Capital and Non-Recurring Expenditure Fund, and \$12,356,000 or 21% 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 2022 and 2023 continues a long-term commitment to the maintenance of public schools, roads, storm sewers, parks and other public infrastructure. In addition, it addresses a few non-recurring projects such as replacement of the Fern Street Bridge (\$4,200,000), school security improvements (\$1,350,000) and the balance of a new financial management and time and attendance system (\$315,000).

The capital financing plan necessary to fund the projects included in the Capital Improvement Program meets the standards established by the Town Council for debt limits, repayment and debt servicing costs. The Town's capital program is a financially driven program that carefully considers the community's ability to pay along with the assessment of the Town's capital needs.

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**ANNUAL BUDGET 2021-2022**

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The tables below summarize the fiscal years 2022 and 2023 Capital Budgets by financing source and by planning category. Detailed project descriptions for 2022 and 2023 projects are also included in this section.

**PROGRAM YEARS 1 – 2****FINANCING SUMMARY**

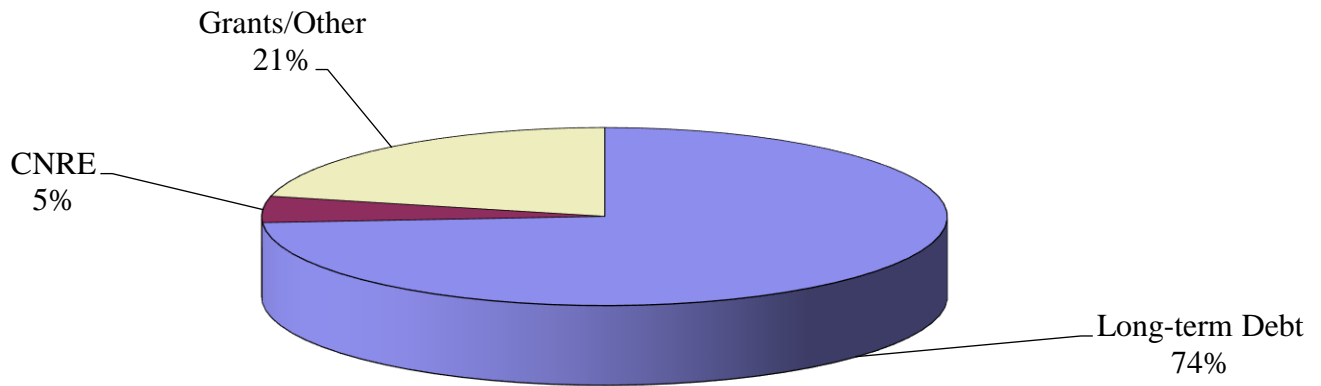
	<u><b>2022</b></u>	<u><b>2023</b></u>	<u><b>Total</b></u>
Long-Term Debt Funding	\$20,867,000	\$21,863,000	\$42,730,000
CNRE	485,000	2,265,000	2,750,000
Grants	5,646,000	5,770,000	11,416,000
Other	<u>640,000</u>	<u>300,000</u>	<u>940,000</u>
<b>TOTAL</b>	<b>\$27,638,000</b>	<b>\$30,198,000</b>	<b>\$57,836,000</b>

**PROGRAM YEARS 1 – 2****PLANNING SUMMARY**

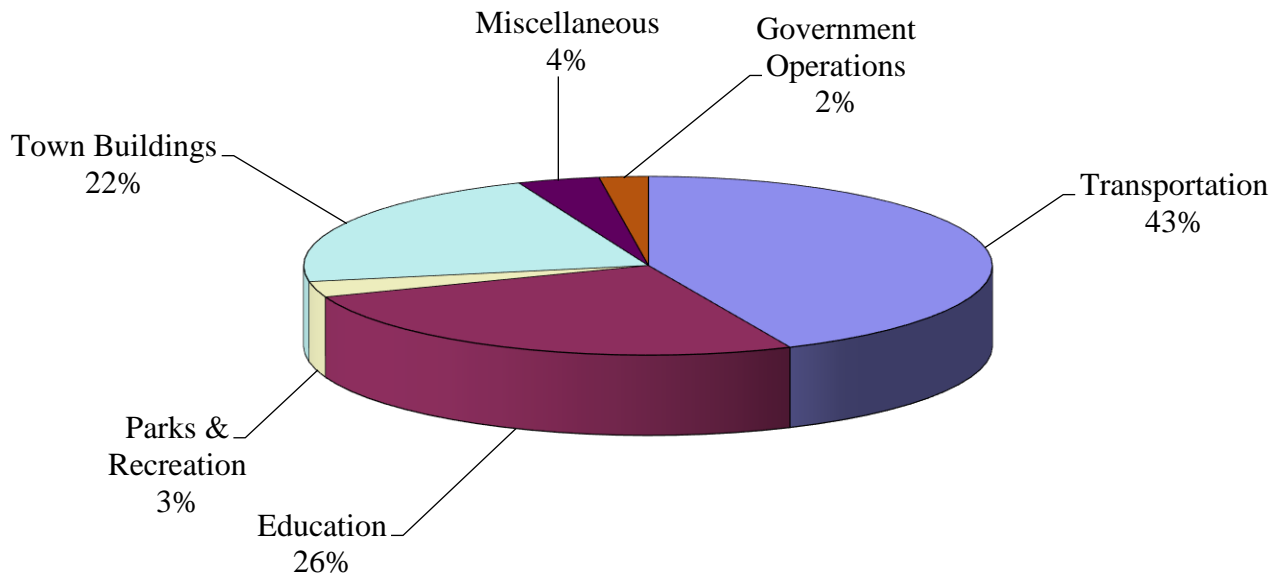
	<u><b>2022</b></u>	<u><b>2023</b></u>	<u><b>Total</b></u>
Transportation & Circulation	\$12,891,000	\$12,142,000	\$25,033,000
Education	6,209,000	8,821,000	15,030,000
Parks & Recreation	1,015,000	625,000	1,640,000
Town Building Improvements	5,664,000	6,915,000	12,579,000
Government Operations	615,000	715,000	1,330,000
Miscellaneous Improvements	<u>1,244,000</u>	<u>980,000</u>	<u>2,224,000</u>
<b>TOTAL</b>	<b>\$27,638,000</b>	<b>\$30,198,000</b>	<b>\$57,836,000</b>

# Fiscal Years 2022 & 2023 Capital Budget Summary

## By Financing Source



## By Planning Category



**TOWN MANAGER'S RECOMMENDED CIP BUDGET  
CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES  
PROGRAM YEAR 1 - FISCAL YEAR 2021-2022  
(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Arterial Street Reconstruction	\$1,623	\$0	\$0	\$0	<b>\$1,623</b>
Fern Street Bridge Replacement	1,200	0	3,000	0	<b>4,200</b>
Neighborhood Street Reconstruction	1,776	0	0	0	<b>1,776</b>
Pedestrian & Bicycle Management	437	0	0	0	<b>437</b>
Storm Water Management	2,132	0	0	0	<b>2,132</b>
Street Resurfacing	1,092	0	431	0	<b>1,523</b>
Traffic System Management	200	0	0	0	<b>200</b>
Sedgwick Road Pavement Rehabilitation	<u>0</u>	<u>0</u>	<u>1,000</u>	<u>0</u>	<b><u>1,000</u></b>
<b><u>Sub-Total</u></b>	<b>8,460</b>	<b>0</b>	<b>4,431</b>	<b>0</b>	<b>12,891</b>
<b><u>EDUCATION</u></b>					
Asbestos Removal	170	0	80	0	<b>250</b>
Computer Infrastructure	0	0	0	0	<b>0</b>
Exterior School Building Improvements	1,025	0	550	0	<b>1,575</b>
Heating & Ventilation Systems	800	0	0	0	<b>800</b>
Interior School Building Improvements	1,269	0	315	0	<b>1,584</b>
School Security Improvements	1,080	0	270	0	<b>1,350</b>
Site and Athletic Field Improvements	450	0	0	0	<b>450</b>
Stage & Auditorium Renovations	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<b><u>200</u></b>
<b><u>Sub-Total</u></b>	<b>4,994</b>	<b>0</b>	<b>1,215</b>	<b>0</b>	<b>6,209</b>
<b><u>PARKS &amp; RECREATION</u></b>					
Park & Playfield Improvements	375	0	0	0	<b>375</b>
Kennedy Park Bath House	0	0	0	290	<b>290</b>
Rockledge Improvements	0	0	0	50	<b>50</b>
Westmoor Park Improvements	0	0	0	50	<b>50</b>
Kennedy Basketball CDBG	<u>0</u>	<u>0</u>	<u>0</u>	<u>250</u>	<b><u>250</u></b>
<b><u>Sub-Total</u></b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>640</b>	<b>1,015</b>
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Town Building Improvements	1,814	0	0	0	<b>1,814</b>
Animal Shelter	700	0	0	0	<b>700</b>
Town Facilities Paving	150	0	0	0	<b>150</b>
Property Acquisition	<u>3,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<b><u>3,000</u></b>
<b><u>Sub-Total</u></b>	<b>5,664</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,664</b>
<b><u>GOVERNMENTAL OPERATIONS</u></b>					
Communications Infrastructure	300	0	0	0	<b>300</b>
Financial Management System	<u>315</u>	<u>0</u>	<u>0</u>	<u>0</u>	<b><u>315</u></b>
<b><u>Sub-Total</u></b>	<b>615</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>615</b>
<b><u>ROLLING STOCK/MISCELLANEOUS EQUIPMENT</u></b>					
Public Works Rolling Stock	376	0	0	0	<b>376</b>
Miscellaneous Equipment	175	85	0	0	<b>260</b>
Firefighting Gear/Suit	208	0	0	0	<b>208</b>
Police Body Cameras	<u>0</u>	<u>400</u>	<u>0</u>	<u>0</u>	<b><u>400</u></b>
<b><u>Sub-Total</u></b>	<b>759</b>	<b>485</b>	<b>0</b>	<b>0</b>	<b>1,244</b>
<b>Program Year 1 - Grand Total</b>	<b><u>\$20,867</u></b>	<b><u>\$485</u></b>	<b><u>\$5,646</u></b>	<b><u>\$640</u></b>	<b><u>\$27,638</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Arterial Street Reconstruction			
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1:     \$1,623,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,623,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,623,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b>			
<p>This Capital Improvement Program provides the funding necessary to address the reconstruction needs of arterial/collector roadways in order to keep them sufficiently operational for the public. The Town of West Hartford roadway network is primarily classified as arterial, collector, or local roadways. Approximately 59 of 217 miles of roadway are classified as arterial/collector roadways or major roadways. These major roadways service greater numbers of vehicles, pedestrians and other transportation modes compared to local roadways (neighborhood streets). Therefore, these reconstruction projects typically require additional treatments and infrastructure beyond a neighborhood street reconstruction project. These typically include greater pavement widths for turning lanes, on-street parking, on-street bicycling, and transit use. Some examples of Town-maintained major roadways are North/South Main Street, Farmington Avenue, Boulevard, Park Road, King Philip Drive, Asylum Avenue, Fern Street, etc.</p> <p>On an annual basis, the Engineering Division performs a pavement condition evaluation, which rates all of the Town's roadway as: excellent, good, fair, poor, or extremely poor. Based on this year's evaluation, 27 percent or 16 miles of major roadways are rated poor or extremely poor. Arterial Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or asphalt driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; signage; and police for traffic control. In order to sustain the Town's major roadway network, a suitable goal is to annually reconstruct 1 mile of the Town's major roadways. Some of the remaining roadways in poor condition will be repaved under the Street Resurfacing Capital Improvement Program.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Fern Street Bridge Replacement			
<b>Department</b> Community Development		<b>Expected Life</b> 50 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 1: \$4,200,000	
<b>Fiscal Year</b> 2021-2022		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Non-Recurring		<b>Total Cost:</b> \$4,200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,200,000
Contractual Services	\$	Grants	\$3,000,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This project replaces the Fern Street Bridge over Trout Brook, near Fernridge Park. This bridge was originally constructed in 1939, was rehabilitated in 2000, and currently has a weight restriction. Based upon a recent inspection, this bridge is recommended for replacement. The existing bridge is still safe and should remain open, but is not worth rehabilitating.

The \$3,00,000 grant was obtained by the Engineering Division through the Capital Region Council of Governments through a competitive Local Transportation Capital Improvement Program grant.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Neighborhood Street Reconstruction			
<b>Department</b> Community Development		<b>Expected Life</b> 30 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 1: \$1,776,000	
<b>Fiscal Year</b> 2021-2022		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$1,776,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,776,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This Capital Improvement Program addresses the reconstruction needs of the neighborhood streets (local roadways) in the Town's 217 mile roadway network in order to keep them sufficiently operational for the public. Approximately 158 miles of roadway are considered local roadways. Based upon the annual pavement condition evaluation, 26 percent or 41 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 curb with granite curb; the replacement of existing driveway aprons with concrete aprons; sidewalk and drainage structure replacement; re-establishment of the roadway base material; repaving; and in some warranted cases, incorporation of traffic calming elements. The Neighborhood Street Reconstruction program provides a lasting refreshment of the neighborhood's appearance and can increase property values. This program also evaluates each roadway for complete streets components and reference to the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

The Neighborhood Street Reconstruction program started in the 1988 and is projected to be complete in 2023. The goal is to annually reconstruct 1 mile of the Town's neighborhood streets.

Once complete the Neighborhood and Arterial Street Reconstruction Capital Improvement Programs (CIP) will merge into the Street Reconstruction CIP.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Pedestrian and Bicycle Management			
<b>Department</b> Community Development		<b>Expected Life</b> 25 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 1: \$437,000	
<b>Fiscal Year</b> 2021-2022		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$437,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$437,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### 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 public sidewalks along Town roadways. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town currently has over 600 resident sidewalk work order requests. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.

In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Development	<b>Expected Life</b>	50 Years
<b>Category</b>	Transportation & Circulation	<b>Funding Schedule</b>	Program Year 1: \$2,132,000
<b>Fiscal Year</b>	2021-2022	<b>Prior Year(s):</b>	-
<b>Project Duration</b>	Recurring	<b>Total Cost:</b>	\$2,132,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,132,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe.</p> <p>Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.</p> <p>Some inspections of the Town's storm pipes occur annually on an as needed basis to investigate flooding or pavement failures or in advance of a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$210,000 per year.</p> <p>The Public Works Department replaces catch basins in conjunction with street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.</p> <p>In addition, \$200,000 is included for the lining of storm pipes on Farmington Avenue and LaSalle Road to renew their service life. This is a multi-year project with \$200,000 in fiscal years 2021, 2022 and 2023.</p> <p>The culvert under Trout Brook Drive, just north of Asylum Avenue, is undersized and cannot contain the watercourse during heavy rain. When this occurs, Trout Brook Drive becomes unpassable and requires an emergency closure, which impacts the Town's transportation system especially for emergency responses. The cost to replace this culvert is \$700,000, which is included in this program.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Street Resurfacing	
<b>Department</b>		<b>Expected Life</b>	
Community Development		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1: \$1,523,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,523,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,092,000
Contractual Services	\$	Grants	\$431,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The Town strives to repave 10 or more miles of roadway each year, via this program. Due to the escalating cost of asphalt and current staffing levels, the Town has only been able to resurface an average of 8.7 miles over the past 5 years.</p> <p>The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 27 percent or 59 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and police for traffic control. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Traffic System Management	
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years Infrastructure 5 Years Pavement Markings	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1: \$200,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program addresses the improvement or replacement of the Town's 62 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. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.</p> <p>Of the Town's 62 traffic signals, 10 remain that are approaching the end of their useful life at 25 years or older. The goal of this program is to replace 1 traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, signage, and street lighting are replaced as necessary.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Sedgwick Road Pavement Rehabilitation	
<b>Department</b>		<b>Expected Life</b>	
Community Development		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 1: \$1,000,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$1,000,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$1,000,000
Other	\$	Other	\$
<b>Description &amp; Justification</b>  <p>This Capital Improvement Project funds the pavement rehabilitation of Sedgwick Road from Wardwell Road to South Main Street. Project improvements beyond the roadway repaving include catch basin replacements, the installation of buffered bike lanes, enhanced crosswalks across Sedgwick Road at the Wardwell Road and Westminster Drive intersections, and traffic signal improvements at the South Main Street at Park Road/Sedgwick Road intersection to add accessible pedestrian signal equipment.</p> <p>This project is funded by a \$1,000,000 grant from the State of Connecticut's Local Transportation Capital Improvement Program.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Asbestos Removal			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1:       \$250,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Asbestos Containing Material (ACM) has been found throughout the district in locations documented in the Board of Education's Asbestos Management Plan. The annual appropriation is used to support many other recurring projects, such as boiler replacement. Ideally, the removal precedes the designated recurring construction activity. These funds pay for asbestos removal project specifications, diagrams, hygienists, actual removals, testing results and final reports.</p> <p>Inert asbestos containing material can be encapsulated rather than removed. Construction and/or renovation activities, however, often make inert materials friable and removal provides for safer, more predictable working conditions. Additionally, when asbestos containing materials are encountered on a work site, all activities must cease until the removal of the asbestos has been completed. Therefore, we are better able to project construction/renovation schedules and cost with the asbestos removed in advance.</p> <p>Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>				Exterior School Building Improvements			
<b>Department</b>			Public Schools			<b>Expected Life</b>	
<b>Category</b>			Education			<b>Funding Schedule</b>	
						Program Year 1:      \$1,575,000	
<b>Fiscal Year</b>			2021-2022			Prior Year(s):                      -	
<b>Project Duration</b>			Recurring			Total Cost:                      \$1,575,000	
<b>Ongoing Operational Costs</b>				<b>Funding Source(s)</b>			
Personnel Services		\$		Bonds		\$1,025,000	
Contractual Services		\$		Grants		\$550,000	
Non-personnel Services		\$		CNRE Fund		\$	
Other		\$		Special Revenue Fund		\$	
<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 partial roof replacements at Hall and Sedgwick, masonry repairs at Sedgwick and Hall, and roof replacement at Braeburn.</p>							

Town of West Hartford Capital Improvement Program			
Project Title		Heating and Ventilation Systems	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$800,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<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 boiler modifications at King Philip and the replacement of the auditorium air handler at King Philip.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Interior School Building Improvements	
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 1: \$1,584,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,584,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,269,000
Contractual Services	\$	Grants	\$315,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at Webster Hill, Conard, and Hall and the restroom renovation at Sedgwick.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		School Security	
<b>Department</b>	Public Schools	<b>Expected Life</b>	
<b>Category</b>	Education	<b>Funding Schedule</b>	
		Program Year 1:	\$1,350,000
<b>Fiscal Year</b>	2021-2022	Prior Year(s):	\$3,350,000
<b>Project Duration</b>	Program Enhancement – Year 3 of 3	Total Cost:	\$4,700,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,080,000
Contractual Services	\$	Grants	\$270,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This project will address security improvements in school facilities. Past projects in this category have included card access entry systems, exterior lock changes, installation of a “panic button” and automatic building wide notification systems, interior and exterior camera surveillance systems and interior lock changes. The primary projects to be addressed in the next few years are to enhance the security features of several school main offices by creating a controlled entrance for visitors that will serve as the primary control point between the main entrance and all other areas of the school. These controlled entrances feature a security vestibule which allows school office personnel to electronically monitor and permit access to the building for visitors during the school day. Funding will also be used to replace select exterior doors at schools. In addition, there is also a new mandate that visual emergency notification systems be located in areas with high levels of noise such as cafeterias, auditoriums, gymnasiums, etc., and to include such notification systems in hallways and restrooms for the hearing impaired.</p> <p>This year’s allocation will go toward enhanced security entrances at Duffy, King Philip and Norfeldt. Funding will also be utilized to replace exterior doors at Bugbee, King Philip and Whiting Lane.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$450,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$450,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$450,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward paving at Bugbee and replacement of playground equipment at Norfeldt.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Stage & Auditorium Renovations	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 1: \$200,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$200,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.</p> <p>The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.</p> <p>This year's funding will be allocated for an upgrade of seating at King Philip (year 1 of 2).</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Park & Playfield Improvements	
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		20 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1: \$375,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$375,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$375,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks. Recently the Town has worked to irrigate playfields to help save on maintenance costs and eliminate use of synthetic pesticides. Irrigation allows for conventional and/or organic slow-release fertilizers to be successful.</p> <p>Post tension concrete projects have been staggered every other year. Investment in this technology saves on long-term upkeep costs. This year, the Beachland Park basketball courts and surrounding fence will be replaced (\$150,000). Funding to cover cost of sand volleyball court is requested.</p> <p>Additional fencing replacements, pathway paving, irrigation repairs and ongoing field improvements will be undertaken.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Kennedy Park Bath House	
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services		25 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1: \$290,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$290,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$290,000
<p><b>Description &amp; Justification</b></p> <p>The Kennedy Park's bath house was constructed in 1983. Restrooms, locker rooms and showers are not fully accessible. The facility is located in a low- to moderate-income neighborhood. This renovation, to be funded with Community Development Block Grant funding, will increase handicapped accessibility and reduce future maintenance costs.</p> <p>This project will complement the pool which is in acceptable condition, including a new pool tank and zero-depth entry. Kennedy Park pool is the only Town outdoor aquatics facility with a separate pool with a slide. The facility hosts the Hillcrest Area Neighborhood Outreach Center (HANOC) summer camp for children from a disadvantaged neighborhood, as well as a regular program of swim lessons and recreational swim sessions for residents.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Rockledge Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services			
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 1:       \$50,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2021-2022		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$50,000
<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, and address equipment needs. It will be funded via the capital projects user fee included in the rates at Rockledge.</p> <p>The facility's aging irrigation system requires a systematic replacement schedule.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Westmoor Park Kitchen	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 20 years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 1: \$50,000	
<b>Fiscal Year</b> 2022-2032		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Non Recurring		<b>Total Cost:</b> \$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$50,000
<b>Description &amp; Justification</b>  Westmoor Park's public building is the Hunter House. The kitchen in this public building is essential for programs and rentals, and is in need of an overhaul.			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Kennedy Park Basketball Courts	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 30 years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 1: \$250,000	
<b>Fiscal Year</b> 2021-2022		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Non Recurring		<b>Total Cost:</b> \$250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$250,000
<b>Description &amp; Justification</b>  Kennedy Park is located in a low- to moderate-income neighborhood, and is, therefore, eligible for improvements funded by CDBG.  The existing two basketball courts are heavily used, and need to be resurfaced. We intend to install post tension concrete courts to save on maintenance costs in future years. This newer technology has a 30-year or longer lifespan.			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Town Building Improvements			
<b>Department</b> Facilities Services		<b>Expected Life</b>	
<b>Category</b> Building Improvements		<b>Funding Schedule</b> Program Year 1: \$1,814,000	
<b>Fiscal Year</b> 2021-2022		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$1,814,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,814,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, to maintain and upgrade the systems and appearance of the buildings.

**Heating, Ventilation and Cooling (HVAC) Systems** - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls which provide greater control and will lower operating costs.

**Roofing and Masonry** - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

**Interior Finishes, Fixtures and Furnishings** - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; and furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

**Code Compliance** - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Animal Shelter Replacement	
<b>Department</b>	Police Services	<b>Expected Life</b>	
<b>Category</b>	Building Improvements	<b>Funding Schedule</b>	
		Program Year 1:	\$700,000
<b>Fiscal Year</b>	2021-2022	Prior Year(s):	\$50,000
<b>Project Duration</b>	Year 2 of 2	Total Cost:	\$750,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$700,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> The condition of the existing animal shelter, built approximately 45 years ago, has significantly deteriorated. There are issues regarding fencing, kennel design, drainage, hot water, crumbling concrete supports and poor ventilation. In addition, the building does not meet many of the basic mandatory state standards for municipal animal shelters. As part of the fiscal year 2017 facility study being conducted to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site, the suitability of rehabilitating the existing facility or designing a new animal shelter will be determined. These funds will be used to implement that plan.			

Town of West Hartford Capital Improvement Program			
Project Title Town Facilities Paving			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 1: \$150,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$150,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b> This project will repair and repave parking lots at Town facilities that are deemed in poor condition. The goal of the project is to improve safety and accessibility in the Town's parking lots.			

Town of West Hartford Capital Improvement Program			
Project Title Property Acquisition			
Department Facilities Services		Expected Life 50+ years	
Category Building Improvements		Funding Schedule Program Year 1: \$3,000,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Year 1 of 2		Total Cost: \$3,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$3,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b>  <p>This project would fund the acquisition of a strategic property in Elmwood that would serve as the site of a new community/cultural center and library branch. The project would also afford the Town the opportunity to consolidate most of its Elmwood-based assets in one location, and to repurpose the existing Elmwood Community Center (ECC) and Faxon library branch for re-development and grand list growth.</p> <p>The current ECC is dated and the facility does not meet desired standards for programming purposes, particularly for youth programming. The site is constrained by topography, with limited vehicular access, and expansion would be very difficult. The ECC location has potential and value for redevelopment purposes.</p> <p>The site of the target property is larger than the existing ECC and does not have same site constraints. It is strategically located adjacent to Beachland Park, which offers several advantages for programming.</p> <p>The first year of the project would fund the acquisition of the property. Following acquisition the Town would engage in a multi-year effort to design and redevelop the property, in collaboration with key stakeholders and partners.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Communications Infrastructure			
<b>Department</b> Information Technology Services		<b>Expected Life</b>	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 1: \$300,000	
<b>Fiscal Year</b> 2021-2022		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$300,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Financial Management System			
<b>Department</b> Financial Services		<b>Expected Life</b>	
<b>Category</b> Governmental Operations		<b>Funding Schedule</b> Program Year 1: \$315,000	
<b>Fiscal Year</b> 2021-2022		Prior Year(s): \$2,400,000	
<b>Project Duration</b> Year 5 of 5		Total Cost: \$2,715,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$315,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Town selected Dynamics AX in 2014 as its preferred Enterprise Resource Planning (ERP) system. In October 2016, the implementation of the Dynamics AX ERP core financial modules was completed and the system has been supporting Accounting, Finance, Purchasing, Budgeting, Accounts Receivable, Fixed Assets, and Cash & Bank Management. As a result of the release of a new ERP product (Microsoft Dynamics 365), Microsoft has announced the end of mainstream support for Dynamics AX as of October 2021 with extended support being offered through January 2023. The impact of this new release is the Town will be forced to purchase this new product or seek an alternate ERP system. With end of support on the horizon for Dynamics AX, the Town has the opportunity to migrate to the Munis ERP system at a reduced cost. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented. Therefore, the Town recently conducted a comprehensive evaluation to help determine a refreshed vision, with the goals of reducing IT application and infrastructure support costs, improving flexibility, increasing ease of use, facilitating further automation of business processes, and improving the quality and reliability of information for decision making. The cost of the migration to Munis rather than Microsoft Dynamics 365 will result in a cost avoidance of approximately \$1 million.

The accounting and payroll system are used by both the Town and Board of Education and financial operations are highly dependent upon these systems for day to day operations. This allocation will be used for migration to the Munis ERP system, which will allow for an integrated financial system that meets the Town and School's fund accounting and business operating needs.

Town of West Hartford Capital Improvement Program			
Project Title Public Works Rolling Stock			
Department Public Works		Expected Life 15- 20 years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 1: \$376,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$376,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$376,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The Department of Public Works (DPW) utilizes a variety of vehicle rolling stock to perform a diverse array of community maintenance services. Equipment in good operating condition is critical to servicing the Town and assuring 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 its expected useful life span. Through a proactive approach the timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance provided by DPW.</p> <p>The updating of the Town's fleet addresses regulatory requirements for pollution and fuel economy standards. The timely replacement of needed equipment also enhances the public's perspective of DPW when its vehicles and equipment are in good repair. The availability of safe, reliable and functional equipment also improves relations with employees. Through consistent updating of equipment DPW gains access to engineering and technological advances providing better management and operation of resources. The utilization of onboard electronic systems and telematics enable better monitoring of daily equipment operations and their performance. This also provides the ability to better manage material application rates for winter activities while providing the ability to monitor and schedule preventative maintenance, enhancing workforce productivity.</p> <p>When available Diesel Emissions Reduction Act (DERA) grants will be used to supplement CIP funding. Funding for this year will be focused on core mid-weight vehicles vital to day to day operations.</p>			

## Town of West Hartford Capital Improvement Program

Project Title				Miscellaneous Equipment			
Department			Fire			Expected Life	
Category			Rolling Stock/Miscellaneous			Funding Schedule	
						Program Year 1: \$260,000	
Fiscal Year			2021-2022			Prior Year(s): -	
Project Duration						Total Cost: \$260,000	
Ongoing Operational Costs						Funding Source(s)	
Personnel Services	\$		Bonds			\$175,000	
Contractual Services	\$		CNRE Fund			\$85,000	
Non-personnel Services	\$		Grants			\$	
Other	\$		Other			\$	

### Description & Justification

Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Equipment contributes to the efficiency and effectiveness of a Town Department.

The Fire Department is requesting to purchase a gear washer and dryer, an electrocardiogram machine (ECG), radio upgrade and smokeless exhaust devices for Ladder 7 & Truck 3.

There is an immediate need for a gear washer and dryer. The current washer is not designed for fire gear and is just a commercial grade washer. Cancer rates are increasing in this profession and the Fire Union has indicated the urgent need for the department to provide a safer and more efficient way of cleaning gear. The Fire Department will be submitting for additional gear washers and dryers on an annual basis, likely in perpetuity, until all stations are outfitted and so that there is a replacement plan to ensure the equipment does not become outdated.

Currently there are seven sets of ALS gear. One of the sets is using an older electrocardiogram (ECG) model (Lifepak 12), considered to be outdated and no longer being "covered" under the vendor's service contract. They are in need of an 8th set of gear. Please note, the Fire Department will be submitting for an additional electrocardiogram on an annual basis, in perpetuity, so that no ECG goes beyond 7-8 years old, in essence creating a replacement plan to ensure the current equipment does not become obsolete.

Following the passing of the second apparatus operator in the West Hartford Fire Department to succumb to pancreatic cancer in recent years, a committee was established to look at cancer-reduction/causes in the apparatus operator ranks.

The committee has researched and advised that reduction of exhaust from our two largest apparatus is a reasonable preventative measure. Smokeless exhaust systems remove contaminants and are aftermarket products.

Town of West Hartford Capital Improvement Program			
Project Title		Fire Fighting Gear	
Department	Fire	Expected Life	
Category	Rolling Stock/Miscellaneous	Funding Schedule Program Year 1: \$208,000	
Fiscal Year	2021-2022	Prior Year(s): -	
Project Duration		Total Cost: \$208,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$208,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<b>Description &amp; Justification</b> Structural Gear (71 Sets)  Fire Department personnel are issued a new set of gear upon hiring, then are outfitted with an existing older set of spare gear. The second set is used after gear is worn at a fire and the primary set has to be cleaned and dried to reduce cancer risks, the gear is being cleaned as part of a routine process, or is in need of being repaired. The gear is usually sufficient to keep for manufacturer's recommendation and national standards of 10 years.  The Fire Department currently in a voluntary review for OSHA compliance. At the initial meeting, OSHA informed the Fire Department that the second set of gear or any gear that may be used for firefighting must be within the 10 year window. An evaluation of gear shows that 71 sets are "expired" and not compliant.  This funding will aid the Fire department to come into compliance by having two sets of gear for each member.			

Town of West Hartford Capital Improvement Program			
Project Title Police Body Cameras			
Department Police		Expected Life	
Category Rolling Stock/Miscellaneous		Funding Schedule Program Year 1: \$400,000	
Fiscal Year 2021-2022		Prior Year(s): -	
Project Duration 1 of 3 Years		Total Cost: \$400,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$400,000
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<b>Description &amp; Justification</b> <p>To provide the best possible services to the West Hartford community and in accordance with Connecticut General Assembly House Bill No. 6004, An Act Concerning Police Accountability, the West Hartford Police Department is mandated to purchase and maintain an in-car and body worn camera system. This amount does not include cost for additional staffing that may be required to manage this type of program.</p> <p>The West Hartford Police Department created a Bodycam Committee and evaluated ten different vender presentations. The committee narrowed the list down to three finalist for testing and evaluation in the field. Requested improvements/equipment include the purchase/lease and maintenance of an in-car body worn camera system. New equipment to include all software and hardware for program.</p>			

**TOWN MANAGER'S RECOMMENDED CIP BUDGET  
CAPITAL IMPROVEMENTS BY PROJECTS AND FUNDING SOURCES  
PROGRAM YEAR 2 - FISCAL YEAR 2022-2023  
(\$ IN THOUSANDS)**

	<u>BONDS</u>	<u>CNRE</u>	<u>GRANTS</u>	<u>OTHER</u>	<u>TOTAL</u>
<b><u>TRANSPORTATION &amp; CIRCULATION</u></b>					
Pedestrian & Bicycle Management	\$633	\$0	\$0	\$0	<b>\$633</b>
Storm Water Management	1,000	0	0	0	<b>1,000</b>
Street Reconstruction	1,667	0	0	0	<b>1,667</b>
Street Resurfacing	2,310	0	431	0	<b>2,741</b>
Traffic System Management	200	95	0	0	<b>295</b>
Flood Mitigation Infrastructure Improvements	2,000	0	0	0	<b>2,000</b>
New Park Ave Complete Streets Improvement	<u>100</u>	<u>0</u>	<u>3,706</u>	<u>0</u>	<b><u>3,806</u></b>
<b>Sub-Total</b>	<b>7,910</b>	<b>95</b>	<b>4,137</b>	<b>0</b>	<b>12,142</b>
<b><u>EDUCATION</u></b>					
Asbestos Removal	170	0	80	0	<b>250</b>
Computer Infrastructure	0	350	0	0	<b>350</b>
Exterior School Building Improvements	1,025	0	550	0	<b>1,575</b>
Furniture & Equipment Replacement	0	175	0	0	<b>175</b>
Heating & Ventilation Systems	800	0	0	0	<b>800</b>
Interior School Building Improvements	1,543	0	385	0	<b>1,928</b>
Site and Athletic Field Improvements	450	0	0	0	<b>450</b>
Stage & Auditorium Renovations	200	0	0	0	<b>200</b>
Elementary School Air Quality	<u>2,475</u>	<u>0</u>	<u>618</u>	<u>0</u>	<b><u>3,093</u></b>
<b>Sub-Total</b>	<b>6,663</b>	<b>525</b>	<b>1,633</b>	<b>0</b>	<b>8,821</b>
<b><u>PARKS &amp; RECREATION</u></b>					
Outdoor Pool Improvements	0	50	0	0	<b>50</b>
Kennedy Park Paving	0	0	0	300	<b>300</b>
Park & Playfield Improvements	125	0	0	0	<b>125</b>
Park & Playscape Management	<u>0</u>	<u>150</u>	<u>0</u>	<u>0</u>	<b><u>150</u></b>
<b>Sub-Total</b>	<b>125</b>	<b>200</b>	<b>0</b>	<b>300</b>	<b>625</b>
<b><u>TOWN BUILDING IMPROVEMENTS</u></b>					
Fueling Facility	1,000	0	0	0	<b>1,000</b>
Police Shooting Range	700				<b>700</b>
Town Building Improvements	1,815	300	0	0	<b>2,115</b>
Energy Conservation	0	100	0	0	<b>100</b>
Property Acquisition	<u>3,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<b><u>3,000</u></b>
<b>Sub-Total</b>	<b>6,515</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>6,915</b>
<b><u>GOVERNMENTAL OPERATIONS</u></b>					
Communications Infrastructure	<u>300</u>	<u>415</u>	<u>0</u>	<u>0</u>	<b><u>715</u></b>
<b>Sub-Total</b>	<b>300</b>	<b>415</b>	<b>0</b>	<b>0</b>	<b>715</b>
<b><u>ROLLING STOCK/MISCELLANEOUS EQUIPMENT</u></b>					
Public Works Rolling Stock	350	0	0	0	<b>350</b>
Town Vehicles	0	150	0	0	<b>150</b>
Miscellaneous Equipment	0	80	0	0	<b>80</b>
Police Body Cameras	<u>0</u>	<u>400</u>	<u>0</u>	<u>0</u>	<b><u>400</u></b>
<b>Sub-Total</b>	<b>350</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>980</b>
<b>Program Year 2 - Grand Total</b>	<b><u>\$21,863</u></b>	<b><u>\$2,265</u></b>	<b><u>\$5,770</u></b>	<b><u>\$300</u></b>	<b><u>\$30,198</u></b>

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Pedestrian and Bicycle Management			
<b>Department</b>		<b>Expected Life</b>	
Community Development		25 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 2:      \$633,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2022-2023		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$633,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$633,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

**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 public sidewalks along Town roadways. These sidewalks provide a safety benefit to pedestrians in lieu of walking in the street. The Town currently has over 600 resident sidewalk work order requests. The sidewalk system also provides a neighborhood enhancement and benefits school children, business patrons throughout town, and recreational users. The Engineering Division refers to the Town's Sidewalk Policy for consideration of adding sidewalk sections to eliminate sidewalk gaps in the Town's sidewalk network.

In addition to the sidewalk system, the Engineering Division will continue to design and construct on and off street bicycling options across the Town. For on-street bicycling options, the Town intends to evaluate and appropriately sign and mark suitable roadways in accordance with the Town's Complete Streets Policy, especially the Bicycle Facility Plan.

This CIP includes the transfer of \$200,000 from the Pedestrian and Bicycle Management CIP to the Traffic System Management CIP to complete traffic safety improvements and traffic signal modifications.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Storm Water Management	
<b>Department</b>	Community Development	<b>Expected Life</b>	50 Years
<b>Category</b>	Transportation & Circulation	<b>Funding Schedule</b>	Program Year 2: \$1,000,000
<b>Fiscal Year</b>	2022-2023	<b>Prior Year(s):</b>	-
<b>Project Duration</b>	Recurring	<b>Total Cost:</b>	\$1,000,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This capital program maintains the complex, Town-wide drainage system which includes 13 bridges, 73 culverts, 7,600 drainage structures, and 180 miles of pipe.</p> <p>Most of the Town's bridges and some of the Town's culverts are inspected every two years by the State of Connecticut, Department of Transportation. The Engineering Division performs periodic inspections of the remaining bridges and culverts. All Town bridges and culverts are in safe, working order.</p> <p>Some inspections of the Town's storm pipes occur annually on an as needed basis to investigate flooding or pavement failures or in advance of a road repaving project. These annual video assessments cost approximately \$30,000. Inevitably, the pipe investigations lead to necessary pipe replacements, which average \$210,000 per year.</p> <p>The Public Works Department replaces catch basins in conjunction with street resurfacing program. On average, 180 catch basins are replaced every year at a cost of approximately \$100,000. This program funds the catch basin material costs.</p> <p>In addition, \$200,000 is included for the lining of storm pipes on Farmington Avenue and LaSalle Road to renew their service life. This is a multi-year project with \$200,000 in fiscal years 2021, 2022 and 2023.</p>			



Town of West Hartford Capital Improvement Program			
Project Title Street Reconstruction			
Department Community Development		Expected Life 30 Years	
Category Transportation & Circulation		Funding Schedule Program Year 2: \$1,667,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$1,667,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,667,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This Capital Improvement Program (CIP) provides the funding necessary to address the reconstruction needs of any Town roadway in order to keep them operational for the public.</p> <p>Street Reconstruction involves the following: coordination with utility companies to ensure underground facilities are not in need of repair or replacement; evaluation for complete street components and reference to the Town's Complete Street Policy, especially the Bicycle Facility Plan; replacement of curb; replacement of failing concrete or paver sidewalk; replacement of concrete or asphalt driveway aprons; replacement of drainage structures and pipes; re-establishment of the roadway base material; roadway repaving; pavement markings; signage; and police for traffic control.</p>			

## Town of West Hartford Capital Improvement Program

Project Title				Street Resurfacing						
Department			Community Development		Expected Life			20 Years		
Category			Transportation & Circulation		Funding Schedule			Program Year 2: \$2,741,000		
Fiscal Year			2022-2023		Prior Year(s):				-	
Project Duration			Recurring		Total Cost:				\$2,741,000	
Ongoing Operational Costs				Funding Source(s)						
Personnel Services		\$		Bonds				\$2,310,000		
Contractual Services		\$		Grants				\$431,000		
Non-personnel Services		\$		CNRE Fund				\$		
Other		\$		Special Revenue Fund				\$		

### Description & Justification

The Town strives to repave 10 or more miles of roadway each year, via this Capital Improvement Program (CIP). Due to the escalating cost of asphalt and current staffing levels, the Town has only been able to resurface an average of 8.7 miles over the past 5 years.

The streets selected for resurfacing are based on the annual pavement condition evaluation. Of the Town's 217 miles of roadway, 27 percent or 59 miles are in poor or extremely poor condition. Selections are also based on geographical considerations to balance the repaving throughout Town. The Street Resurfacing Program includes: milling to partially remove the existing pavement; sweeping the roadway clean; paving the roadway; and police for traffic control. In most cases, bituminous curbing and driveway aprons are also replaced. The Town also coordinates all work with the utility companies.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Traffic System Management			
<b>Department</b> Community Development		<b>Expected Life</b> 30 Years Infrastructure 5 Years Pavement Markings	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 2: \$295,000	
<b>Fiscal Year</b> 2022-2023		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$295,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$95,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

This Capital Improvement Program (CIP) addresses the improvement or replacement of the Town's 62 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. This Program provides funding to install traffic calming measures and intersection traffic safety improvements.

Of the Town's 62 traffic signals, 10 remain that are approaching the end of their useful life at 25 years or older. The goal of this program is to replace 1 traffic signal every other year, make necessary traffic signal improvements such as pedestrian signal upgrades to add exclusive pedestrian signal phases and/or accessible pedestrian signal equipment, and to replace all necessary pavement markings affected by the repaving program and replenish others throughout Town. Guiderail, signage, and street lighting are replaced as necessary.

This CIP includes the transfer of \$200,000 from the Pedestrian and Bicycle Management CIP to the Traffic System Management CIP to complete traffic safety improvements and traffic signal modifications.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b> Flood Mitigation Infrastructure Improvements			
<b>Department</b> Community Development		<b>Expected Life</b> 50 Years	
<b>Category</b> Transportation & Circulation		<b>Funding Schedule</b> Program Year 2: \$2,000,000	
<b>Fiscal Year</b> 2021-2022		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$2,000,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<b>Description &amp; Justification</b> <p>Due to repetitive street and property flooding, three drainage studies were completed to evaluate and recommend improvements to the Town's street drainage system to reduce the frequency and impact from flooding after heavy rain events. These studies covered approximately 10 percent of the Town's street drainage system in the center of the Town spreading from Mohawk Drive (North), Farmington Avenue (South), Walbridge Road (East), and Pleasant Street (West).</p> <p>The Engineering Division is pursuing grants to help fund improvements to the Town's drainage infrastructure.</p> <p>Funding for this program is for the design and construction to replace three storm drainage culverts in the East Branch of Trout Brook between Albany Avenue and Asylum Avenue. The replacement of these three culverts with larger culverts will remove 22 properties from the 100-year floodplain and eliminate the need to obtain flood insurance.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		New Park Avenue Complete Streets Improvements	
<b>Department</b>		<b>Expected Life</b>	
Community Development		30 Years	
<b>Category</b>		<b>Funding Schedule</b>	
Transportation & Circulation		Program Year 2: \$3,806,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2022-2023		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Non-Recurring		\$3,806,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$100,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$3,706,000
Other	\$	Other	\$
<p><b>Description &amp; Justification</b></p> <p>This non-recurring Capital Improvement Project provides the funding necessary to rehabilitate and improve New Park Avenue from Oakwood Avenue to New Britain Avenue. This project will improve the attractiveness, safety, and mobility for all users by incorporating traffic calming and complete street elements such as a travel lane reduction from 4 lanes (2 in each direction) to 3 lanes (1 in each direction with a center left turn lane). There will be a bike lane in each direction to connect New Britain Avenue, the Elmwood CT Fastrak bus station, the Trout Brook Trail, and many destinations along this corridor.</p> <p>In addition, the sidewalk areas will be improved with decorative street lighting, sidewalk material enhancements, wayfinding signage, and landscaping. Enhanced crosswalks will be incorporated and the traffic signals at the Talcott Road and Oakwood Avenue intersections will be replaced and include accessible pedestrian signal equipment with exclusive pedestrian phasing.</p> <p>The Community Development Department obtained two grant sources for this project:</p> <ul style="list-style-type: none"> <li>• \$2,000,000 from the Office of Policy and Management's 2017 Responsible Growth and Transit Oriented Development Grant</li> <li>• \$1,500,000 from the Department of Transportation's Local Transportation Capital Improvement Program.</li> </ul> <p>Town bond funding currently estimated at \$100,000 will be required to cover costs exceeding the \$3,706,000 grant funding.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Asbestos Removal			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2: \$250,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2022-2023		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$250,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$170,000
Contractual Services	\$	Grants	\$80,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### 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.

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.

Funding is allocated toward the removal of asbestos identified during renovations, flooring replacements and heating improvements.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Computer Infrastructure			
<b>Department</b> Public Schools		<b>Expected Life</b> 3-5 Years	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 2: \$350,000	
<b>Fiscal Year</b> 2022-2023		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$350,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$350,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

All West Hartford Public Schools are connected to a fiber-optic metropolitan area network (MAN). The internal connections at each school consists of layer 2 switches and layer 3 routers to bring the network and internet resources to all offices and classrooms. Servers, switches, telecommunications equipment and other appliances will require proactive replacement to improve mean time between failures and reduce mean time to recovery. Additionally, these funds are used to annually replace the oldest computers in the district for newer models capable of meeting the demands of current administrative and educational software. These funds, combined with funding in the operating budget, constitute our technology investment in the schools.

The ongoing investment in educational and administrative computing is a critical element in providing what has become basic functionality in today's technology reliant education environment.

This program supports the computer fleet at all 16 public schools and administrative offices. In order to stay current with software requirements and phase out the oldest hardware that is past its usable life and out of warranty coverage, maintenance of an annual technology refresh schedule of 1,500 devices on average is required. This program ensures a reliable device fleet that is able to support computer based testing mandates.

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Exterior School Building Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 2: \$1,575,000	
<b>Fiscal Year</b> 2022-2023		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$1,575,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,025,000
Contractual Services	\$	Grants	\$550,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

With 16 buildings of varying age exterior school improvements are an annual requirement. Exterior school improvements may include roofing, masonry, window upgrades and exterior door replacement, as well as other structural improvements. Re-roofing includes removal of existing materials and in many cases, insulating with thicker, denser materials to provide for increased energy conservation. It also includes the installation of necessary flashings, counter flashings, drainage improvements and related masonry repairs. A systematic re-roofing program addresses the fact that building materials decay, while it ensures the useful life of the building and protects a significant capital asset. Masonry includes restoration and re-pointing of building facades. Window upgrades replace single pane windows with energy efficient window systems.

The desirability of maintaining roofs in a good state of repair represents a prudent approach to building maintenance. Deterioration of roofing surfaces and exterior building envelopes, left unchanged, exposes buildings to water damage and long-term structural damage.

This year's appropriation will be dedicated to the partial roof replacements at Hall.



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Furniture and Equipment Replacement			
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2:	\$175,000
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2022-2023		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$175,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$175,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

The Furniture and Equipment Replacement program provides for the periodic replacement of furniture and equipment district-wide as the inventory becomes worn out, unable to be repaired, or unsafe. There are five categories of items included in this replacement program.

**Classrooms and Laboratories**– There are approximately 617 classrooms in the 16 schools that comprise the district. Classroom and laboratory furniture have a life span of approximately 20 years. This category of furniture includes student desks and chairs, teacher desks and chairs, laboratory tables and chairs. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools as needed. Adjustable desks are specified for the elementary schools so that furniture can be transferred to different grade levels within an elementary school.

**Administrative** – Each of the 16 schools have main offices along with support staff operations that have furniture requirements including desks, chairs, tables, filing cabinets, and permanent dividing walls. Office furniture has a typical life span of 20 years.

**Cafeteria** – Each of the 16 schools has a cafeteria that requires tables and chairs for students. In many instances, these spaces are also used for additional classroom space, assemblies and meetings. These items have been standardized throughout the district to streamline maintenance and repairs and so that items may be transferred between schools. Cafeteria furniture has a typical life span of 15 years.

**Equipment** – Items in this category include appliances and folding dividing walls. Appliances have a life span of between 10 and 15 years and dividing walls have a typical life span of approximately 30 years.

**Lockers** – Element of the school building design which is subject to excessive wear and tear as generations of students make use of these temporary storage receptacles. Because certain lockers cannot be repaired further, there is a need for lockers district-wide for the next several years. New lockers are specified to be wider and deeper than existing ones and they are usually specified to have a more limited number of moving components, thereby limiting our future repairs and maintenance.

Furniture has a limited useful life. Much of the Town's inventory has been pushed well beyond that life span. As many older pieces become obsolete, the Town can no longer obtain repair parts. Finally, as educational methods change, furniture needs change.

This funding will go toward the replacement of furniture, equipment, and lockers throughout the system.

Town of West Hartford Capital Improvement Program			
Project Title Heating and Ventilation Systems			
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$800,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$800,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<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 boilers at Webster Hill.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Interior School Building Improvements	
<b>Department</b>		<b>Expected Life</b>	
Public Schools			
<b>Category</b>		<b>Funding Schedule</b>	
Education		Program Year 2: \$1,928,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2022-2023		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$1,928,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,543,000
Contractual Services	\$	Grants	\$385,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>School building improvements consist of facility needs that are not specifically outlined as a separate capital project. These expenditures include replacement of fire alarm systems, handicap accessibility improvements, lighting system upgrades, HVAC control system replacements, and building and fire code related improvements.</p> <p>The school system has 11 elementary schools, 3 middle schools, and 2 high schools that together comprise more than 1.75 million square feet of educational facilities. These facilities require regular investment to maintain their existing infrastructures and upgrade their system. This appropriation continues the Town's reinvestment in its schools and a commitment to maintain them in good condition.</p> <p>Improvements this year will include flooring replacement and painting at King Philip, Whiting Lane, Webster Hill and restroom renovations at Conard and Hall.</p>			

Town of West Hartford Capital Improvement Program			
Project Title		Site and Athletic Field Improvements	
Department Public Schools		Expected Life	
Category Education		Funding Schedule Program Year 2: \$450,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$450,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$450,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The school fields and site infrastructure have experienced significant wear and tear. Most of these facilities were originally constructed more than fifty years ago. Funding is used to upgrade facilities to ensure their continued usefulness.</p> <p>West Hartford's athletic fields have been intensively used to a point where facilities have become inadequate or are beginning to show signs of deterioration. Much of the site infrastructure is also in need of replacement. The purpose of these improvements is to provide safe playing and pedestrian conditions. A long-term athletic field and site infrastructure improvements program is needed to prevent further deterioration and to preserve these important community resources.</p> <p>The funding will go toward drainage and pavement resurfacing at Braeburn and Webster Hill.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Stage & Auditorium Renovations			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 2: \$200,000	
<b>Fiscal Year</b> 2022-2023		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$200,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$200,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

Every school facility in West Hartford has an auditorium and all but Smith School have a type of traditional stage. Many of the stage components and systems have outlived their useful life and are either non-functional or have been made inoperable due to safety concerns. Furthermore, many stages have lighting panels which require updating by code.

The West Hartford Public Schools curriculum has been distinguished by its emphasis on excellence in academics, athletics and the arts. Theater, acting and stagecraft are all part of the curriculum. Our auditoria are the scene of many Town-wide events, such as the Pops and Jazz Concerts and the winter concerts. Furthermore, the safety of the stages as well as their versatility is important to those renting our facilities. The middle schools offer a full program of artistic events to their communities year round. The fact that many of our stages require significant repairs limits the kinds of productions we can offer the community and the teaching experiences we can offer our students.

Funding will be allocated this year for auditorium seating replacement at King Philip (year 2 of 2).

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Elementary School Air Quality Improvements			
<b>Department</b> Public Schools		<b>Expected Life</b>	
<b>Category</b> Education		<b>Funding Schedule</b> Program Year 2: \$3,093,000	
<b>Fiscal Year</b> 2022-2023		Prior Year(s): -	
<b>Project Duration</b> Program Enhancement – Year 1 of 15		Total Cost: \$3,093,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$2,475,000
Contractual Services	\$	Grants	\$618,000
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$

### Description & Justification

The majority of our elementary schools were built prior to 1964 and lack modern fresh air ventilation, air conditioning and have their original single-pane glass window systems. The single-pane glass window systems were intended by design to leak air as a means of providing fresh air. Modern building standards require fresh air to be provided via mechanical air handlers in which outside air is brought in, filtered to remove contaminants, and mixed with existing air with a certain percentage being expelled to the outside and the remaining being recirculated into the building based upon carbon dioxide levels. Many studies have shown that proper fresh air and comfort is a substantial benefit to student success in a learning environment.

Two of our elementary schools have building-wide fresh air and air conditioning systems (Charter Oak International Academy and Smith), two elementary schools have building-wide fresh air systems with limited air conditioning (Braeburn and Wolcott) and the remaining seven elementary schools have limited fresh air and air conditioning along with single-pane window systems. In the 1970s, many of the single-pane window systems were in-filled with sheetrock and insulation in order to help save energy. While this action did save on energy costs it reduced the number of operable windows in the building, reduced the amount of fresh air entering the building and also reduced the amount of natural light.

As part of the school reopening process necessitated by the COVID-19 pandemic, a retro-commissioning project was conducted by a mechanical engineering consultant to assess and recommend repairs and/or adjustments to our existing HVAC systems in all 16 schools to increase fresh air ventilations and improve air filtration levels where feasible. This project has provided the district with a solid starting point to evaluate and make improvements to improve fresh air quality in the schools.

This program enhancement provides funding over 15-year period to make improvements at the nine elementary schools that lack modern fresh air, air conditioning and modern window systems. The program starts at Duffy where it is anticipated to take two summers to complete.

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Outdoor Pool Improvements	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 10 Years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 2: \$50,000	
<b>Fiscal Year</b> 2022-2023		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$50,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$50,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The money for this project will be used to repair filtration systems, underground pipes and concrete decks where necessary. This is an ongoing program to address facility issues within our neighborhood pools.</p> <p>This project will allow for improvements at the Town's five outdoor pools and four spray decks. Funding under this program will assist the department in maintaining visitor safety as well as upgrading the appearance of the outdoor pools by completing minor projects not addressed through the operating budget.</p> <p>The outdoor pool season is a summer program of limited duration. This program will allow the Town to minimize down-time at the outdoor pools, thus assuring the community has use of their pools during the summer months.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Kennedy Park Improvements			
Department Leisure Services		Expected Life 30-50 years	
Category Parks & Recreation		Funding Schedule Program Year 2: \$300,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Non Recurring		Total Cost: \$300,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$300,000
<p><b>Description &amp; Justification</b></p> <p>Park planning will help identify and prioritize a full renovation of Kennedy Park. \$300,000 requested in FY 23 would cover parking improvements, including an internal access road and new lot.</p> <p>The project is spread out over four years and includes multiple funding sources. Potentially eligible for Community Development Block Grant funding.</p>			



## Town of West Hartford Capital Improvement Program

<b>Project Title</b>			
Park & Playfield Improvements			
<b>Department</b>		<b>Expected Life</b>	
Leisure Services & Social Services			
<b>Category</b>		<b>Funding Schedule</b>	
Parks & Recreation		Program Year 2:      \$125,000	
<b>Fiscal Year</b>		<b>Prior Year(s):</b>	
2022-2023		-	
<b>Project Duration</b>		<b>Total Cost:</b>	
Recurring		\$125,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$125,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>West Hartford's parks and athletic fields are intensively used by youth leagues, some to a point where facilities have become inadequate or are beginning to show signs of deterioration. The purpose of park and playfield improvements is to provide safe playing conditions so that interscholastic and youth league injuries can be minimized. A long-term athletic field improvements program, developed in conjunction with the Department of Public Works, prioritizes field maintenance to prevent further deterioration and to preserve these community resources within Town parks.</p> <p>Attention will be focused on replacing the aging irrigation system at Kennedy Park.</p> <p>Remaining funds will address field improvements and fence replacement at various sites.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Park & Playscape Management	
<b>Department</b> Leisure Services & Social Services		<b>Expected Life</b> 10-15 Years	
<b>Category</b> Parks & Recreation		<b>Funding Schedule</b> Program Year 2: \$150,000	
<b>Fiscal Year</b> 2022-2023		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$150,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$150,000
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Funds for this project will be used to repair and/or replace existing playscapes and playground equipment at Town parks. This is a recurring program to address facility improvements. The ongoing maintenance of existing equipment will provide for accessible playgrounds, improve safety, and better serve the needs of neighborhoods.</p> <p>This year's appropriation will fund replacement various fencing replacements and ongoing maintenance repairs at park playground structures and equipment.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Public Works Fueling Facility			
Department Public Works		Expected Life 25 years	
Category Building Improvement		Funding Schedule Program Year 2: \$1,000,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration 3 years		Total Cost: \$1,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$1,000,000
Contractual Services	\$	CNRE Fund	\$
Non-personnel Services	\$	Grants	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The fueling of Public Works vehicles is done entirely at local retail facilities subjecting the Town to rapidly changing and inconsistent fuel costs. The installation of a dedicated fuel facility benefits the Town by allowing bulk purchasing of fuel, saving on retail costs associated with the day to day operations of the Public Works fleet. In addition it provides an emergency fuel source during natural disasters or catastrophic events where power interruptions can disrupt retail availability.</p> <p>Public Works has 149 pieces of equipment ranging from heavy-duty diesel plow trucks and excavators to mid-size trucks and small gas powered equipment that would utilize the facility on a daily basis. The fuel fill station could also serve Town fire apparatus, police vehicles, and town pool cars.</p> <p>The funding for this project will be used for the installation of two 10,000 gallon concrete above ground fuel storage tanks with secondary containment with vehicle impact and projectile resistance at the Public Works facility. The tanks will have self-mounted fuel dispensers plus an autonomous fuel control and accounting system with a canopy for inclement weather.</p>			

Town of West Hartford Capital Improvement Program			
<b>Project Title</b>		Police Shooting Range	
<b>Department</b>	Police	<b>Expected Life</b>	25 years
<b>Category</b>	Building Improvements	<b>Funding Schedule</b>	
		Program Year 2:	\$700,000
<b>Fiscal Year</b>	2022-2023	<b>Prior Year(s):</b>	\$50,000
<b>Project Duration - Phase I</b>	Year 3 of 3	<b>Total Cost:</b>	\$750,000
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	BONDS	\$700,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The Town is in the process of conducting a facility study to analyze and evaluate the strengths and weaknesses of the current facilities located at the Town's Brixton Street site and determine the suitability of rehabilitating the existing facilities or designing new facilities. Included in this study is the indoor shooting range used by the Police Department. There are numerous facility deficiencies for the police department including a small shooting range located in the basement of the building with poor air circulation, no classroom space for instruction related to the shooting range, limited restroom access, and ADA accessibility issues.</p> <p>The recommendations from the facility study will drive the process for improving the shooting range. This appropriation will fund construction costs.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Town Building Improvements			
<b>Department</b> Facilities Services		<b>Expected Life</b>	
<b>Category</b> Building Improvements		<b>Funding Schedule</b> Program Year 2: \$2,115,000	
<b>Fiscal Year</b> 2022-2023		<b>Prior Year(s):</b> -	
<b>Project Duration</b> Recurring		<b>Total Cost:</b> \$2,115,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$1,815,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$300,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

Town building improvements are facility needs not addressed under other capital projects and include the categories of heating, ventilation and cooling (HVAC) systems, roofing and masonry, interior finishes, fixtures and furnishings, and code compliance. This program allows for improvements to the Town's municipal buildings, such as completing minor projects and replacing equipment and building amenities, to maintain and upgrade the systems and appearance of the buildings.

**Heating, Ventilation and Cooling (HVAC) Systems** - HVAC systems provide heating, cooling and air circulation to users of buildings. Air temperature and indoor air quality are important issues to building occupants in regard to their personal comfort and health. The periodic replacement of boilers, furnaces, chillers, cooling towers, air handlers, and ventilation systems is required as these systems wear out and/or become obsolete. New HVAC systems also provide the Town an opportunity to install more energy efficient equipment and to install modern direct digital controls which provide greater control and will lower operating costs.

**Roofing and Masonry** - Proper maintenance of the exterior building shell is required to prevent water and air penetration into the building. Water damage can cause significant damage to a building and potential health hazards to building occupants. Air penetration causes heating and cooling losses and interferes with the proper operation of HVAC equipment and can lead to excessive wear and tear of the equipment and higher operating costs. Building roofs have a life span of approximately 20 to 25 years.

**Interior Finishes, Fixtures and Furnishings** - Interior finishes include wall, floor and ceiling surfaces; fixtures include restroom toilets, sinks, partitions, and kitchen sinks; and furnishings include appliances such as stoves, ovens, refrigerators, and water fountains, benches and other miscellaneous items that are permanently installed in buildings.

**Code Compliance** - Code compliance includes fire and life safety, handicap accessibility, elevator and public health codes in Town buildings. Codes periodically change or it is discovered that we are not in compliance with the code and we must make repairs, enhance systems or modify buildings to meet the requirements of the code.

Town of West Hartford Capital Improvement Program			
Project Title Energy Conservation			
Department Facilities Services		Expected Life	
Category Building Improvements		Funding Schedule Program Year 2: \$100,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$100,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$100,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>This project will fund energy conservation improvements to Town and school buildings as part of the Town's overall energy management strategy. Each year, capital improvements will be identified based upon recommendations of the Town's energy specialist that will reduce the consumption and cost of energy. Based upon a priority ranking and payback schedule, those improvements that will have the best return will be implemented. Improvements may include more efficient equipment, energy management control systems, financial incentive programs for improvements from the utility companies, implementing separate heating and cooling systems within buildings and taking advantage of new technologies.</p> <p>Natural gas, electricity, and water costs are projected to increase for the foreseeable future. Investments need to be made that reduce the consumption of energy and water to manage energy costs. This dedicated project for energy conservation improvements establishes these investments as a priority rather than competing with other building improvement projects and priorities.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Property Acquisition			
Department Facilities Services		Expected Life 50+ Years	
Category Building Improvements		Funding Schedule Program Year 1: \$3,000,000	
Fiscal Year 2022-2023		Prior Year(s): 3,000,000	
Project Duration Year 2 of 2		Total Cost: \$6,000,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$3,000,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<b>Description &amp; Justification</b>  <p>This project would fund the acquisition of a strategic property in Elmwood that would serve as the site of a new community/cultural center and library branch. The project would also afford the Town the opportunity to consolidate most of its Elmwood-based assets in one location, and to repurpose the existing Elmwood Community Center (ECC) and Faxon library branch for re-development and grand list growth.</p> <p>The current ECC is dated and the facility does not meet desired standards for programming purposes, particularly for youth programming. The site is constrained by topography, with limited vehicular access, and expansion would be very difficult. The ECC location has potential and value for redevelopment purposes.</p> <p>The site of the target property is larger than the existing ECC and does not have same site constraints. It is strategically located adjacent to Beachland Park, which offers several advantages for programming.</p> <p>The second year of the project would fund a combination of demolition and design expenses, to be determined following a comprehensive analysis of the existing structure. The Town plans to engage in a multi-year effort to design and redevelop the property, in collaboration with key stakeholders and partners.</p>			

## Town of West Hartford Capital Improvement Program

<b>Project Title</b> Communications Infrastructure			
<b>Department</b> Information Technology Services		<b>Expected Life</b>	
<b>Category</b> Miscellaneous		<b>Funding Schedule</b> Program Year 2 : \$715,000	
<b>Fiscal Year</b> 2022-2023		Prior Year(s): -	
<b>Project Duration</b> Recurring		Total Cost: \$715,000	
<b>Ongoing Operational Costs</b>		<b>Funding Source(s)</b>	
Personnel Services	\$	Bonds	\$300,000
Contractual Services	\$	Grants	\$
Non-personnel Services	\$	CNRE Fund	\$415,000
Other	\$	Special Revenue Fund	\$

### Description & Justification

This project represents the continued investment in the organization's communications infrastructure supporting voice and data communication for Town departments and the public schools. The maintenance of the infrastructure requires annual investments to replace obsolete hardware and software and enhancements are required to maintain the performance of the infrastructure to support the continued and expanded utilization of voice and data communications. This project also finances investments in hardware and software for all Town departments.

The communications infrastructure supports applications that utilize voice and data communication to improve organizational performance. Improved performance is the result of extending access to information throughout the organization making employees information independent in accessing resources to solve problems and provide customer service. The communications infrastructure supports applications that provide customers direct access to electronic services eliminating their dependencies on employees to receive customer service. Continued investment is required to maintain the infrastructure to support new applications and increased utilization while maintaining the security integrity of the infrastructure.



Town of West Hartford Capital Improvement Program			
Project Title Public Works Rolling Stock			
Department Public Works		Expected Life 15- 20 years	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$350,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$350,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$350,000
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>The Department of Public Works (DPW) utilizes a variety of vehicle rolling stock to perform a diverse array of community maintenance services. Equipment in good operating condition is critical to servicing the Town and assuring 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 its expected useful life span. Through a proactive approach the timely replacement of rolling stock contributes to the efficiency and effectiveness of community maintenance provided by DPW.</p> <p>The updating of the Town's fleet addresses regulatory requirements for pollution and fuel economy standards. The timely replacement of needed equipment also enhances the public's perspective of DPW when its vehicles and equipment are in good repair. The availability of safe, reliable and functional equipment also improves relations with employees. Through consistent updating of equipment DPW gains access to engineering and technological advances providing better management and operation of resources. The utilization of onboard electronic systems and telematics enable better monitoring of daily equipment operations and their performance. They also provide the ability to better manage material application rates for winter activities while providing the ability to monitor and schedule preventative maintenance, enhancing workforce productivity.</p> <p>Year 2 funding will continue to focus on the replacement of core mid-weight vehicles critical to the day to day operations of DPW and meeting Town deliverables. When available grants will be used to supplement CIP funding for emission reduction focused equipment and vehicles.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Town Vehicles			
Department Public Works		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$150,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$150,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$150,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Vehicle Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these necessary items based upon the condition of existing inventory and their expected useful life span. The timely replacement of this equipment contributes to the efficiency and effectiveness of each Town Department.</p> <p>The Department of Public Works (DPW) maintains 226 vehicles for the Town. This project funds \$150,000 for the planned replacement of vehicles based on the costs to maintain vehicles compared to their value, vehicle condition and the forecast of operational needs for the Town.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Miscellaneous Equipment			
Department Fire Department		Expected Life	
Category Rolling Stock / Miscellaneous Equipment		Funding Schedule Program Year 2: \$80,000	
Fiscal Year 2022-2023		Prior Year(s): -	
Project Duration Recurring		Total Cost: \$80,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	BONDS	\$
Contractual Services	\$	GRANTS	\$
Non-personnel Services	\$	CNRE Fund	\$80,000
Other	\$	Special Revenue Fund	\$
<p><b>Description &amp; Justification</b></p> <p>Rolling Stock and Miscellaneous Equipment in good condition is critical to the safety and productivity of Town Departments. The Town has developed a multi-year plan to replace these items based upon the condition of existing inventory and expected useful life. Timely replacement of Rolling Stock/Miscellaneous Equipment contributes to the efficiency and effectiveness of a Town Department.</p> <p>The Fire Department is requesting to purchase a gear washer and dryer, an electrocardiogram machine (ECG), and a Rescue Tool.</p> <p>There is an immediate need for a gear washer and dryer. The current washer is not designed for fire gear and is just a commercial grade washer. Cancer rates are increasing in this profession and the Fire Union has indicated the urgent need for the department to provide a safer and more efficient way of cleaning gear. The Fire Department will be submitting for additional gear washers and dryers on an annual basis, likely in perpetuity, until all stations are outfitted and so that there is a replacement plan to ensure the equipment does not become outdated.</p> <p>Currently there are seven sets of ALS gear. One of the sets is using an older electrocardiogram (ECG) model (Lifepak 12), considered to be outdated and no longer being “covered” under the vendor’s service contract. They are in need of an 8th set of gear. Please note, the Fire Department will be submitting for an additional electrocardiogram on an annual basis, in perpetuity, so that no ECG goes beyond 7-8 years old, in essence creating a replacement plan to ensure the current equipment does not become obsolete.</p> <p>This project also funds the replacement of a thirteen year old rescue equipment on a primary rescue fire vehicle.</p>			

Town of West Hartford Capital Improvement Program			
Project Title Police Body Cameras			
Department Police		Expected Life	
Category Rolling Stock/Miscellaneous		Funding Schedule Program Year 2: \$400,000	
Fiscal Year 2022-2023		Prior Year(s): 400,000	
Project Duration 2 of 3 Years		Total Cost: \$800,000	
Ongoing Operational Costs		Funding Source(s)	
Personnel Services	\$	Bonds	\$
Contractual Services	\$	CNRE Fund	\$400,000
Non-personnel Services	\$	Grants	\$
Other	\$	Other	\$
<b>Description &amp; Justification</b> <p>To provide the best possible services to the West Hartford community and in accordance with Connecticut General Assembly House Bill No. 6004, An Act Concerning Police Accountability, the West Hartford Police Department is mandated to purchase and maintain an in-car and body worn camera system. This amount does not include cost for additional staffing that may be required to manage this type of program.</p> <p>The West Hartford Police Department created a Bodycam Committee and evaluated ten different vender presentations. The committee narrowed the list down to three finalist for testing and evaluation in the field. Requested improvements/equipment include the purchase/lease and maintenance of an in-car body worn camera system. New equipment to include all software and hardware for program.</p>			

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**ANNUAL BUDGET 2021-2022**

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ORDINANCE CONCERNING APPROPRIATIONS FOR THE FISCAL YEAR BEGINNING JULY 1, 2021

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, 2020 and other miscellaneous revenues estimated to be received in the fiscal year July 1, 2021 to June 30, 2022 as shown in the revenue section of the budget document, the following are hereby appropriated to the General Fund:

	Personal <u>Services</u>	Non-Personal <u>Expense</u>	Capital <u>Outlay</u>	Sundry <u>Expense</u>	<u>Total</u>
Town Clerk	\$ 188,901	\$ 77,395		\$ 13,331	\$ 279,627
Town Council	133,358	257,945		9,978	401,281
Town Manager	478,572	24,850		31,779	535,201
Corporation Counsel	314,736	104,800		22,958	442,494
Registrar of Voters	186,351	58,150		10,622	255,123
Information Technology	535,902	543,500		38,397	1,117,799
Financial Services	1,632,538	605,179		120,586	2,358,303
Assessor	608,336	70,688		45,545	724,569
Human Resources	352,775	108,250		25,429	486,454
Fire	11,110,897	1,453,472		189,683	12,754,052
Police	15,472,843	1,056,458		338,286	16,867,587
Community Development	1,855,713	274,175		135,342	2,265,230
Public Works	4,218,763	7,617,287		414,880	12,250,930
Facilities Services	1,187,906	972,883		88,517	2,249,306
Leisure Services & Social Services	2,002,145	1,023,452		101,872	3,127,469
Library	2,379,131	652,637		179,342	3,211,110
Education				176,303,925	176,303,925
Debt Service/Capital Financing				16,128,560	16,128,560
Payments to Probate		45,260			45,260
Contingency				1,598,281	1,598,281
Radio Maintenance	86,725	65,516		6,335	158,576
Private School Health Services				919,664	919,664
Revaluation Litigation		25,000			25,000
Health District		759,087			759,087
Private School Transportation				953,275	953,275
Risk Management Contributions				40,530,148	40,530,148
Metropolitan District Commission		11,872,200			11,872,200
<b>TOTALS</b>	<b>\$42,745,592</b>	<b>\$ 27,668,184</b>	<b>\$ -</b>	<b>\$ 238,206,735</b>	<b>\$ 308,620,511</b>

And further, that allocated debt and sundry overhead expenses appropriated to municipal departments and the school department are not available for discretionary expenditure, but are under the exclusive jurisdiction of the Town Treasurer for the sole purpose of meeting the indicated debt and sundry costs, either as direct budgetary expenditures or as transfers to such funds established in accordance with Chapter 18 Section 37 of the Code of Ordinances.

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**ANNUAL BUDGET 2021-2022**

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And further, that from revenues to be derived from other funds as shown in the budget document the following is hereby appropriated:

Separately Appropriated <u>Special Funds</u>	<u>Personal Services</u>	<u>Non-Personal Expense</u>	<u>Capital Outlay</u>	<u>Sundry Expense</u>	<u>Total</u>
Blue Back Square Fund	\$	\$	\$	\$3,658,875	\$ 3,658,875
Community Development Block Grant Fund	223,026	316,062		205,690	744,778
CDBG – Housing Rehabilitation Fund		200,000			200,000
State Housing & Community Development Fund					-
Westmoor Park Fund	402,985	119,441		235,550	757,976
Leisure Services Fund	1,233,656	2,506,469		737,274	4,477,399
Private School Services Fund	842,628	939,237		709,618	2,491,483
West Hartford Library Fund		15,000			15,000
Parking Lot Fund	871,090	1,101,701		825,555	2,798,346
Technology Investment Fund		10,000			10,000
Capital & Non-Recurring Expenditure Fund			485,000		485,000
Police Private Duty Fund	1,300,000	17,500		558,304	1,875,804
Cemetery Operating Fund	139,628	189,223		178,901	507,752

And further, that increases or decreases to said appropriations may be made only upon certification by the Town Treasurer that anticipated expenditures do not exceed anticipated revenues.

ATTEST:

\_\_\_\_\_  
Essie S. Labrot, Town Clerk

\_\_\_\_\_  
Matthew W. Hart, Town Manager

Approved as to form and legality:

\_\_\_\_\_  
Dallas C. Dodge, Corporation Counsel

**RESOLUTION CONCERNING TAX LEVY ON THE LIST OF OCTOBER 1, 2020**

BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST HARTFORD THAT on the Town Assessment List of October 1, 2020, there be and is hereby granted to be levied upon the ratable estate of the Town of West Hartford, of the inhabitants of said Town and of all others liable to pay taxes therein, including all estate situated or taxable within territory added to the limits of the Town by any acts or resolutions of the General Assembly heretofore passed, a tax of forty-three and sixteen hundredths (43.16) mills on the dollar. Said taxes shall become due on July first, two thousand twenty one (July 1, 2021) and payable on said date in whole or in equal semi-annual installments from that date, namely: July first, two thousand twenty one (July 1, 2021), and January first, two thousand twenty two (January 1, 2022) 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 twenty one (July 1, 2021). 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:

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Essie S. Labrot, Town Clerk

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Matthew W. Hart, Town Manager

AN ORDINANCE DEAUTHORIZING \$765,000 FOR PROJECTS AUTHORIZED IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2021-2022, APPROPRIATING \$3,834,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2021-2022, APPROPRIATING \$23,496,000 FOR PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2022-2023 AND AUTHORIZING THE ISSUANCE OF BONDS OF THE TOWN IN AN AMOUNT NOT TO EXCEED \$26,565,000 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 \$765,000 previously appropriated to meet the estimated costs of various town improvement projects contained in the Town's Capital Improvement Program for the fiscal year 2021-2022, is hereby deauthorized as follows:

<u>Town Projects</u>	<u>2021-2022</u>
Police Shooting Range	\$700,000
Park & Playfield Improvements	65,000
Total	<u>\$765,000</u>

Section 2. The sum of \$3,834,000 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 2021-2022, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2021-2022</u>
Property Acquisition	\$3,000,000
Town Building Improvements	360,000
Firefighting Gear	208,000
Miscellaneous Equipment	175,000
Financial System Management	65,000
Public Works Rolling Stock	26,000
Total	<u>\$3,834,000</u>



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**ANNUAL BUDGET 2021-2022**

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Section 3. The sum of \$23,496,000 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 2022-2023, as follows, said appropriations to be inclusive of administrative, legal and financing costs and costs of issuance related thereto, and any and all State grants-in-aid for the projects:

<u>Town Projects</u>	<u>2022-2023</u>
Communications Infrastructure	\$ 300,000
Flood Mitigation Infrastructure Improvements	2,000,000
Fueling Facility	1,000,000
New Park Ave Complete Streets Improvement	100,000
Park & Playfield Improvements	125,000
Pedestrian & Bicycle Management	633,000
Police Shooting Range	700,000
Property Acquisition	3,000,000
Public Works Rolling Stock	350,000
Storm Water Management	1,000,000
Street Reconstruction	1,667,000
Street Resurfacing	2,310,000
Town Building Improvements	1,815,000
Traffic System Management	<u>200,000</u>
Town Total	\$15,200,000
 <u>School Projects</u>	
Asbestos Removal	\$ 250,000
Elementary School Air Quality	3,093,000
Exterior School Building Improvements	1,575,000
Heating & Ventilation Systems	800,000
Interior School Building Improvements	1,928,000
Site & Athletic Field Improvements	450,000
Stage & Auditorium Renovations	<u>200,000</u>
School Total	\$ 8,296,000
 Total	<u>\$23,496,000</u>
 Grand Total	<u>\$26,565,000</u>

Section 4. To meet said appropriations and in lieu of a tax therefor, bonds, notes or temporary notes of the Town shall be issued pursuant to Chapter VII of the Town's Charter and Chapter 109 of the General Statutes of Connecticut, as amended, or any other provision of law thereto enabling, in an amount not to exceed \$26,565,000, or so much thereof as shall be necessary after deducting grants or other sources of funds available for such purpose.

Section 5. The bonds shall be issued, maturing not later than the maximum maturity permitted by the General Statutes of Connecticut, as amended. Said bonds may be issued in one or more series and the amount of bonds of each series to be issued shall be fixed by the Town Manager and the Director of Financial Services in the amount necessary to meet the Town's share of the cost of the projects determined after considering the estimated amounts of the State grants-in-aid for the town and school projects, or the

actual amounts thereof if this be ascertainable, and the anticipated times of the receipt of the proceeds thereof, provided that the total amount of bonds to be issued shall not be less than an amount which will provide funds sufficient with other funds available for such purpose to pay the principal of and the interest on all temporary borrowings in anticipation of the receipt of the proceeds of said bonds outstanding at the time of the issuance thereof, and to pay for the costs of issuance for such bonds. The bonds shall be in the denomination of \$5,000 or a whole multiple thereof, be issued in bearer form or in fully registered form, be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be made payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The bonds shall be general obligations of the Town and each of the bonds shall recite that every requirement of law relating to its issue has been duly complied with, that such bond is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and interest thereon. The aggregate principal amount of the bonds of each series to be issued, the annual installments of principal, redemption provisions, if any, the certifying, registrar and transfer agent and paying agent, the date, time of issue and sale and other terms, details and particulars of such bonds, including the approval of the rate or rates of interests, shall be determined by the Town Manager and the Director of Financial Services.

Section 6. The bonds shall be sold by the Town Manager and Director of Financial Services in a competitive offering or by negotiation, in their discretion. If sold in a competitive offering, the bonds shall be sold at not less than par and accrued interest on the basis of the lowest net or true interest cost to the Town.

Section 7. The Town Manager and Director of Financial Services are authorized to make temporary borrowings in anticipation of the receipt of the proceeds of said bonds. Notes evidencing such borrowings shall be executed in the name and on behalf of the Town by the facsimile or manual signature of the Town Manager and the manual signature of the Director of Financial Services, bear the Town seal or a facsimile thereof, be certified by and be payable at a bank or trust company, which bank or trust company may also be designated the registrar and transfer agent, and be approved as to their legality by nationally recognized bond counsel. The notes shall be issued with maturity dates which comply with the provisions of the General Statutes of Connecticut, as amended, governing the issuance of such notes. The notes shall be general obligations of the Town and each of the notes shall recite that every requirement of law relating to its issue has been duly complied with, that such note is within every debt and other limit prescribed by law, and that the full faith and credit of the Town are pledged to the payment of the principal thereof and the interest thereon. The net interest cost on such notes, including renewals thereof, and the expense of preparing, issuing and marketing them, to the extent paid from the proceeds of such renewals or said bonds, shall be included as a cost of the projects included in Sections 2 or 3. Upon the sale of the bonds, the proceeds thereof, to the extent required, shall be applied forthwith to the payment of the principal of and the interest on any such notes then outstanding or shall be deposited with a bank or trust company in trust for such purpose.

Section 8. Any of the estimated amounts set forth for projects not required to meet the actual cost of any such project may be transferred by the Town Manager and the Director of Financial Services to meet the actual cost of any other project set forth in Sections 2 or 3. The proceeds of any bonds not transferred in accordance herewith may be deposited in the Capital Reserve Account of the Capital and Non-Recurring Expenditure Fund.

Section 9. While it is anticipated that the bonds will qualify as tax-exempt bonds, the Town Manager and the Director of Financial Services are authorized, upon the advice of bond counsel, to issue all or any portion of the bonds as bonds the interest on which is includable in the gross income of the owners thereof for federal income tax purposes, and it is hereby found and determined that the issuance of any such bonds is in the public interest.

Section 10. The Town hereby expresses its official intent under Treasury Regulation Section 1.150-2 of the Internal Revenue Code of 1986, as amended, that project costs may be paid from temporary advances of available funds and that the Town reasonably expects to reimburse any such advances from the proceeds of borrowings in an aggregate principal amount not in excess of the amount of borrowing authorized for the project; that the Town Manager and Director of Financial Services are authorized to bind the Town pursuant to such representations and agreements as they deem necessary or advisable in order to ensure and maintain the continued exemption from Federal income taxation of interest on the bonds, notes or temporary notes authorized by this resolution, if issued on a tax-exempt basis, including covenants to pay rebates of investment earnings to the United States in future years.

Section 11. The Town Manager and the Director of Financial Services are hereby authorized, on behalf of the Town, to enter into agreements or otherwise covenant for the benefit of bondholders or noteholders to provide information on an annual or other periodic basis to the Municipal Securities Rulemaking Board or any other nationally recognized municipal securities information repositories (the "Repositories") and to provide notices to the Repositories of material events enumerated in Securities and Exchange Commission Rule 15c2-12, as amended, as may be necessary, appropriate or desirable to effect the sale of the bonds and notes authorized by this ordinance. Any agreements or representations to provide information to Repositories made prior hereto are hereby confirmed, ratified and approved.

Approved as to form and legality:

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Dallas C. Dodge, Corporation Counsel

AN ORDINANCE CONCERNING APPROPRIATIONS TO AND IN THE CAPITAL  
IMPROVEMENT FUND FOR THE FISCAL YEAR BEGINNING JULY 1, 2021

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><b>Project</b></u>	<u><b>Amount</b></u>
<u>Miscellaneous</u>	
Police Body Cameras	\$ 400,000
Miscellaneous Fire Equipment	<u>85,000</u>
Total	\$ 485,000
 TOTAL	 \$ 485,000

ATTEST:

\_\_\_\_\_  
Essie S. Labrot, Town Clerk

\_\_\_\_\_  
Matthew W. Hart, Town Manager

Approved as to form and legality:

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Dallas C. Dodge, Corporation Counsel

## **Town of West Hartford**

The Town of West Hartford is located in central Connecticut, adjacent to and west of the City of Hartford, the state capital. The towns of Bloomfield, Newington, Farmington, and Avon border the Town. West Hartford is approximately 100 miles southwest of Boston and approximately 100 miles northeast of New York City. The Town, a residential suburb in the Hartford metropolitan area, encompasses a total of 22.2 square miles and has a population of 63,360. West Hartford was settled as an agricultural community in the early 1700s and was incorporated as a town in 1854.

West Hartford has access to the two major highways in central Connecticut: Interstate Routes 91 and 84, the latter of which has exits in the Town. The Town is also served by U.S. Routes 6 and 44 and State Routes 4, 173, 185, and 218. Amtrak provides passenger rail service for the area. Bradley International Airport is 20 miles north of the center of West Hartford. Public transportation is provided by the CT Department of Transportation. The two largest public utilities are Eversource Energy and Connecticut Natural Gas.

West Hartford is primarily comprised of property with single-family, owner occupied, mid to upper price range homes. The Town has eleven public elementary schools, three public middle schools and two public high schools. West Hartford also has seven parochial schools, seven private schools and two universities.

There are three branch post offices and a public library system with three branch locations. Additionally, the Town has 36 public parks and playgrounds, one playhouse, and 24 churches and synagogues. West Hartford has 217 miles of streets, 300 miles of sidewalks, and is almost fully sewered.

In 1919, the Town became the first in the State to appoint a Town Manager, and it presently operates with a Council-Manager form of government. The legislative function is performed by the nine-member council, which is elected biennially. The Council formulates policies for the administration of the Town. The Town Manager is appointed by the Council to serve as the Town's Chief Executive Officer, with appointive and removal authority over department directors and other employees of the Town. The Town Manager is responsible for the implementation of policies established by the Council. An elected seven-member Board of Education appoints a Superintendent of Schools, who administers the education system of the Town.

### **Principal Municipal Officials**

<b><u>Office</u></b>	<b><u>Town Council</u></b>	<b><u>Manner of Selection and Length of Service</u></b>
Mayor/President of Council	Shari G. Cantor	Appointed 12/04-11/05 Elected 11/05-11/21
Deputy Mayor/Vice President of Council	Leon S. Davidoff	Elected 11/07-11/21
Minority Leader	Lee Gold	Elected 11/19-11/21
	Carol Blanks	Elected 11/19-11/21
	Mary Fay	Elected 11/17-11/21
	Beth Kerrigan	Elected 11/15-11/21
	Liam Sweeney	Elected 11/17-11/21
	Ben Wenograd	Elected 11/17-11/21
	Chris Williams	Elected 11/15-11/21
	<b><u>Other Elected Officials</u></b>	
Town Clerk	Essie Labrot	Elected 1/08-1/24
Registrar of Voters	Patrice Peterson	Elected 11/20-11/22
	Beth Kyle	Elected 11/20-11/22
	<b><u>Board of Education</u></b>	
Chairperson	Deb Polun	Elected 11/17-11/21
Vice-Chairperson	Lorna Thomas-Farquharson	Elected 11/17-11/21
	Amanda Aronson	Appointed 7/19-11/19 Elected 11/19-11/21
	Elizabeth Wilcox	Appointed 6/20-11/21
	Jason Oliver Chang	Appointed 7/20-11/21
	Ari Steinberg	Elected 11/19-11/23
	Mark Zydanowicz	Appointed 11/12-11/15 Elected 11/15-11/23

<b>Principal Taxpayers</b>			
(Amounts Expressed in Thousands)			
<b>Name of Taxpayer</b>	<b>Nature of Business</b>	<b>Value at October 1, 2020</b>	<b>Percent of Total*</b>
1 Sof-Ix Blue Back Square Holdings LP	Retail, Office, Apartments, Residential	\$72,984	1.14%
2 West Farms Mall LLC	Mall	52,480	0.82%
3 Connecticut Light & Power	Utility	48,002	0.75%
4 Corbins Corner Shopping Center LLC	Shopping Center	42,378	0.66%
5 SF WH Property Owner LLC	Shopping Center/Hotel	29,271	0.46%
6 Town Center West Associates	Office, Retail	28,178	0.44%
7 McAuley Center Inc	Assisted Living	24,529	0.38%
8 Steele Road LLC	Apartments	23,517	0.37%
9 Delamar West Hartford LLC	Apartments	19,285	0.30%
10 BFN Westgate LLC	Shopping Center	18,830	0.29%
		<b>\$359,336</b>	<b>5.62%</b>

\*Percent of total based on 10/1/2020 Net Taxable Grand List of \$6,369,112.

Note: Assessments include Real Property, Personal Property and Motor Vehicles.

Source: Assessor's Office.

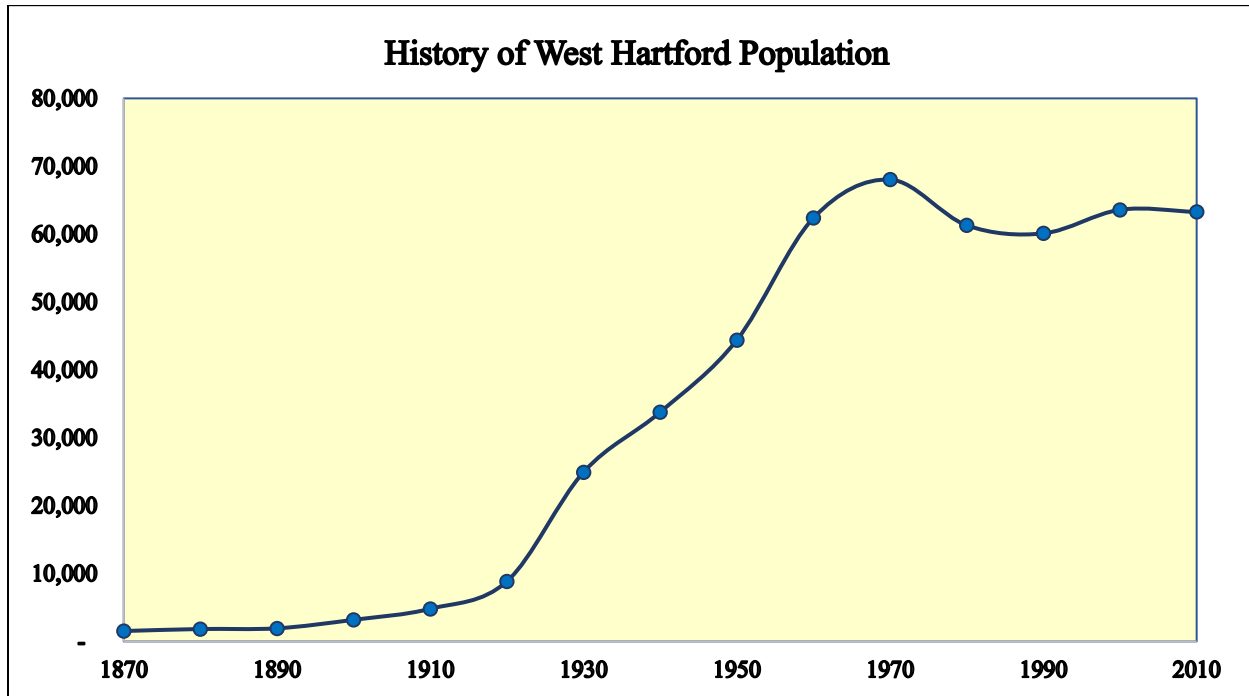
<b>Major Employers</b>		
<b>Employer</b>	<b>Business</b>	<b>Number of Employees</b>
Town of West Hartford	Government	2,030
University of Hartford	Education	2,500
Hartford Healthcare at home	Home Health Service	750
Hospital at Hebrew Health Care	Hospital	750
Triumph Engine Control Systems	Aircraft Component-Manufacturers	375
Connecticut Vetterinary Ctr	Animal Hospital	375
Cheesecake Factory	Restaurant	375
Constructive Workshops Inc	Rehabilitation Servioces	375
West Hartfordsd Health & Rehab	Convealescent Homes	175
Stop & Shop Supermarket	Grocers-retail	<u>175</u>
Total		<b>7,880</b>

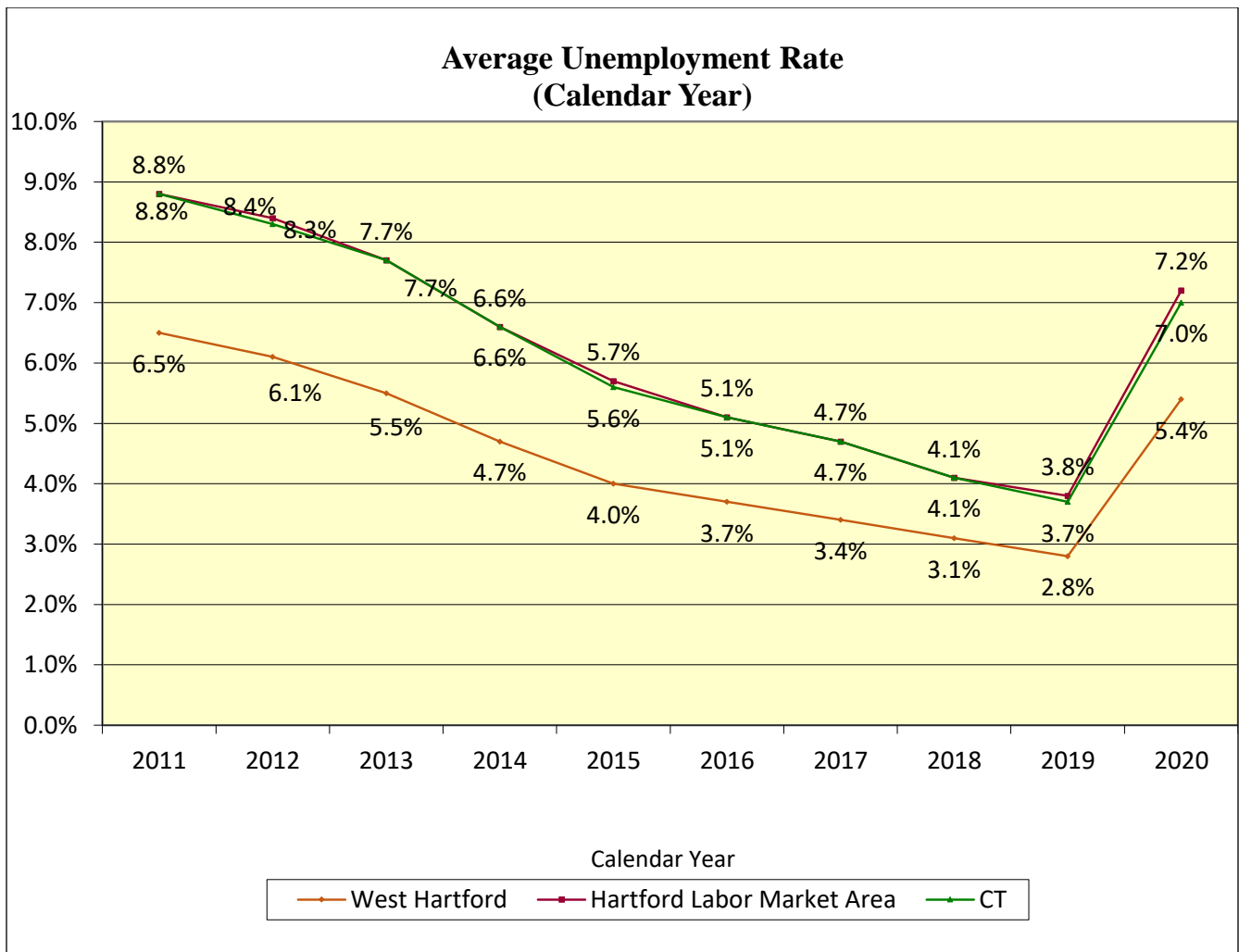
Source: Connecticut Department of Labor, 2020.

### West Hartford: Census Data

<b><u>CATEGORY</u></b>	<b><u>2000</u></b>	<b><u>2010</u></b>	<b><u>Percent Change</u></b>
Total Population	61,045	63,268	3.6%
Male	28,018	29,365	4.8%
Female	33,027	33,903	2.7%
Median Age	40.0	41.5	3.8%
Percent 65 And Older	20.3%	17.1%	-15.8%
Number of Households	24,576	25,258	2.8%
Number of Families	15,935	16,139	1.3%
Average Household Size	2.39	2.42	1.3%
Average Family Size	3.00	3.06	2.0%
Number of Housing Units	25,332	26,396	4.2%
Per Capita Income	\$33,468	\$43,998	31.5%
Median Household Income	\$61,665	\$77,156	25.1%

Source: U.S. Census Bureau.







## Municipal Profile

As of June 30, 2020

Date of Incorporation	May 3, 1854
Form of Government	Council-Manager
First Charter Adopted	November 2, 1920
Present Charter Amended	November 5, 1996
Area of Town	22.2 Square Miles
<b>Public Works Information</b>	
<b>Miles of Street</b>	<b>Municipal Parking</b>
Town Streets 217	Metered 1,933
Private Streets 15	Leased 393
State Highways 17	Gated 535
Miles of Sidewalks 300	Parking Garages 2
Number of Catch Basins 7,640	
Miles of Curbs 223	
Miles of Storm Sewers 170	
<b>Parks and Recreation Information</b>	<b>Elections Information</b>
Senior Centers 2	Registered Voters (as of 2019) 40,707
Community Centers 1	
Neighborhood Parks 7	<b>Percent of voters voting in</b>
Acres of Park Land 1,182	Last national election (2020) 87%
Neighborhood Playgrounds 29	Last state election (2018) 75%
Golf Courses 2	Last municipal election (2019) 34%
Aquatic Facilities 5	
Indoor Skating Rink 1	<b>Police Protection</b>
Tennis Courts/Pickleball Courts 40/6	Police Cars 80
Athletic Fields 92	Employees 154
Basketball Courts (2 lighted) 9	
Municipal Cemeteries 3	<b>Fire Protection</b>
	Stations 5
	Pieces of Equipment 9
	Employees 93
<b>Education System Information</b>	<b>Library</b>
Students:	Branches 3
Senior High Schools (2) 2,950	Employees (full-time) 24
Middle Schools (3) 2,443	
Elementary Schools (11) 3,483	<b>Town Employees</b>
	Town Funded 447.5
	Federally Funded 2
	Board of Education 1,580

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## GLOSSARY OF TERMS

**ACCOUNTING BASIS** - all general and special revenue funds shall be accounted for on the **modified accrual basis**, under which revenues shall be recognized when actually received, or accrued when the Director of Financial Services determines them to be both measurable and available, and commitments of money shall be recorded as soon as they result in contingent liabilities to be met from available appropriations. This shall not apply to interest earnings, which may be recognized on a full-accrual basis, so as not to preclude the Town from maximizing investment earnings through utilization of long-term investments transcending one (1) or more fiscal years. Enterprise and internal service funds utilize a full accrual system of accounting. The Town shall utilize a full encumbrance system for all funds in all financial transactions of the Town. Salaries and wages of Town employees chargeable against valid personal services appropriations need not be encumbered, except at the close of the fiscal year. At the close of the fiscal year, all salary commitments and related employee benefits, such as social security, group insurance, retirement contributions and other obligations, as evidenced by a valid purchase order or contract accruing to the current accounting period, shall be itemized in a reserve for encumbrances; said itemized encumbrances, at the discretion of the Director of Financial Services, may be met from the aggregate total of the reserve for encumbrances.

The **budgetary basis** follows the modified accrual basis of accounting except:

- a. Encumbrances are recognized as a valid and proper charge against a budget appropriation in the year in which the purchase order is issued and, accordingly, encumbrances outstanding at year-end are reflected in budgetary reports as expenditures in the current year but are shown as reservations of fund balance on a GAAP basis.
- b. The Town accounts for "on-behalf" contributions made by the State of Connecticut to the Connecticut State Teachers' Retirement System as revenue in accordance with GASB Statement No. 24, *Accounting and Financial Reporting for Certain Grants and Other Financial Assistance*. As such, General Fund revenue and expenses on a GAAP basis reflect the recognition of "on behalf contributions by the State."

**ACTIVITY CLASSIFICATION** - a grouping of expenditures on the basis of specific functions performed by an organizational unit. Examples of activities are street services, refuse collection, traffic regulation, housing services, property assessment, etc.

**APPROPRIATION** - an authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, and which is usually limited in amount and to the time during which it may be expended.

**APPROPRIATION ORDINANCE** - the ordinance by which appropriations are enacted into law by the legislative body. This gives legal authority to spend.

**ASSESSED VALUATION** - a valuation set upon real estate or other property by a government as a basis for levying taxes.

**BUDGET** - a plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means of financing them.

**BUDGET DOCUMENT** - as defined by the Charter of the Town of West Hartford, not later than 110 days before the end of the fiscal year, the Manager shall present to the Council a budget consisting of: A budget message outlining the financial policy of the Town government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This includes:

- Actual revenues and expenditures in the last two fiscal years, the first six months of the current fiscal year, total estimated revenues and expenditures for the entire current fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Summary of principal sources of anticipated revenues and a clear summary of detailed budget estimates.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.
- Appropriation and revenue ordinances and resolutions to carry out the adopted budget.

**BUDGETARY BASIS** - the budgeting and accounting policies of the Town of West Hartford conform to generally accepted accounting principles as applicable to government units. The modified accrual basis of accounting is followed by the governmental funds and expendable trust and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under modified accrual accounting when the related fund liability is incurred.

**CAPITAL BUDGET** - a plan of proposed capital projects and the means of financing them for a current fiscal period.

**CAPITAL EXPENDITURE** – payment to acquire or replace equipment for normal operating purposes with a value greater than \$5,000 and a life expectancy of more than one year.

**CDBG** – the Community Development Block Grant (CDBG) is a Federal grant awarded annually from the Department of Housing and Urban Development. It is primarily used for housing rehabilitation and other grant eligible activities. (For a description of the CDBG Fund see “Description of Funds” at the end of the Glossary.)

**CHARACTER OF EXPENDITURE** - a grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

- **Personal Services** - direct payment to employees of wages and salaries through normal payroll procedures.
- **Non-Personal Expense** - payment of ordinary and recurring operating expenses not otherwise classified.
- **Capital Outlay** - payments of a relatively recurring nature to acquire or replace equipment for normal operating purposes, of value of \$5,000 or more, with a life expectancy of one year or more.
- **Sundry Expense** - payments for employee benefits, insurance, debt service and payments to outside organizations.

**DEBT SERVICE** - the amount of money required to pay the interest and principal on outstanding debt.

**ENCUMBRANCES** - obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which that part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability for payment is recorded.

**EXPENDABLE TRUST FUND** - a trust fund whose principal, interest earnings, or both must be used for a public purpose. A pension fund is an example of such a fund.

**EXPENDITURE** - this term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlay.

**FISCAL YEAR** - a twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and result of its operations. The fiscal year for the Town of West Hartford begins July 1 and ends on June 30.

**FUNCTION** - a group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of functions are: General Government, Public Safety, and Community Maintenance.

**FUND** - an independent fiscal and accounting entity with a self-balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Annual budgeted funds are described in the "Description of Funds" section at the end of the Glossary.

**FUND BALANCE** - the difference between resources and obligations at a particular point in time, for example the end of the fiscal year. When obligations exceed resources, the result is a negative fund balance. When resources exceed obligations, the result is a positive fund balance.

**GENERAL FUND** - the chief operating fund which accounts for all resources used for financing the general administration of the Town and all resources not otherwise accounted for in other funds. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

**GRAND LIST** - the basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing powers. Also known as the assessment roll, cadastre, assessment list, abstract of ratables and rendition.

**INTERFUND LOANS OR TRANSFERS** - loans or transfer amounts made from one fund to another.

**INTERGOVERNMENTAL REVENUE** - revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

**INTERNAL SERVICES FUND** - a fund separate from the General Fund used to account for the financing of goods and services provided by one department to other departments on a cost-reimbursement basis, e.g. the Risk Management Fund and the Utilities Services Fund.

**LEVY** - the total amount of taxes imposed by a governmental unit.

**LoCIP** - a local capital improvement grant program administered by the State. Towns apply annually for reimbursement of expenditures up to a formula generated entitlement amount.

**MILL** - the amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10th) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

**MILL RATE** - the rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every \$1,000 of assessed value of property.

**MISSION** – the chief function or responsibility of an organization.

**MODIFIED ACCRUAL BASIS** - the basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for available revenues which should be accrued to properly reflect revenues earned.

**OBJECT** - as used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, clothing allowance, medical supplies, advertising, etc.

**OBLIGATIONS** - amounts which a governmental unit may be legally required to meet out of its resources. This includes actual liabilities and unliquidated encumbrances.

**ORDINANCE** - a formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status. Imposing taxes and special assessments universally require ordinances.

**PROGRAM** – a cost center designed to capture the specific activities of a department.

**PROGRAM PERFORMANCE MEASURE** – a numeric indicator representing the performance of a specific process or service delivery activity.

**PROPERTY TAX** - a locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for West Hartford municipal expenditures. By State law, all municipalities must revalue the market value of property every five years.

**PROPERTY TAX EXEMPTION** - a statutory provision that excuses certain types of property uses (e.g. religious, industrial uses) or property owners (e.g. veterans & elderly) from property tax, either partially or completely.

**RESERVE** - an account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

**REVENUE** - this term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

**SPECIAL REVENUE FUND** - used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. For example, the Parking Lot Fund was created specifically to account for revenues and expenditures generated by the parking lots in West Hartford Center.

**SUBSIDY** - an appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

**TOWN AID ROAD** - an annual formula grant from the State to be used for local road, bridge and sewer reconstruction. The amount of the grant is based on population, road miles and other demographic factors.

**TRUST FUND** - a fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Pension Operating Fund.

**VALUES** – the social principles, goals, or standards held or accepted by the government.

## **ABBREVIATIONS/ACRONYMS**

The following abbreviations and acronyms are commonly used throughout the budget document.

ALS – Advanced Life Support

BBS – Blue Back Square

CCM – Connecticut Conference of Municipalities

CDBG – Community Development Block Grant

CERT – Citizen Emergency Response Team

CIP – Capital Improvement Program

CNRE – Capital and Non-Recurring Expenditure Fund

CPF – Capital Projects Fund

COVID – CO (Corona) VI (Virus) Disease

CRCOG – Capital Region Council of Governments

DAR – Dial-A-Ride

DSF – Debt Service Fund

EMD – Emergency Medical Dispatch

EMS – Emergency Medical Service

ERC – Emergency Reporting Center

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

OSHA – Occupational Safety and Health Administration

OPEB – Other Post Employment Benefits

POCD – Plan of Conservation and Development

PPD – Police Private Duty Fund

PPE – Personal Protective Equipment

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

WHFD – West Hartford Fire Department

WHHA – West Hartford Housing Authority

WHPD – West Hartford Police Department

## **DESCRIPTION OF FUNDS**

In addition to the General Fund, there are other funds administered by the Town and included in the budget. The following funds are listed in alphabetical order.

Blue Back Square Fund - a fund created to account for the financial activity of the Blue Back Square development project, including the capital financing associated with such project and the revenues derived from Special Services District tax, facility rental and parking operations. Specific budget information can be found in the Non-Departmental section.

Capital and Non-Recurring Expenditure Fund (CNRE) - a fund, created pursuant to Section 7-360 of the Connecticut General Statutes, to account for the resources accumulated for capital projects or equipment acquisition. Summary information on this fund can be found in the Capital Budget section.

Cemetery Operating Fund - an expendable trust fund created by West Hartford Code 67-2 to account for donations and other resources provided for the care and maintenance of Town-owned cemeteries. Specific budget information can be found in the Public Works section.

Community Development Block Grant Fund (CDBG) - a special revenue fund to account for federal grant revenues from the U.S. Department of Housing and Urban Development. Specific budget information can be found in the Leisure Services & Social Services section.

CDBG Housing Rehabilitation Fund - a special revenue fund to account for housing rehabilitation activities funded via the CDBG federal grant monies. Specific budget information can be found in the Leisure Services & Social Services section.

Debt Service Fund - a fund used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs. Specific budget information can be found in the Capital Financing section.

General Fund - the chief operating fund for West Hartford that accounts for all the resources used for financing the general administration of the Town and a fund that accounts for all resources not otherwise accounted for in other funds. It is the largest and most important fund in the Town of West Hartford's budget. In West Hartford, the General Fund is supported primarily with revenues derived from local property taxes.

Leisure Services Fund – an enterprise fund created to account for the leisure service activities of the Town. This fund can be found in the Leisure Services & Social Services section.

Parking Lot Fund - a special revenue fund established in fiscal year 1996 utilized to ensure that revenues generated by gated parking lots and parking meters in the Town Center cover operational costs with no taxpayer subsidy. In addition, this fund receives a management fee to run the operations of the Blue Back Square parking garages. Specific budget information can be found in the Public Works section.

Pension Operating Fund - a pension trust fund used to account for the payment of current pension benefits and other costs associated with the operation of the Town's pension plan. Specific budget information can be found in the Human Resources section. This fund is not subject to appropriation.

Police Private Duty Fund - a special revenue fund established in fiscal year 1994 to ensure that revenues generated by police private duty overtime fees cover costs with no taxpayer subsidy. Specific information can be found in the Police Services section.

Private School Services Fund - a special revenue fund to account for a State grant or other funds used to fund services provided by the Town to non-public schools. Specific budget information can be found in the Non-Departmental section.

Risk Management Fund - an internal service fund to account for the cost of the Town's insured and self-insured programs. Specific budget data can be found in the Human Resources section. This fund is not subject to appropriation.

State Housing and Community Development Fund - a special revenue fund created pursuant to state requirements to account for state housing funds for community development programs. Specific budget data can be found in the Leisure Services & Social Services section.

Utilities Services Fund - an internal service fund used to account for the energy and utility costs of the Town and Board of Education. Specific budget information can be found in the Facilities Services section.

Technology Investment Fund – a special revenue fund established July 1, 2003 to identify a recurring revenue stream dedicated to continued investment in the Town's e-business strategy. This fund is detailed in the Information Technology section.

West Hartford Center – Special Services District Fund - a fund created to account for the financial activity of the West Hartford Center Special Services District. The District is responsible for collecting Special Services District Tax and operation of the parking garages and surface lots of the Blue Back Square Development on behalf of the Town, the owner of said facilities. This fund contracts with the Parking Lot Fund to provide such services. Specific budget information can be found in the Non-Departmental section. This fund is not subject to appropriation.

West Hartford Library Fund - a special revenue fund to account for grants and other receipts received by the library through the Connecticard Program, interlibrary loan program, photocopying and computer search activities. Specific budget information can be found in the Library Services section.

Westmoor Park Fund - a special revenue fund to account for income received from an external trust and expenditures to maintain Westmoor Park. Specific budget information can be found in the Leisure Services & Social Services section.

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